



AUDITOR GENERAL'S REPORT INFORMATION ONLY

Toronto Police Service – Results of Follow-up of Previous Audit Recommendations

Date:	May 23, 2012
To:	Toronto Police Services Board
From:	Auditor General
Wards:	All
Reference Number:	

SUMMARY

This report provides the results of our 2012 audit recommendation follow-up process. The purpose of the follow-up process is to determine the implementation status of audit recommendations made by the Auditor General to the Toronto Police Services Board.

Since 1999, the Auditor General has provided 12 audit reports to the Toronto Police Services Board. Based on results of previous audit follow-up processes, recommendations from the following audit reports have all been addressed:

- Court Services Review, 2008
- Fleet Review, 2008
- Enterprise Case and Occurrence Processing System (eCOPS) Project Review, 2005
- Revenue Controls Review, 2002
- Vehicle Replacement Policy – Toronto Police, 2000
- Review of Controls Relating to Overtime and Premium Pay, 2000
- Review of Parking Enforcement Unit, 2000

In addition, since 1999 the Auditor General has conducted three independent reviews of police investigation of sexual assaults. These reviews are:

- Review of the Investigation of Sexual Assaults, Toronto Police Service, 1999
- The Auditor General's Follow-up Review on the October 1999 Report, 2004
- The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults, 2010

Recommendations from the Second Follow-up Review on the Police Investigation of Sexual Assaults were included in the 2012 annual audit recommendation follow-up process.

The 2012 follow-up process included the following audit reports to the Board:

- Review of Police Training, Opportunities for Improvement, 2006
http://www.toronto.ca/audit/2006/police_training_main_report_oct2006.pdf
- The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults, 2010
http://www.toronto.ca/audit/2010/report_april9.pdf
- Police Paid Duty – Balancing Cost Effectiveness and Public Safety, 2010
<http://www.toronto.ca/audit/2011/policeservice-mar23.pdf>

A total of 23 audit recommendations from the above three audits were included in the 2012 follow-up process. Certain of these recommendations are longer term in nature and require additional time to achieve full implementation.

Based on our 2012 follow-up results, the Toronto Police Service has implemented 7 of the 23 outstanding audit recommendations contained in the three above audit reports.

Audit recommendations fully implemented are listed in Attachment 1. Audit recommendations not fully implemented, as well as management's comments and action plan, are included in Attachment 2. These outstanding recommendations will be reviewed in each future year until they are determined to be fully implemented.

Financial Impact

There is no financial impact resulting from receipt of this report.

ISSUE BACKGROUND

The Auditor General conducts an annual follow-up process to determine whether management has taken appropriate action to implement recommendations contained in previously issued audit reports. The follow-up process is part of the Auditor General's Annual Work Plan.

We conducted this follow-up audit in accordance with generally accepted government auditing standards. Those standards require that we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our audit objectives. We believe that the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

COMMENTS

The Auditor General's follow-up review process requires that management provide a written response on the implementation status of each recommendation contained in the audit reports. Where management indicated that a recommendation was not implemented, audit work was not performed. For those recommendations noted by management as implemented, audit staff

conducted additional analysis and testing, and reviewed relevant information to verify management assertions.

Table 1 outlines the audit reports issued to the Police Services Board since 1999 that no longer have outstanding audit recommendations.

Table 1: Previous Audit Reports With No Outstanding Recommendations

Report Title and Date	Total	Previously Reported	
		Fully Implemented	Not Applicable
Court Services Review (June 12, 2008)	5	5	-
Fleet Review (September 26, 2008)	4	4	-
Enterprise Case and Occurrence Processing System (eCOPS) Project Review (April 29, 2005)	32	31	1
Revenue Controls Review (January 8, 2002)	5	5	-
Vehicle Replacement Policy – Toronto Police (June 21, 2000)	3	-	3
Review of Controls Relating to Overtime and Premium Pay (January 6, 2000)	16	15	1
Review of Parking Enforcement Unit (January 4, 2000)	27	26	1
Total	92	86	6

Following the issuance of the 1999 audit report entitled “Review of the Investigation of Sexual Assaults”, the Auditor General conducted two independent follow-up reviews in 2004 and 2010 respectively. Results of the two follow-up reviews are provided in Table 2.

Table 2: Results of Follow-up Reviews of Recommendations Contained in the 1999 Review of the Investigation of Sexual Assaults

Audit Follow-Up Review	Recommendations for Follow-Up	Results of Follow-Up Review			Total for the Next Follow-up Review
		Fully Implemented	Not Fully Implemented	New Recommendations	
Review of the Investigation of Sexual Assaults, 1999	n/a	n/a	n/a	n/a	57
First Follow-Up Review, 2004	57	32	25	0	25
Second Follow-Up Review, 2010	25	19	6	3	9

To determine the implementation status of the nine remaining recommendations from the 2010 Second Follow-up Review report, we decided to include these recommendations in the Auditor General’s annual recommendation follow-up process. This was indicated in the 2010 audit report to the Board.

Table 3 outlines the results of our current follow-up review of outstanding recommendations in the three audit reports to the Toronto Police Services Board.

Table 3: Results of the Current Follow-up Review

Report Title and Date	Total	Previously Reported		Results of Current Review		
		Fully Implemented	Not Applicable	Fully Implemented	Not Fully Implemented	Not Applicable
Review of Police Training – Opportunities for Improvement (October 26, 2006)	39	34	1	0	4	-
The Auditor General’s Second Follow-up Review on the Police Investigation of Sexual Assaults (April 9, 2010)	9	-	-	5	4	-
Police Paid Duty – Balancing Cost Effectiveness and Public Safety (December 1, 2010)	10	-	-	2	8	-
Total	58	34	1	7	16	-

The follow-up review results of the above three audit reports are summarized as follows:

Review of Police Training – Opportunities for Improvement - Toronto Police Service

The Auditor General issued a report entitled “Review of Police Training – Opportunities for Improvement” at the January 2007 meeting of the Toronto Police Services Board. At this meeting the Board adopted the 39 recommendations included in the report and approved a motion for the Auditor General to perform a follow-up review. Our first follow-up review results were provided to the Toronto Police Services Board in June 2010.

At the time of the current follow-up process there were four outstanding audit recommendations. Police management informed us that two of the four outstanding recommendations were fully implemented. However, for one recommendation they could not provide sufficient information for us to review and independently conclude that it was fully implemented. Our review of information related to the second recommendation found that certain elements of the recommendation had not yet been addressed. Therefore we concluded that both of these recommendations were not fully implemented. The four outstanding audit recommendations are listed in Attachment 2 to this report.

The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults

Since 1999, the Auditor General has conducted three independent reviews of the police investigation of sexual assaults. These three reviews are:

- Review of the Investigation of Sexual Assaults, Toronto Police Service, 1999
- The Auditor General's Follow-up Review on the October 1999 Report, 2004
- The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults, 2010

The results of the 2004 and 2010 follow-up reviews are provided in Table 2.

In 1999, the Auditor General issued a report entitled "Review of the Investigation of Sexual Assaults – Toronto Police Service", which contained 57 recommendations. The Auditor General issued a 2004 follow-up report on the 57 recommendations to the Police Services Board at its February 2005 meeting. This audit follow-up found that the Police Service had not addressed all of the original audit recommendations and resulted in 25 recommendations. The Toronto Police Services Board requested the Auditor General to conduct a further follow-up audit on this matter.

In June 2010 the Police Services Board received the following two reports issued by the Auditor General entitled "The Review of the Investigation of Sexual Assaults – A Decade Later, Toronto Police Service" and "The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults." The first report provided an overview of the changes made by the Toronto Police Service over the last 10 years on handling the investigation of sexual assaults.

The Auditor General's Second Follow-up Review on the Police Investigation of Sexual Assaults found that overall the Toronto Police Service has made significant progress to address issues raised in our 2004 follow-up report. In summary, 19 of the 25 recommendations made in 2004 were found to be fully implemented. At the time of our review, work was in progress to address the remaining six recommendations. The review also resulted in three new recommendations requiring attention by the Police Service. All of these nine recommendations were included in the 2012 annual follow-up process.

Among the nine outstanding recommendations reviewed during the 2012 follow-up process, five were assessed as fully implemented and four partially implemented. The five fully implemented recommendations are outlined in Attachment 1, and the four partially implemented recommendations, along with management comments and action plan/time frame, are outlined in Attachment 2.

Police Paid Duty – Balancing Cost Effectiveness and Public Safety

In response to the request of the Toronto Police Services Board, the Auditor General conducted a review of the police paid duty system and issued a report entitled "Police Paid Duty- Balancing Cost Effectiveness and Public Safety." The report was adopted as amended by the Board at its April 7, 2011 meeting.

The audit report contained 10 recommendations to improve the operating effectiveness and efficiency of the system, and officer compliance with police paid duty policies. Since the audit recommendations were adopted by the Board in April 2011, the Toronto Police Service has had a relatively short timeframe to implement the audit recommendations prior to our 2012 follow-up process. Consequently, many of the audit recommendations are still being implemented and reported by management as work in progress.

Our 2012 follow-up process determined that two audit recommendations have been fully implemented and eight recommendations remain in progress. The fully implemented recommendations are listed in Attachment 1, and the partially implemented recommendations along with management's comments and action plans are listed in Attachment 2. All of the eight partially implemented recommendations will be included in the next follow-up cycle.

In adopting the audit report and recommendations, the Police Services Board at its April 2011 meeting adopted additional motions regarding audit recommendation Number 9 which pertains to paid duty requirements at special events. City Council at its June 2011 meeting also adopted a motion pertaining to audit recommendation Number 4 regarding paid duty system administrative costs.

Both audit recommendation Number 4 and Number 9 have not been fully implemented by the Police Service. According to staff, the Service has commenced a thorough review of the paid duty system to address the audit recommendations and identify other opportunities to improve efficiency. As a result, the implementation status of audit recommendation Number 4 and Number 9 and other efficiency improvement initiatives included in the motions by the Police Services Board and City Council will be assessed in the Auditor General's 2013 follow-up process.

Next Steps

The results of the current follow-up review of audit reports to the Police Services Board will be included in a consolidated report to the Audit Committee at its July 2012 meeting. The consolidated report provides a summary of all follow-up results of audit reports issued to the City's Agencies, Boards, Commissions, and Corporations from January 1, 1999 to June 30, 2011.

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SIGNATURE

Jeffrey Griffiths, Auditor General
12-AAS-05

ATTACHMENTS

- Attachment 1: Audit Recommendations – Fully Implemented
- Attachment 2: Audit Recommendations – Not Fully Implemented

Toronto Police Services Board

Audit Recommendations – Fully Implemented

Report Title: The Auditor General’s Second Follow-up Review on the Police Investigation of Sexual Assaults

Report Date: April 9, 2010

Recommendations:

- (1) The Chief of Police ensure the internal monitoring process for sexual assault reports is implemented consistently and effectively. In particular:
 - a. The Service compliance results should be regularly provided to and reviewed by senior officers in charge of Divisional Policing Command, the Sex Crimes Unit, and the Training and Education Unit. Areas showing below expected compliance level should be identified and adequately addressed through measures including training and disciplinary action.
 - b. Divisions should adhere to the internal monitoring requirements, and the case assessment completion rates are monitored and reported to senior officers.
- (2) The Chief of Police give consideration to the inclusion of sexual assault reports investigated by the Sex Crimes Unit in the internal monitoring process for sexual assault reports.
- (9) The Chief of Police ensure that under no circumstances should a first-response officer make a determination as to whether a sexual assault is unfounded. The determination of this matter be reviewed and approved by a sexual assault investigator. The Chief of Police further ensure that all occurrence reports contain an appropriate level of information to substantiate conclusions and that all such reports be approved in writing by supervisory officers.
- (10) The Chief of Police ensure that divisional investigators are in compliance with Criminal Investigations Procedure 05-05, Sexual Assault, as it applies to maintaining consistent and regular contact with women who have been sexually assaulted. Such contact be maintained throughout the investigative and legal process and be appropriately documented.
- (11) The Chief of Police revise the internal administrative accounting structure in order to accurately account for all costs relating to sexual assault investigative training activities throughout the Toronto Police Service. The accounting for these costs include training expenditures incurred at the C. O. Bick College, expenditures incurred by the Sex Crimes Unit, including all costs relating to attendance at outside training courses and conferences, and any expenditures incurred relating to decentralised training at the divisions.

Report Title: Police Paid Duty- Balancing Cost Effectiveness and Public Safety

Report Date: December 1, 2010

- (1) The General Manager of the City Transportation Services Division review the current permit criteria for determining paid duty policing requirements, with a view to developing more effective criteria in delineating the need for paid duty policing in traffic control. Particular attention be given to an evaluation of the permit criterion requiring paid duty officers when work is taking place within 30 metres of a signalized intersection.

- (7) The Chief of Police take steps to improve officer compliance with Service policy prohibiting paid duty assignments that conflict with regular duties including court attendance.

**TORONTO POLICE SERVICE
AUDIT RECOMMENDATIONS – NOT FULLY IMPLEMENTED**

Report Title: Review of Police Training, Opportunities for Improvement – Toronto Police Service

Report Date: October 26, 2006

Recommendation Not Fully Implemented	Management’s Comments and Action Plan/Time Frame
<p>(3) The Chief of Police ensure that the total costs of all training are summarized, accounted and budgeted for and disclosed separately. The training costs should include all training provided by the Toronto Police Service including training provided by the specialized units, training provided by divisional training sergeants, and costs relating to the organization of various conferences and seminars. Such training costs should be benchmarked against other major police services within Canada, the US and the UK.</p>	<p>The Toronto Police College (TPC) has developed a Cost of Session Delivery Worksheet that will capture all the training delivery cost for courses delivered by TPS. This includes external units as well. The sheets will be filled out for each session delivered and will be filed at the TPC. The sheets will be in use starting January 1st, 2012.</p>
<p>(14) The Chief of Police evaluate the Human Resource Information System in order to ensure that the capabilities of the system are being used appropriately and to their full potential. Once determined, such information be communicated to all appropriate staff and, in addition, training specific to the reporting capabilities of the system be provided to all appropriate staff.</p>	<p>HRISA projects since 2008 have included upgrades and enhancements to TRMS and to the HRMS. Most recently the unit has released eprofile, ebenefits and epay for employee self service.</p> <p>All Service training is captured on HRMS and is available to all members. Separations are also recorded on HRMS which allows senior management to determine future training needs in order to fill specialized positions that are vacated. The Service has created the 'Specialized Policing Functions' document which identifies specialized positions and includes the required training for each. This report is available to all members and is posted on the TPS internal intranet site. This ensures that the required training for specialized functions is consistent throughout the Service. Additionally, it's a tool for unit commanders to identify mandatory training for members entering specialized positions.</p>

Recommendation Not Fully Implemented	Management's Comments and Action Plan/Time Frame
	<p>This document has been provided to the City's AG office.</p> <p>eProfile is being implemented in phases and has the capability to include a training demand component. This component has not yet been implemented given current resources.</p>
<p>(23) The Chief of Police ensure that all costs incurred in organizing annual international conferences are accurately and properly accounted for. Such costs to include all Toronto police officers salaries and any other administrative costs. The results of this analysis determine the viability of continuing to host international conferences. In any event, conference registration fees be determined after taking into account all organizational costs. Further, the Chief of Police review the procedure in connection with the carry forward of individual conference surpluses to future years.</p>	<p>Toronto Police Service Procedure 18-09 was amended in August, 2011 to include the following:</p> <p>Members when proposing to host a Service Seminar shall...</p> <ul style="list-style-type: none"> • ensure a Time & Resource Management System (TRMS) project code is created to capture time spent planning and organizing the seminar <p>Seminar Committee when established shall....</p> <ul style="list-style-type: none"> • Ensure time spent planning and organizing the seminar is recorded on TRMS under the appropriate project code. <p>These amendments will capture the soft costs (wages) associated with the organizing and running of conferences and Seminars, that are not captured in the Seminar Kit.</p> <p>Additionally, carry forward of individual conference surpluses goes into general Service revenue.</p> <p>In 2011, three (3) in-house conferences were held in May, September and November.</p> <p>Toronto Police Service Procedure (18-09) Service Seminars was amended in August 2011 requiring units to track time spent on conferences in TRMS.</p>

Recommendation Not Fully Implemented	Management's Comments and Action Plan/Time Frame
	<p>One (1) of the 2011 conferences took place prior to the procedure amendment. The two (2) others took place just after the procedure amendment and as such most of the conference preparation would have already taken place.</p> <p>In-house conferences preparation activities will continue to be monitored to ensure compliance.</p>
<p>(39) The Chief of Police review the level of tuition fees charged to police officers from other police services or from other organizations attending courses organized by the Toronto Police Service with a view to charging amounts which are more in line with actual training costs. In addition, any tuition fees waived for police officers attending from other police services or organizations be appropriately authorized in writing.</p>	<p>The Toronto Police Service invites other police services to join only those courses that are already established for TPS members, if space permits.</p> <p>The Toronto Police Service will not be charging tuition fees to police officers from other services/ organizations.</p> <p>The TPS develops a great deal of goodwill delivering training to other services. This results in creating positive relationships. Charging rates may result in negative consequences to the TPS such as loss of reciprocity and goodwill. The TPS relies on "in-kind" resources possessed by neighbouring police services (Public Safety Unit, Marine Unit, air services) and any fees may affect the spirit of cooperation and productivity and ultimately result with increased reciprocal costing charged to the TPS.</p> <p>This recommendation will not be implemented.</p>

Report Title: The Auditor General’s Second Follow-up Review on the Police Investigation of Sexual Assaults

Report Date: April 9, 2010

<p align="center">Recommendation Not Fully Implemented</p>	<p align="center">Management’s Comments and Action Plan/Time Frame</p>
<p>(3) The Chief of Police ensure that the new information system acquired by the Toronto Police Service to replace the existing information systems is properly designed to accurately and efficiently track records of supervisory review.</p>	<p>The Toronto Police Service has selected the vendor to partner with to provide the new Police Operations Management System. The project name for the new system is Integrated Records Information System (IRIS) and is in the configuration stage. The implementation is tentatively scheduled for 2014. The Toronto Police Services Board has approved the funding and the Service will be working towards the IRIS implementation. The Sex Crimes Unit will be involved in this configuration to ensure compliance of this recommendation such as the need for the supervisory review function with proper design and efficient operation.</p>
<p>(7) The Chief of Police direct that all occurrence reports relating to sexual assault be reviewed by supervisory staff at the divisional level upon receipt of the initial reports and at the completion of the investigation. Evidence of the review be appropriately documented in the information system. Incomplete or inappropriate occurrence reports be discussed with the officer concerned and amendments made where necessary. Continued deficiencies in the preparation of occurrence reports be dealt with through existing training, and if necessary, discipline. Occurrence reports prepared by members of the Sex Crimes Unit be reviewed and approved by supervisory staff within the Unit.</p>	<p>The business process that dictates supervisory approval of occurrence reports is driven by Service Governance and is captured under Part III - Duties and General Responsibilities 2.8.3 (Staff Sergeant and Detective Sergeants) and Procedure 05-05 (Sexual Assaults). This responsibility has been delegated to both Detectives and Sergeants as part of their evaluation of personnel.</p> <p>The Toronto Police Service has re-emphasized the importance of full compliance with this risk management process by way of a R.O. 2010.09.23.-1155 that encompasses this directive, specifically relating to the submission of a report under Procedure 05-05 (Sexual Assaults).</p> <p>Sexual assault investigators regularly attend divisional unit training days and re-emphasize the understanding/requirement of complying with Service Procedure 05-05 and recent updates.</p>

Recommendation Not Fully Implemented	Management's Comments and Action Plan/Time Frame
	<p>Divisional Policing Command has implemented a quarterly review process as set out in the action plan captured in Audit Recommendation 1 – 2010. This involves the divisional quality control officer conducting a random check of sexual assault occurrence reports throughout the Service.</p> <p>Most recently, (November 2011) the Sex Crimes Unit in conjunction with the Sexual Assault Care Centres hosted a training session at 40 College St. The purpose of the session was to launch the updated presentation that is delivered at the divisional level with regard to sexual assault investigations. The presentation specifically addresses the importance of the implementation of the Auditor General's recommendations and improvements in training on sexual assault investigations. Invitees included Divisional Quality Control Officers, Divisional Sexual Assault Officers, Divisional Training Sergeants, Sex Crime Unit Sexual Assault Investigators and Sexual Assault Nurse Examiners.</p> <p>Sex Crime Unit Investigators are currently delivering this presentation at the divisional level and will continue to update as required.</p> <p>The new Integrated Records Information System (IRIS) will be able to accurately track Supervisory review.</p>

Recommendation Not Fully Implemented	Management's Comments and Action Plan/Time Frame
<p>(20) The Chief of Police ensure that the project pertaining to the electronic transmission of ViCLAS data to the Provincial ViCLAS Centre in Orillia is expedited as quickly as possible. Staff responsible for this project be required to provide specific deadlines for completion. Periodic updates regarding the progress of the project be reported to the Chief of Police.</p>	<p>The OPP ViCLAS centre will be field testing an electronic transfer version of the ViCLAS book in the coming months. The Toronto Police Service, known as a high volume contributor requested to be part of the pilot. As such, the TPS, Sex Crimes Unit has been selected as a pilot unit. The Service and the OPP ViCLAS centre in Orillia will continue to communicate with regard to this project. Deadlines for the completion of this project are outside of the control of the Toronto Police Service as it is a Provincial project.</p>
<p>(21) The Chief of Police, in consultation with the Sex Crimes Unit, ensure that all police officers have a clear understanding of the revised consent procedures relating to the sexual assault medical evidence kit. In particular, women who have been sexually assaulted be provided with detailed explanations pertaining to the consent form by divisional Sexual Assault Investigators only.</p>	<p>This requirement is clearly articulated in Toronto Police Service Procedure 05-05 Sexual Assaults – under responsibilities of the divisional sexual assault investigator.</p> <p>The Toronto Police Service has re-emphasized the importance of compliance to this risk management process by way of a Routine Order 2010.09.23.-1155 that addresses the requirement of the divisional sexual assault investigator to ensure women fully understand the legal implications of signing the consent form, pursuant to Procedure 05-05 Sexual Assaults.</p> <p>Sex Crime Unit investigators will continue to attend divisional units to assist with internal training and to re-emphasize the understanding and requirement of Recommendation 21. This recommendation was recently emphasized at the training session held at 40 College in November.</p> <p>This requirement will be included in a 2013 random review of sexual assault occurrences. Procedure 05-05 takes this recommendation one step further and requires investigators/uniform officers to document such explanations in their memo books.</p>

Report Title: Police Paid Duty – Balancing Cost Effectiveness and Public Safety

Report Date: December 1, 2010

<p align="center">Recommendation Not Fully Implemented</p>	<p align="center">Management’s Comments and Action Plan/Time Frame</p>
<p>(2) The Chief of Police consider modifying the charging rate for a partial paid duty hour such that Toronto’s charging rate is consistent with other large police services.</p>	<p>The current provision in the collective agreements regarding premium pay is that members must work a full 15 minutes in order to be paid premium pay for a partial hour worked. Premium pay for partial hours worked is paid to the nearest 30 minutes. So, if a member works 1-14 minutes of overtime, no overtime is credited and no premium is paid. 15 - 44 minutes of overtime will be paid as 1/2 hour (30 minutes). 45-60 minutes of overtime will be paid as one hour. This differs from the paid duty arrangement in which members who work a partial hour, would be paid a full hour of paid duty.</p> <p>The Service would like to change the paid duty arrangement so that it is consistent with the premium pay requirements in the collective agreement. This has been reviewed with the Board, as discussions will most likely be required between the Board and the Toronto Police Association in order to enact the change. The TPA has been notified of the proposed change. Action in this regard will continue in the first quarter of 2012.</p>
<p>(3) The Police Services Board consider examining the feasibility and merits of the Vancouver Traffic Authority Program as an alternative to Toronto’s current paid duty system.</p>	<p>To determine whether all, or portions, of the model used by the Vancouver Traffic Authority Program, could be applied in the Toronto context requires an assessment of the model against the provisions of the Highway Traffic Act, the Police Services Act, and the Collective Agreements between the Toronto Police Services Board (TPSB) and the Toronto Police Association. For this reason, it is recommended that the Toronto Police Service consider the Vancouver Traffic Authority Program in its review of paid duty best practices, and include an assessment of the applicability of the program in Toronto as part of its report back to the TPSB on the Auditor General's recommendations.</p>

<p align="center">Recommendation Not Fully Implemented</p>	<p align="center">Management's Comments and Action Plan/Time Frame</p>
<p>(4) The Chief of Police take steps to reduce current paid duty system administrative costs. Such steps should include but not be limited to:</p> <ul style="list-style-type: none"> a. Exploring the use of information technology to replace manual procedures; and b. Ensuring uniformed police resources are not used to perform clerical functions. 	<p>The Service's Financial Management unit has commenced this review, a project team has been established and a project charter has been created.</p> <p>Our review of existing issues and the recommendations made by the Auditor General indicate that this is a significant undertaking that requires input from all areas of the organization.</p> <p>The size of this review combined with other Service priorities, workload and the hiring slow-down preclude the completion of this review until the end of 2012. However, information gathering has started, including visits and discussions with other police services that perform paid duties. This has resulted in the identification of best practices.</p> <p>The next step will be the completion of a questionnaire for unit commanders, which will be followed by the compilation of significant deficiencies and opportunities, the review of various options, and recommendations for change.</p> <p>The CAO and Director, Finance and Administration, have approved the charter and timelines, recognizing that it is important to speak to all parties and to make the best possible recommendations relating to future processes, systems and policy changes.</p>
<p>(5) The Chief of Police take steps to track paid duty equipment rental costs including direct and indirect costs, and ensure costs can be fully recovered from equipment rental revenue.</p>	<p>Currently the Service does not have a system that tracks the actual costs for equipment utilized on paid duties. The overall review of the paid duty process being conducted in response to recommendation #4 will include a review of this item. The paid duty process review is to be completed by year-end 2012 and at that time a response to this recommendation will also be provided.</p>

<p style="text-align: center;">Recommendation Not Fully Implemented</p>	<p style="text-align: center;">Management's Comments and Action Plan/Time Frame</p>
<p>(6) The Chief of Police evaluate the need to establish a maximum limit on paid duty hours an officer can perform each year. Such an evaluation to take into account resource requirements and risks of interference with the performance of regular police duty.</p>	<p>The Service will evaluate the need to establish a maximum limit on paid duty hours an officer can perform each year. This evaluation will be completed by the end of 2012.</p>
<p>(8) The Chief of Police review and enhance monitoring procedures to identify instances of non-compliance with paid duty policy requirements. Such monitoring procedures should include periodic review of regular duty schedules in conjunction with paid duty assignments. Instances of non-compliance should be addressed including disciplinary action where appropriate.</p>	<p>A routine order has been issued in this regard.</p>
<p>(9) The Chief of Police conduct a review of the current policy governing requirements for paid duty officers at special events, in consultation with representatives from Economic Development and Culture and Parks, Forestry and Recreation, with a view to:</p> <ul style="list-style-type: none"> a. Ensuring consistent application of Service criteria in determining when paid-duty officers should be required for special events; b. Including guidelines to promote a consistent and transparent approach in determining the number of police officers, including paid-duty officers, required for special events; and c. Further maximizing the use of auxiliary members at special events where possible. 	<p>Response to Part (a):</p> <p>Procedure 20-15 Special Events was reviewed and amended on 2011.08.04. This Procedure speaks directly to when paid-duty officers should be required for special events. The TPS Procedure is applicable service-wide, thereby ensuring consistency in its application.</p> <p>Response to Part (b):</p> <p>Procedure 20-15 Special Events depicts in cases of both minor and major special events, a consistent approach to identifying who would be responsible for co-ordinating police officer resources, including whether officers are on duty or paid duty, as well as the staffing levels of each if applicable. This process includes a phase for recommendation of the number of police officers required, a review phase by an Event Supervisor and an approval/denial phase by a Unit Commander.</p> <p>On-going examination and evaluation is currently taking place to determine the feasibility of a formula or matrix that could assist in determining staffing levels of police</p>

Recommendation Not Fully Implemented	Management's Comments and Action Plan/Time Frame
	<p>officers for special events. This work is not yet complete.</p> <p>Response to Part (c):</p> <p>Considering the restrictions placed on when they can be deployed and the duties permitted to be performed by Auxiliary members as prescribed by the Police Services Act, legal advice is required to determine how and whether the use of such members could be maximized during special events.</p>
<p>(10) The Chief of Police, in conjunction with the General Manager of Economic Development and Culture and the General Manager of Transportation Services, develop criteria for determining film permit paid duty policing requirements. Such criteria be accessible to the film industry through permit documents or websites.</p>	<p>A working group was created to discuss options available for traffic direction at film locations other than using police officers.</p> <p>A report summarizing the efforts of this working group was completed on October 17, 2011 and was forwarded to the Toronto Film Board with the request that it be forwarded to the Toronto Police Services Board and City Council.</p>