

CITY OF NANAIMO

BUSINESS CASE – Police Services Department: Executive Assistant

CURRENT OVERVIEW

The City contracts with the RCMP for Policing Services. The Police Services Department provides the support staff for administrative, financial, reception, clerical, custodial and guarding functions.

Since 2003, management of the RCMP has grown from a singular commissioned officer (Inspector) and Secretary to an RCMP Senior Management Team consisting of:

- RCMP Officer in Charge (OIC/Superintendent)
- 2 RCMP Commissioned Officers (Inspectors)
- Police Services, Director
- Police Services, Manager
- Police Services, Assistant Manager
- 2 RCMP Staff Sergeants
- 1 RCMP Sergeant

Further, since 2003, the detachment has grown from 111 to 164 RCMP members (including the approved 2024 increase) and from 44 to 74 municipal support staff with an additional 4 municipal support positions approved for 2024 to 2026.

Currently, the Secretary to the Officer in Charge (OIC) is responsible for managing the confidential records of members. This includes the administrative paperwork for relocation, onboarding, retirement, resignation, termination, leaves, position changes, and other accommodations which vary by employee.

Of particular importance, the Secretary supports local disability case management and establishing return-to-work plans. Long-term disability and accommodation case management for injured employees is time-consuming requiring a high volume of communication (emails, phone calls, meetings, letters, etc.). By ensuring efficient administration, the Secretary contributes to reducing the length of an absence which directly affects the workload and level of service of the detachment. It also impacts employee experience and mental well-being by finding meaningful work and filling a social need for members.

The current incumbent has become experienced in processing these administrative transactions and this position is essential in maintaining positive relationships with regular members at the Nanaimo Detachment. In 2023 thus far, the Secretary has managed the following administrative tasks:

- 30 incoming staff transfers
- 3 experienced police officers training and transfers
- 4 compassionate transfers
- 6 retirements
- 3 external transfers,
- 15 lateral transfers.
- 5 days of HQ HR meetings
- 30 long-term disability cases
- 15 short-term disability cases
- 12 cadets
- 12 monthly quality assurance vacancy management reports

In addition, the RCMP Commissioned Officers complete the following administrative tasks over and above their operational roles:

- Manage emails with an average of 150 emails/day.
- Maintain confidential personnel files.
- Prepare and distribute agendas, take notes and/or minutes, and follow up on action items.
- Complete scheduling requests for Officer meetings requiring managing priorities, commitments, deadlines, telephone calls, and responding to inquiries.
- Manage travel and accommodation logistics required for operations, meetings, and conferences.
- Prepare a variety of reports and presentations.

BUSINESS ISSUE

The current volume of work has resulted in a void of administrative support required for the RCMP Senior Management team. The Secretary has no additional capacity to complete tasks outside of human resource demands, and the RCMP Commissioned Officers cannot provide additional administrative support over and above their current tasks. The lack of capacity has decreased the efficiency of the RCMP Senior Management Team.

EXPECTED OUTCOME

The addition of an Executive Assistant position will provide the resources required to assist with the administrative responsibilities of the Secretary, RCMP Commissioned Officers, and the Senior Management Team.

Increased capacity is anticipated to:

- Provide the Secretary to the OIC additional capacity to manage human resource requirements of the detachment effectively and efficiently.
- Support the RCMP Commissioned Officers with their administrative duties allowing them to focus on their operational requirements.
- Provide additional detachment support including confidential secretarial services such as composing, typing, and distributing various correspondence and reports.
- Assume the maintenance of confidential personnel files for RCMP members, civilian members and public service employees in the Nanaimo Detachment and maintain the associated office filing system.
- Arrange, collect, analyze, and compare statistics to assist in the creation of reports for various internal and external parties.
- Support recurring cross-training that helps address workload shifts and vacation/sick/parental leaves to ensure responsiveness to organizational needs.
- Provide capacity to proactively manage administrative tasks and decisions.

OPTIONS

Option #1 – Executive Assistant Position

Create a permanent full-time Executive Assistant (excluded) position reporting to the Manager, Police Support Services.

Benefits:

- Increase capacity of community policing function to meet current and future expectations and demands.
- Allow Secretary to focus on human resource functions which are a priority task of the department.
- Enable the Commissioned Officers to focus on operational rather than administrative tasks.
- Provide required administrative support for Senior Management Teams.
- Create resiliency by allowing for absence coverage in the department.

Weaknesses:

- Permanent increase to operating budget

Financial Analysis:

- Position is anticipated to be at a management level 2, subject to JEC, with an annual salary of \$79,650 plus benefits. 2024 budget impact including benefits is estimated at \$78,900 based on an April 1st start, 2025 budget impact is estimated at \$108,900.
- Additional annual costs are anticipated at \$1,850 for cell phone and computer charges.
- One-time costs upon the creation of the position are projected at \$9,500. This includes the purchase of computer and office furniture.

Option #2 – Status Quo

Continue with the current organization structure.

Benefits:

- No impact to the operating budget for the department.

Weaknesses:

- Required to delay key tasks to prioritize workload.
- Leaves the department lean in covering planned and unplanned leaves.
- Increased risk of burnout as workload remains high.
- Ineffective use of Senior Management time and expertise

RECOMMENDATION

Option #1 is recommended.