

2.18 Royal Newfoundland Constabulary

Introduction

Background

The Royal Newfoundland Constabulary (RNC) operates under the authority of the *Royal Newfoundland Constabulary Act, 1992* and *Regulations*.

The Chief of Police, appointed by the Lieutenant-Governor in Council, is responsible for the RNC's general control and administration, and reports to the Minister of Justice and Attorney General.

The RNC's mission is to work with the people of Newfoundland and Labrador to foster safe communities by providing quality, professional, assessable, timely and fair police services to all.

As indicated in Figure 1, at 31 March 2005, there were 309 RNC members and 76 civilian staff at the RNC. The RNC polices three regions of the Province - the Northeast Avalon, Corner Brook, and Labrador West. The population of these regions is approximately 201,000 (2001 Census).

Figure 1

Royal Newfoundland Constabulary Population, Members and Staff by Region 31 March 2005

	Northeast Avalon	Corner Brook	Labrador West	Totals
Population (Note 1)	171,000	20,000	10,000	201,000
RNC members	251	39	19	309
Civilian staff	66	6	4	76

Source: Royal Newfoundland Constabulary
Note 1: 2001 census

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Expenditures

Expenditures of the RNC are paid through the Department of Justice. As indicated in Figure 2, expenditures have increased by 28% from \$21.6 million in 2001 to \$27.6 million in 2005.

Figure 2

Royal Newfoundland Constabulary Expenditures 31 March

Expenditure	2001		2002		2003		2004		2005	
	Total \$	%	Total \$	%	Total \$	%	Total \$	%	Total \$	%
Salaries and Benefits	17,678,995	81.95	18,883,848	83.08	20,484,732	84.56	21,294,165	84.95	22,990,583	83.26
Transportation and Communication	1,215,193	5.64	1,452,693	6.39	1,476,622	6.10	1,431,800	5.71	1,545,977	5.60
Supplies	738,094	3.42	788,877	3.47	865,536	3.57	840,267	3.35	1,129,210	4.09
Professional Services	211,103	0.98	162,530	0.72	179,907	0.75	161,266	0.64	117,414	0.43
Purchased Services	397,539	1.85	545,237	2.40	443,579	1.83	551,987	2.20	1,183,771	4.29
Property, Furnishings and Equipment	977,428	4.53	537,586	2.37	398,359	1.64	549,918	2.20	359,732	1.30
Grants and Subsidies	2,000	0.00	0	0.00	2,000	0.00	2,000	0.00	2,000	0.00
Information Technology	352,501	1.63	357,900	1.57	374,528	1.55	236,755	0.95	283,868	1.03
TOTAL	21,572,853	100.00	22,728,671	100.00	24,225,263	100.00	25,068,158	100.00	27,612,555	100.00

Source: Public Accounts of Newfoundland and Labrador

Audit Objectives and Scope

Objectives

We undertook the review to assess whether the Royal Newfoundland Constabulary's (RNC) management practices and control systems were adequate in the following areas:

1. Planning and reporting
2. Human resource management
3. Purchasing and tendering
4. Information technology
5. Information management
6. Inventory

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Scope Our review of the RNC was completed in November 2005 and primarily covered the period from 1 April 2003 to 31 March 2005.

Conclusions

Overview Our review identified a number of concerns regarding administrative practices at the RNC. These concerns relate to weaknesses in planning and reporting practices including a lack of strategic planning, weaknesses in human resource management including a failure to reduce excessive overtime and sick leave, weaknesses in purchasing including instances of non-compliance with the *Public Tender Act* and the *Financial Administration Act*, inadequate information technology management including inadequate data back-up and no formal disaster recovery plan in place for all computer systems, lack of timely completion of operational files (police investigations) and missing operational files, and inadequate inventory systems.

1. Planning and reporting

We found weaknesses in planning and reporting practices. This was evident in that:

- the long-term strategic plan expired in 2004 and has not been updated;
 - a system to report on plan objectives has not been implemented;
 - operational plans have not been developed for any of the 14 divisions;
 - a multi-year training plan has not been developed and approved; and
 - all quarterly quality reviews were not submitted by 7 of 14 Divisions for 2004.
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2. Human resource management

We found weaknesses in human resource management, the details of which are outlined in the following four areas:

- A. Administrative time
- B. Staffing
- C. Overtime
- D. Sick leave

A. Administrative time

The RNC does not have a system in place to monitor the amount of time members spend on administrative tasks. Using fewer police resources to perform administrative tasks would free up members to perform core police functions. The RNC had hoped to achieve this objective by introducing the Integrated Constabulary Automated Network (ICAN) system; however, we found that the ICAN system is not being used to generate reports to determine if the objective is being met.

In 2002, the RNC purchased a Mobile Report Entry module, four lap top computers and related software for a total cost in excess of \$52,000. These computers were to be used in police cars to allow members to save time by entering investigative information and preparing police reports directly. However, the computers were never installed in the police cars. Furthermore, the computers are still in storage and the RNC continues to pay annual software maintenance and support service fees of \$3,600.

B. Staffing

Two staffing areas need attention within the RNC: the ratio of members to civilian employees and the lack of performance evaluation systems. Currently, the RNC is using members to perform tasks that could be done by civilians.

Member to Civilian ratio

The term “civilianization” means transferring positions filled by members to civilian employees. Civilianization allows positions to be filled at lower salary cost and frees up members so their training and experience can be better used to prevent, detect and solve crimes. Therefore, it is more cost effective to have a low ratio of members to civilian staff.

However, the ratio of members to civilian staff at the RNC is, at 4.06:1, higher than the Canadian national average of 2.70:1. If the plan to hire 45 new members over the next three years proceeds, this ratio will increase to 4.66:1.

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Currently, there are 31 members performing non-operational duties because there are no civilian staff to perform this work. In addition, another 19 members are being medically accommodated and also are performing non-operational duties.

Position descriptions and performance evaluations

There are no position descriptions for 45 of the 50 members performing administrative (non-operational) duties. Without a position description in place, it is not possible to determine the employee's compliance with job requirements. Furthermore, this is inconsistent with Government's requirement that all positions have a position description.

As well, there is no performance evaluation system in place for members and civilian staff. Therefore, contrary to sound human resource practices, staff are not provided with feedback and necessary coaching.

The RNC is developing a Personal Performance Development Plan for members that will include position descriptions and performance evaluations.

C. Overtime

Overtime costs continue to increase and represent a significant cost to the RNC. Overtime paid in the past three years and projected for 2005-06 is as follows:

- 2005-06 - \$2,784,508 (projected by RNC)
- 2004-05 - \$2,129,600 (plus \$743,200 for April 2004 strike)
- 2003-04 - \$1,132,350
- 2002-03 - \$1,007,102

Over 7,500 individual entries were not keyed into the RNC's Resource Utilization System during 2004-05 and, as a result, employee detail reports from the system do not reflect all the overtime paid during 2004-05.

In addition, Divisional or District Commanders are not submitting monthly summaries of their overtime expenditures to the Director of Finance and General Operations, as required. The Resource Utilization System (RUS) was expected to provide all necessary information for the RNC Executive to monitor and control overtime. However, RNC officials

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indicated that the RUS is unable to produce the required detailed reports to adequately monitor overtime. Therefore, overtime cannot be reviewed, monitored and controlled without the monthly summaries from the Divisional or District Commanders.

D. Sick leave

The issues of significant sick leave among members and the link between sick leave and overtime, both of which were identified as issues by the Department of Justice in March 2004, continue to be a concern. The average number of sick leave days used by members in 2004-05 was approximately 13 days (central Government average was 11.57 days for full-time permanent staff) and in that year sick leave costs totaled in excess of \$800,000.

Officials of the RNC had identified in the Mount Pearl detachment that members were working overtime on their days off and going on sick leave on their scheduled days of work. Although a form was introduced in this district to monitor the correlation between the use of sick leave and overtime with a view of having the form adopted through out the RNC, the form was not adopted for use by all divisions.

3. Purchasing and tendering

We found weaknesses in the RNC's purchasing and instances of non-compliance with legislation regarding financial controls and tendering. The following issues were identified:

- Contravention of the *Public Tender Act* in that it does not always call public tenders for purchases greater than \$10,000 and does not always obtain either three quotes or establish a fair and reasonable price for purchases \$10,000 and less.

We reviewed 42 purchases in excess of \$10,000 and found that 7 totaling \$362,889 were not publicly tendered. No quotes were obtained for 5 purchases in excess of \$10,000 totaling \$146,172 which were deemed to be emergency purchases. We reviewed 20 purchases \$10,000 or less and found that neither 3 quotes were obtained nor a fair and reasonable price established for 8 totaling \$19,161.

- Contravention of the *Financial Administration Act* in 15 instances by ordering goods and services without encumbering funds.

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- Not following sound financial management practices in that purchase orders, providing the required authorization, are not being prepared until after the receipt of goods and services and related invoices.
 - Examples where documentation to support payments was inadequate.
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4. Information technology

The RNC is not complying with its own rules regarding information systems management. While there are clearly established policies and procedures in place to ensure the security of automated systems, these policies and procedures are not being followed. As a result:

- there is no formal disaster recovery plan in place for all computer systems;
- electronic data is not backed up on weekends and holidays;
- backup tapes are not stored in a fire resistant container;
- backup tapes are not regularly tested for data integrity;
- access codes are not changed on a regular basis; and
- microcomputer passwords are not required on initial “boot-up” and after periods of inactivity.

As well, the IT Security Committee required under RNC policy is not in place. The intent was for this Committee to be responsible for reviewing and approving network modifications and security issues. Therefore, the intended review and approval is not occurring.

5. Information management

Diary dates are the dates assigned to police investigation files by personnel in the Information Management Division to ensure that all tasks associated with investigating and concluding files are carried out as promptly as possible.

Police investigation files are not being reviewed in a timely manner to ensure that all tasks associated with investigating and concluding files are carried out. At the time of our review, there were over 21,000 overdue diary dates on the Integrated Constabulary Automated Network (ICAN)

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system for the period January 1999 to December 2002. The 21,000 overdue diary dates related to tasks such as:

- completion of required paper work on investigations;
- monitoring of arrest warrants;
- disposal of property; and
- all dispositions received from court.

The records sign-out database is used by the Information Management Division to record files removed from and returned to the Division. The database system is not accurate. For example, of the 40 files indicated as “overdue”, we reviewed 20 and found that 12 were not with the member to whom the file was signed out and could not be located. Furthermore, 6 of the 20 files were located in the Division; however, the database had not been updated.

6. Inventory

There are significant weaknesses over inventory of computers, quartermaster store items, and office furniture and equipment at the RNC. Although there are inventory control procedures to record acquisition, disposals and transfers, these procedures were not always complied with. For example, assets were not tagged, inventory counts were not performed, and inventory listings were either not maintained or inaccurate. During our testing the RNC could not account for all assets and in other instances assets were found in locations other than that indicated on the system.

There is no tracking and reporting of vehicle mileage, fuel consumption and maintenance for the 118 police vehicles. Furthermore, there are no policies covering preventive maintenance and replacement.

The Property Control Centre is used to store evidence which is found, seized or confiscated. We found that systems and controls at the Property Control Centre were not adequate. There were items on the inventory listing which could not be located, items examined which were not recorded on the inventory listings, and access to the area was not adequately restricted. Furthermore, although there are processes in place to ensure that evidence no longer required is disposed of, we found that this did not always occur and as a result, the area was unnecessarily cluttered. These significant weaknesses at the Property Control Centre could result in exposure to the RNC in that evidence is not properly safeguarded.

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Findings and Recommendations

Review

The results of our review of the Royal Newfoundland Constabulary's (RNC) management practices and control systems are outlined in the following areas:

1. Planning and reporting
 2. Human resource management
 3. Purchasing and tendering
 4. Information technology
 5. Information management
 6. Inventory
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1. Planning and reporting

Description

We reviewed and reached conclusions on three of the RNC's management practices concerning:

- A. Strategic planning
 - B. Audit performance standards
 - C. Quality reviews
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Our Findings

Planning and reporting weaknesses

A. Strategic planning

In our review of the RNC's strategic planning activities, we found the following regarding the 1999-2004 strategic plan:

- It set as an objective the development of operational plans for each division; however, divisional operational plans were not in place for any of the RNC's 14 divisions.
- It set as an objective the development of a Multi-Year Training Program; however, such a program has not been developed and approved.
- Although the long-term strategic plan expired in 2004, it has not been updated.

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Strategic and operational plans help ensure an adequate management control system is in effect. Reporting processes also rely on the link between planning and control. However, a system to report on plan objectives has not been implemented.

*Audit
performance
standards non-
compliant*

B. Audit performance standards

The RNC has a policy covering internal audits, which are conducted independently by the Audit Branch of the Professional Standards and Quality Review Division under authority of the Chief of Police. This Branch has full access to all records, files, properties and personnel.

The RNC's policy manual outlines the standards of performance for the Audit Branch, including what is required of the Divisional Commanders. We found that these standards are not being complied with, in that:

- there is no audit committee consisting of senior management in effect;
 - there is no long-term audit plan in place;
 - auditee comments are not being incorporated into audit reports;
 - an annual audit report is not submitted to the Chief;
 - the Divisional Commanders do not give a written response (required within 90 days of receiving report) to the Chief of Police to outline corrective action for audit findings;
 - the Audit Branch does not assess and report on follow-up action; and
 - annual performance appraisals of Audit Branch staff are not completed.
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Reviews not adequately monitored

C. Quality reviews

A quality review is the process of self-examination used to determine the controls and compliance needed to meet administrative, operational and program responsibilities. Common functions covered include review of investigative files, response time, incident reports, control ledgers over sick leave, vehicle sign-out, pagers, radios and cell phones and inspections of personnel and equipment. It is the Divisional Commanders' role to ensure that quality reviews are continually conducted and to submit a quarterly report to the Officer in Charge of the Audit Branch. This person then submits a summary of findings to the Chief of Police.

Our review disclosed that:

- Of the 14 divisions who are required to submit quarterly quality reviews, 7 did not submit all four quarterly reports for 2004. In total there were 14 quarterly reports not submitted during 2004.
- A summary of findings was not prepared and submitted to the Chief of Police for the third quarter of 2003 and the first quarter of 2004.

Quality reviews are designed to assist management in planning, budgeting, directing, organizing, controlling, staffing and deployment of personnel. Failure to perform these reviews impacts the RNC's ability to manage its administrative and operational functions in an effective, efficient and economic manner.

2. Human resource management

Description

We reviewed and reached conclusions on five areas related to the way the RNC manages its human resources:

- A. Administrative time
 - B. Staffing
 - C. Overtime
 - D. Sick leave
 - E. Employment contract with Chief of Police
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Our Findings

Insufficient monitoring of administrative time

A. Administrative time

The RNC does not have a system in place to monitor the amount of time members spend on administrative tasks.

Using fewer police resources to perform administrative tasks would free up members to perform core police functions. In 1998, in a follow-up on our 1996 review of the RNC, the RNC indicated that they had set a goal of reducing members' time at the police station performing administrative duties from 25% to 15%.

There were two initiatives identified to monitor and reduce administrative time:

- Introduce an Integrated Constabulary Automated Network (ICAN) system. Although the ICAN system was introduced, it is not being used to generate reports to determine if administrative time is being reduced.
- Purchase and install laptop computers in police vehicles to enable members to enter data directly. These computers were to be used in police cars to allow members to save time by entering investigative information and preparing police reports directly. Although, in 2002, the RNC purchased a Mobile Report Entry module, four laptop computers and related software for a total cost in excess of \$52,000, the computers were never installed in the police cars.

Furthermore, the computers are still in storage and the RNC continues to pay annual software maintenance and support service fees of \$3,600.

B. Staffing

Member to civilian ratio above national average

Member to civilian ratio

Some of the non-operational work at the RNC is performed by civilian staff. The term “civilianization” means transferring positions filled by members to civilian employees. Civilianization allows positions to be filled at lower salary cost and frees up members so their training and experience can be better used to prevent, detect and solve crimes. Therefore, it is more cost effective to have a low ratio of members to civilian staff.

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However, the ratio of members to civilian staff at the RNC is, at 4.06:1, higher than the Canadian national average of 2.70:1. Our review indicated that the RNC has received a commitment from Government to hire 75 additional members over three years. This requires new funding for 15 positions in each of the three years with the remaining 10 per year being funded through attrition. If the plan to hire 45 new members over the next three years proceeds and the number of total civilian positions (76) remains constant, this ratio will increase to 4.66:1.

A review of personnel reports and discussions with staff revealed that as at 31 March 2005 there were 50 RNC members working in a non-operational capacity. They work in:

- Communications Center (8)
- Telephone Reporting Center (10)
- Property room (6)
- Quality performance (9)
- Strategic planning (3)
- Professional standards (3)
- Community service (3)
- Training (5)
- Other administration (3)

Officials indicated that 19 of the 50 members were being medically accommodated and performing administrative, light duty functions. The remaining 31 members were performing these non-operational roles because the RNC does not have sufficient civilian staff to cover these required duties. This is another instance where reducing the number of members performing administrative type duties would free up these members to perform core police functions.

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No position descriptions or performance evaluations in place

Position descriptions and performance evaluations

There are no position descriptions for 45 of the 50 members performing administrative (non-operational) duties. Without a position description in place, it is not possible to determine the employee's compliance with job requirements. Furthermore, this is inconsistent with Government's requirement that all positions have a position description.

As well, there is no performance evaluation system in place for members and civilian staff. Therefore, contrary to sound human resource practices, staff are not provided with feedback and necessary coaching.

The RNC is developing a Personal Performance Development Plan for members that will include position descriptions and performance evaluations.

C. Overtime Costs

Increase in overtime paid out

Overtime costs

Overtime costs continue to increase and represent a significant cost to the RNC. Overtime paid in the past three years and projected for 2005-06 is as follows:

- 2005-06 - \$2,784,508 (projected by RNC, actual to September 2005 \$1,586,684)
- 2004-05 - \$2,129,600 (plus \$743,200 for April 2004 strike)
- 2003-04 - \$1,132,350
- 2002-03 - \$1,007,102

In 2004-05, the RNC paid out \$743,000 for overtime related to the April 2004 public sector strike and a further \$564,000 throughout the year to replace staff on annual, family or sick leave. Figure 3 shows the breakdown of overtime expenditures, by functional area, for the last three years and RNC projections for 2005-06.

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Figure 3

Royal Newfoundland Constabulary Overtime by functional area

	Overtime Expenditures 2002-03	Overtime Expenditures 2003-04	Overtime Expenditures 2004-05	Overtime Expenditures Projected 2005-06
Patrol	\$ 424,080	\$ 617,852	\$ 1,093,000	\$ 1,305,546
CID	278,645	191,442	483,900	836,550
Corner Brook	143,163	128,875	183,000	181,214
Labrador	67,101	124,077	185,800	151,728
Administration	94,113	70,104	183,900	309,470
Sub-total	1,007,102	1,132,350	2,129,600	2,784,508
Public sector strike	N/A	N/A	743,200	N/A
Total	\$ 1,007,102	\$ 1,132,350	\$ 2,872,800	\$ 2,784,508

Source: Royal Newfoundland Constabulary

System not in place to monitor overtime

Resource Utilization System

The Resource Utilization System (RUS) was implemented at the RNC in 2002 to provide a system to track leave and overtime for all RNC members and civilian staff. It was anticipated that this system would provide all the necessary information for the RNC Executive to monitor and control overtime. However, RNC officials have indicated that the RUS is unable to produce the required detailed reports to adequately monitor overtime. In fact, the RNC is only obtaining information from RUS to assist in the preparation of the annual budget. Officials indicated that because of the time involved in manipulating the information obtained from RUS, it would not be practical to produce monthly or even quarterly reports.

Overtime during strike not properly recorded

In addition, information by member/staff currently contained in RUS is not complete. Officials indicated that over 7,500 individual entries were not keyed into RUS during 2004-05. Due to the high volume of overtime entries processed during the public sector strike in April 2004, a decision was made to enter overtime as a year-to-date manual adjustment on the system. As a result, employee detail reports from the system do not reflect all the overtime paid during 2004-05.

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Monthly overtime summaries not submitted

Monthly reports

The RNC's overtime policy requires that Divisional or District Commanders (or their designate) forward, on a monthly basis, a summary of overtime expenditures to the Director of Finance and General Operations. This report should include:

- the names of all employees required to work overtime for the month;
- the total number of hours worked;
- the applicable overtime rate; and
- a clear/concise explanation as to why the overtime was needed.

RNC officials indicated that the Divisional or District Commanders can not use RUS to monitor overtime expenditures. Therefore, these manual monthly reports are required by both the Divisional or District Commanders and RNC's Executive to provide information so that reports on overtime can be prepared. It is anticipated that this will be required until revisions are made to RUS.

However, Divisional or District Commanders do not submit monthly summaries, as required. Therefore, overtime worked is not adequately reviewed, monitored and controlled.

D. Sick leave

Average annual sick leave about 13 days for police members

The average number of sick leave days used by RNC members in 2004-05 was approximately 13 days (central Government average was 11.57 days for full-time permanent staff) and in that year sick leave costs totaled in excess of \$800,000. The highest rate was in the Administration Division - approximately 19 days per member and the lowest was in CID - less than 9 days.

The average number of sick leave days used by civilians in 2004-05 was approximately 14 days. The highest was in the Patrol Division - approximately 36 days - and the lowest was in Corner Brook - approximately 7.5 days.

Figure 4 outlines average sick leave for members by functional area for the last three years.

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Figure 4

**Royal Newfoundland Constabulary
Sick leave for RNC members by functional area**

	Average sick leave days 2002-03	Average sick leave days 2003-04	Average sick leave days 2004-05
Patrol	15	16	13.7
CID	10.5	8.8	8.7
Corner Brook	17.7	26	11.3
Labrador	7.6	9	8.8
Administration	15.4	10.8	18.7
Average	14.2	15	12.7

Source: Royal Newfoundland Constabulary

*Link discovered
between sick
leave and
overtime use*

In March 2004, the Department of Justice identified:

- increases in sick leave use among members; and
- a direct correlation between sick leave usage and overtime.

In February 2004, officials of the RNC had identified in the Mount Pearl detachment that members were working overtime on their days off and going on sick leave on their scheduled days of work. Although a form was introduced in this District to monitor the correlation between the use of sick leave and overtime with a view of having the form adopted through out the RNC, the form was not adopted for use by all Divisions.

*Payments to
Chief of Police
not in
accordance
with
employment
contract*

E. Employment Contract with Chief of Police

In April 2002, the Department of Justice entered into an employment contract with the Chief of Police. The contract ends in February 2007.

Contrary to the employment contract, the Chief of Police was provided with employee benefits (CPP, EI, Group Life and Group Medical) totaling \$17,015. Although the error was detected by the Department of Justice, the Department forgave \$12,872 and required that only \$4,143 (relating to Group Life and Group Medical) be repaid at the rate of \$92 per pay period.

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Although there is no provision in the employment contract with the Chief of Police regarding any compensation over and above the base salary, overtime payments totaling \$9,417 were made relating to the April 2004 public sector strike.

3. Purchasing and tendering

Description

Whenever the RNC acquires goods and services, it must comply with the requirements of the:

- *Public Tender Act*; and
- *Public Tender Regulations*.

The *Public Tender Act* requires that, when goods or services cost more than \$10,000, or a public work costs more than \$20,000, then the RNC must invite tenders. When the values are less than those amounts, the RNC must get quotes from at least three legitimate sources or establish for the circumstances a fair and reasonable price.

The Act does provide exceptions where tenders may not be required. In these cases:

- the RNC must inform the Minister of Government Services (since December 2004 the Government Purchasing Agency [GPA]); and
 - either the Minister or GPA must table a report in the House of Assembly.
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Our Findings

For the year ended 31 March 2005, the RNC spent approximately \$4.6 million to purchase goods and services. We reviewed transactions for the period 1 April 2003 to 31 March 2005, focusing on:

- items that were required to go to tender;
- items that were considered by the RNC to be exceptions requiring a completed Form B; and
- items that were \$10,000 and less.

To determine compliance with the *Act* we examined 42 purchases that were in excess of \$10,000. We also reviewed 20 purchases for \$10,000 or less.

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Issues with public tendering and obtaining quotes

Purchases over \$10,000

Of the 42 purchases in excess of \$10,000:

- 15 were through Government's standing offer agreements;
- 12 were publicly tendered;
- 3 were from a sole source supplier;
- 5 were for an emergency (no quotes were obtained); and
- 7 with a total value of \$362,889 were not publicly tendered.

Purchases not publicly tendered

The area of greatest concern was the 7 purchases that did not go to public tender. We noted the following issues:

- 5 of these purchases relate to payments made to four different vendors for the maintenance and repair of RNC vehicles. While the individual transactions tested were less than \$10,000, all four vendors received total payments for the year in excess of \$10,000. The payments totaled \$246,148. Prior to 1 April 2004, repairs and maintenance of RNC vehicles was the responsibility of the Department of Transportation and Works. As of 1 April 2004, the RNC was provided a budget and the responsibility for procuring vendors for all of the repairs and maintenance on their vehicles. However, it was not until November 2004 that the RNC went to tender for these services.
 - In 2003-04 and 2004-05, an auto body repair shop received a total of \$41,091 for body work on RNC vehicles. While individual transactions were below \$10,000, the RNC should have anticipated that the total services required for the year would exceed \$10,000 and a tender should have been called. The RNC did obtain 3 quotes for this work.
 - During 2004-05, three separate garages were paid more than \$10,000 each for repair and maintenance work on RNC vehicles. The total of payments made was \$205,057 (comprised of \$178,598, \$13,452 and \$13,007). While again individual transactions were less than \$10,000, the RNC should have anticipated that the total services for the year would exceed \$10,000 and a tender should have been called. The RNC did obtain 3 quotes for this work.

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In particular, one vendor received a total of \$178,598 of the \$205,057. In correspondence to Treasury Board Secretariat, the RNC admitted that they were utilizing the services of basically one garage since the responsibility of vehicle repairs and maintenance had been transferred from the Department of Transportation and Works and that they had not gone to tender. Subsequent to paying the invoices, two Form Bs, covering \$138,414 of the \$178,598, were filed. One Form B was filed in October 2004 for the period May 2004 to September 2004 and the second Form B was filed in January 2005 for the period September 2004 to November 2004. The Form Bs indicated an exception under the *Public Tender Act* for an emergency.

- 1 vendor was paid a total of \$16,784 during 2004-05 for towing services. Towing services are not publicly tendered. Instead, the RNC has indicated that they use a list of vendors on a rotational basis. We note that this vendor shares the same address as the main vendor used in the repairs and maintenance of the RNC vehicles during 2004-05.
- 1 vendor was paid a total of \$99,957 during 2004-05 for vehicle rentals. The majority (\$71,713) of these payments were made from June to August 2004. This was not tendered and there is no other evidence (i.e. three quotes) that an effort was made to establish a fair and reasonable price. While there was a standing offer in place during 2004-05, it is not with this company. There is no evidence as to how this company was selected, although it appears that the rates paid were below the standing offer.

Sole source/Emergency

Our review identified 3 purchases in excess of \$10,000 where the RNC did not go to tender but did file Form Bs indicating that these were sole source suppliers. Payments to these 3 suppliers totaled \$121,790; however, the Form Bs filed totaled to only \$89,490. These purchases were all related to communication services.

In addition, there were 5 purchases, totaling \$146,172, that were deemed to be emergencies where a Form B was filed. However, there is no evidence as to how the supplier was selected as there were no quotes obtained to establish a fair and reasonable price. These are the details:

- In 1 instance, \$44,773 was paid to a chartered airline for emergency transport of the RNC's Tactical Response Unit to Labrador on two consecutive days:

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- On 26 June 2004, there was a same day chartered return flight costing \$15,588; and
- On 27 June 2004, there were two separate chartered flights to and from Wabush. The journey to Wabush, using a Metro, cost \$8,974. The flight back to St. John's, using a Dash-8, cost \$20,210. For the return trip the Tactical Response Unit contacted the airline directly and made a decision to use the Dash-8. If additional quotes had been obtained, the return trip may have been provided at a significantly lower cost.
- 2 instances totaling \$43,312 related to the purchase of meals for staff during the public sector strike in April 2004. One vendor was paid a total of \$28,062 while a second vendor received \$15,250. Form Bs were filed covering only \$37,304 of the total. RNC Officials could not explain on what basis these 2 vendors were selected.

Our review of support for purchases made to these two vendors disclosed that documentation to support payments of \$18,645 was not adequate. For example, payment was made where the invoice provided stated only “lunch April 15th cold plates, desserts, water, pop and coffee/tea” for \$1,089. In another instance, payment was made where the invoice provided stated only “catering of food for lunches and suppers April 5th and 6th” for \$5,978. There is no detail as to how many meals were provided to generate these totals. Payments made without proper support are also in contravention of the *Financial Administration Act*.

- In 1 instance, during 2003-04, the RNC paid \$47,326 to a garage for the repair and maintenance of RNC vehicles. In May 2003, three quotes were obtained in the selection of a garage even though at this time the Department of Transportation and Works was responsible for the repair and maintenance of RNC vehicles. The low quote received then was used in the continued use of this garage by the RNC for the rest of the year. In September 2003 a Form B for \$30,534 was filed covering services up to that point. There is no evidence that any other Form B being filed to cover the remaining \$16,792.

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- In 1 instance, in September 2003, the RNC paid \$10,761 for the purchase and delivery of a photographic paper processor for the Forensic Identification Section. Officials at the RNC indicated that three quotes were not sought as they had identified this used piece of equipment as being available. This purchase was deemed an emergency since the existing equipment was not adequate to meet the needs of the RNC. There is correspondence dated 29 November 2002 which covers the inadequacies of the existing equipment and recommends the purchase of this used piece of equipment. The requisition for the purchase is dated 27 May 2003. Officials at the RNC indicate that the equipment purchased in September 2003 has since been replaced with a new digital processor.

Purchases under \$10,000

We reviewed 20 purchases \$10,000 or less and found that neither 3 quotes were obtained nor a fair and reasonable price established for 8 totaling \$19,161. This is in contravention the *Public Tender Act*.

Contravention of the *Financial Administration Act*

Our review identified 15 instances where goods and services were ordered without encumbering funds as required under the *Financial Administration Act*. In addition, contrary to sound financial management practices, purchase orders, which are designed to document the required authorization, were prepared after the receipt of goods and services and related invoices.

4. Information technology

Description

System security includes protecting infrastructure, confidentiality, and data. Preserving data integrity is critical in the police environment.

The RNC's policy manual outlines the practices that individuals within the Royal Newfoundland Constabulary must follow to ensure the security of the Force's many automated systems.

The policies contained within the manual govern network and computer use by RNC staff. In addition the RNC also falls under the requirements of Treasury Board's information technology policies.

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The policies indicate that:

- IT Staff must maintain a clear and documented set of procedures to direct the daily back up of computer systems and storage of backup media. This media must be kept in a secure location.
 - A disaster plan, maintained by the IT Division, must be drafted in consultation with the core internal business stakeholders and reviewed every year.
-

Our Findings

Backup and disaster recovery procedures not complied with

Backup and disaster recovery

Our review disclosed the following issues:

- There is no formal documented disaster recovery plan for all of the RNC's computer systems. Officials indicate that there is a disaster recovery plan for major systems like the Integrated Constabulary Automated Network. However, a copy of this plan was not available at RNC Headquarters;
 - Electronic data is backed up on regular work days but not on weekends or holidays;
 - Backup tapes are not stored in a fire resistant container but, rather, on a book case shelf in the Annex Building;
 - Backups are not regularly tested for data integrity;
 - Access codes are not changed on a regular basis;
 - There is no annual review or clean up of all accounts on the servers; and
 - Microcomputer passwords are not required on initial “boot-up” and after periods of inactivity.
-

IT Security Committee not in effect

IT Security Committee

RNC policy states that an IT Security Committee should be established to direct the IT Division on any network modifications or security issues. The policy says the Committee, which should include senior managers, must:

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- Review and approve all proposed changes to the network;
- Review and approve all system access requests from external partners. This includes drafting a Memorandum of Understanding between the parties and assigning a security clearance level;
- Review submissions from RNC Divisional Commanders who need access to internet sites and other resources that are security filtered. The Committee is to ensure the request will not compromise network security or resources;
- Approve policy changes; and
- Manage the response to security breaches.

Our review disclosed that while this IT Security Committee was established in 2002, it is no longer in effect. Therefore, the intended review and approval is not occurring.

*HR not
reporting staff
changes to IT*

Notification of staff changes

The Human Resources Division is required to distribute to the IT and Information Management Divisions, a monthly report from the payroll system outlining the status changes of employees, including if they have been terminated, hired, or are on a leave of absence from their job. This information is to be used to modify staff access privileges. Our review disclosed that the IT Division does not receive this monthly listing. As a result, there is an increased risk that unauthorized access could occur.

*Chart of
authorities not
updated*

Authorities chart

A chart of authorities is outlined in the policy and procedures manual. The chart lists the applications used by the RNC and the associated "system owner" who has ultimate authority for any access permissions.

Our review disclosed that this chart is not current.

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5. Information management

Description

The RNC implemented a new information management system known as the Integrated Constabulary Automated Network (ICAN) in 1998. The system has three major components: Computer Aided Dispatch, Records Management and Property Module/Subsystem.

The Information Management Division of the RNC is responsible for the Records Centre, the Archives, court liaison services, file management and the operation of the ICAN and the RNC's input into the Canadian Police Information Centre.

In terms of operational procedures and policies for these main areas of the Information Management Division, we were informed that:

- Detailed operational policies and procedures have been finalized only for the Records and Archives areas. Detailed operational policies and procedures for the remaining areas are only in draft; and
- None of the policies and procedures have yet been merged or linked with the RNC Policy and Procedure Manual. Therefore even the policies and procedures that have been finalized are not available to all members and staff of the RNC. This is significant since the Records and Archives areas includes requirements for all RNC members related to the storage, access, maintenance, sign in/sign out procedures and overdue files.

Our Findings

We found the following issues related to the RNC's information management.

Investigative file review not timely

Investigative file reviews

Diary dates are the dates assigned to police investigation files by personnel in the Information Management Division to ensure that all tasks associated with investigating and concluding files are carried out as promptly as possible.

Diary dates are assigned to files submitted for review. Diary dates ensure:

- members complete the proper paper work on investigations;
- arrest warrants are monitored;

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- property is disposed of within a specified period; and
- all dispositions are received from court.

We learned, based on diary dates assigned, that operational files are not being reviewed in a timely manner. At the time of our review, there were over 21,000 overdue diary dates on the ICAN system for the period January 1999 to December 2002. Figure 5 provides details of these overdue diary dates by category.

Figure 5

**Royal Newfoundland Constabulary
Overdue Diary Dates (ICAN)
January 1999 to December 2002**

Category	Number of Overdue Diary Dates
Investigations	13,045
Court	3,002
Property	564
Warrant	124
Critique	412
Other	4,254
Total	21,401

Source: Royal Newfoundland Constabulary

There are several potential consequences if files are not reviewed on or before the assigned date. These include:

- An important investigation may be overlooked;
- A member's work may never have been completed properly;
- Files may never be cleared as per Uniform Crime Reporting requirements and, as a result, statistical reports may be inaccurate;
- The purge clock in the ICAN system will not be triggered leading to files remaining dormant. This may cause overcrowding of records stored in the vault; and

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- Some divisions may have to continue using manual ledgers to maintain diary dates because the computer system is not accurate.

Overdue diary dates do not necessarily mean that these things have not been done by the RNC member but that the files have not been reviewed to ensure that these tasks have been completed.

Files and documents overdue

Records sign-out database

The records sign-out database is used by the Information Management Division to record files removed from and returned to the Division. All files are automatically signed out for 14 days unless the borrower requests otherwise.

The database automatically generates:

- first notice after 14-day period;
- second notice after a further 14 days;
- third notice after another 14 days; and
- the fourth and final notice after a further 14 days.

This database tracks the sign-out and return of police investigation files as well as specific information signed out from a particular file but not returned to the Information Management Division. Our review of the RNC sign-out database identified 380 files or documents with overdue return dates. Figure 6 shows that the total accumulated number of files and documents overdue are escalating each year.

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Figure 6

**Royal Newfoundland Constabulary
Records sign-out database
Aged listing of overdue files and documents
31 March 2005**

Year	1996	1997	1998	1999	2000	2001	2002	2003	2004	Jan-Mar 2005
Over-due return dates each year	8	15	27	40	34	37	40	59	78	12 ⁽¹⁾
Accumulated totals	8	23	50	90	124	161	201	260	338	350

Source: Royal Newfoundland Constabulary

(1): There are also 30 files which have been issued 1st, 2nd, or 3rd notices that are not included.

Sign-out database not accurate and files not located

Our examination of the database information for the 350 overdue files and documents for which four notices had been issued indicated that:

- there were 40 overdue police investigation files. We selected 20 of these files for review and noted the following:
 - 6 files had been returned but the database had not been updated;
 - 2 files were located with the member to which they were signed out; and
 - 12 were not in the file room and could not be located by the member to which they were signed out.
- there were 310 overdue documents. In these cases the identification folder documentation had been taken from the file but not returned. We selected 10 of these documents for review and noted the following:
 - For 4 files, the documentation was returned and on file; however, the database had not been updated;
 - For 3 files, there was no evidence of the documentation ever being released and returned. Officials indicated that the file numbers may have been incorrectly recorded in the database;

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- For 2 files, the identification folder documentation was still outstanding and was located with the member to which it was signed out; and
- For 1 file, the identification folder documentation could not be found and officials indicated that this file may have been purged and the wrong file number recorded in the database.

6. Inventory

Description

The RNC has developed inventory procedures to provide for the proper management of its movable assets including those held for evidence purposes. These policies include:

- The assignment of responsibility for the control of movable assets;
- The maintenance of a perpetual inventory system;
- The requirement for annual inventory counts and reports thereon; and
- Procedures to update the inventory system for acquisitions, transfers, dispositions and any required adjustments. This includes the affixing of a unique capital asset identification tag to all movable assets acquired by the RNC. This allows for information (description of asset, serial number, purchase price, asset assignment) to be entered by the capital asset identification number thus providing a means of tracking that asset.

During this review, we examined six categories of assets. These include:

- A. Computers and peripherals
 - B. Office furniture and equipment
 - C. Quartermaster Stores
 - D. RNC vehicles
 - E. Property Control Centre
 - F. Facilities keys
-

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Our Findings

Control procedures not in effect

Our review disclosed that there are significant weaknesses in the controls over movable capital assets at the RNC including those over evidence being stored in the Property Room. These weaknesses include:

- All inventory lists provided were incomplete and included inaccuracies;
- Although policy provides for perpetual inventory systems for all movable assets, we found that in all the categories of assets we examined, this system was either nonexistent or the system had not been updated for all acquisitions, disposals and transfers;
- Not all movable assets had been affixed with a unique identification number to provide for proper tracking of the asset;
- There were no annual inventory counts. In fact, in all the categories of movable assets examined, the RNC was not able to provide a current inventory listing that even they believed included all the assets they were responsible for; and
- The required annual reports to the Chief of Police are not being prepared.

Inventory of computers and peripherals not properly managed and controlled

A. Computers and peripherals

The RNC provided a listing of computers and peripherals by division. This listing included:

- Name of division;
- Location;
- User (individual, position or section);
- Capital asset tag number;
- Serial number; and
- Asset description.

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While the listing was produced from the system at the time of our review, it took staff several days to produce the list. They later indicated that they were trying to update the system for changes. Even then, staff indicated that the list provided was not complete and contained inaccuracies. Furthermore, annual inventory counts were not being done and acquisitions, disposals and transfers were not being tracked.

Our testing of this listing of computers and peripherals involved:

- tracing 20 items from the listing of computers and peripherals to the location indicated; and
- tracing 42 computers and peripherals held in the divisions to the listing of computers and peripherals.

The following chart shows the details of our examination.

Procedure	Number of Items	Findings
Traced from listing of computers to location indicated	20	- 11 items located at the location in the listing; - 2 items found in location different from listing; and - 7 items could not be found at any location.
Traced computers and peripherals found in the divisions to the inventory listing	42	- 29 items traced to listing; - 5 items found in different location than indicated on listing; and - 6 items: - Did not have capital asset identification tag; and - Could not be traced to listing; and - 2 items had a capital asset identification tag but were not found on the listing.

Of the 353 computers and peripheral items included on the listing:

- 42 items did not have a user (individual, position, or section) indicated;
- 7 did not have a capital asset identification number indicated; and
- 2 items did not have either the user name or capital asset identification number indicated.

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In addition, there were 6 computers and/or peripherals that were examined, when tracing from the asset to the inventory listing, that did not have capital asset identification tags affixed to the asset.

Failure to properly affix all computers and peripherals with a capital asset identification tag and enter all identifying information in the inventory system will compromise the RNC's ability to manage and control these assets.

Inventory of office furniture and other equipment not properly managed and controlled

B. Office furniture and other equipment

The RNC provided a listing of office furniture and equipment by location. This listing included:

- capital asset tag number;
- category of assets (Filing and storage, desks, office equipment);
- asset description;
- cost; and
- serial/model number.

This listing was manual and had been prepared during 2002-03. Officials indicated that annual inventory counts were not being done and acquisitions, disposals and transfers were not being tracked.

Our testing of this listing of office furniture and other equipment involved:

- tracing 20 items from the listing of office furniture and other equipment to the location indicated; and
- tracing 38 items of office furniture and other equipment held in the divisions to the inventory listing.

The following chart shows the details of our examination.

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Procedure	Number of Items	Findings
Traced from listing of office furniture and other equipment to location indicated	20	<ul style="list-style-type: none"> - 8 items located at the location on the listing; - 11 items could not be found at any location; and - 1 item was found in another Division but did not have a capital asset identification tag
Traced office furniture and other equipment found in the divisions to the inventory listing	38	<ul style="list-style-type: none"> - 14 items traced to listing; - 5 items in different location than indicated on the listing; - 12 items did not have capital asset identification tag and therefore could not be traced to listing; and - 7 items had a capital asset identification tag but were not found on the listing.

QM Stores not adequately managed and controlled

C. Quartermaster(QM) stores

The Quartermaster stores is a secure location for maintaining the RNC's supplies for members such as uniform pants, uniform jackets, uniform hats, bullet proof vests, fur hats, snow pants, coveralls, belts, underpants, socks, gloves, boots, badges, breast shields, flashlights, flares, and handcuffs as well as office supplies including required forms. In addition to the inventory control policy, the RNC has a policy to address the operations of the Quartermaster stores. This policy requires that:

- Control over all inventory contained in the QM Stores other than low dollar supply items (e.g., all desk supplies) is to be maintained on a computerized inventory system;
- The employee responsible for QM Stores is to maintain operational control of this system. Source documents noting all additions to and deletions from inventory is to be prepared by the stock handler who, in turn, forwards them daily to the employee responsible for operating the QM Stores; and
- A quarterly report is to be submitted to the Coordinator. The information contained in this report is to be verified through a physical count conducted jointly by QM Stores staff and the Coordinator from the Administration Division.

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Quartermaster stores are not being managed and controlled according to RNC policy in that:

- the required computerized inventory system has not been maintained in over two years;
- additions and usage of these supplies are not being tracked;
- quarterly reports are not being submitted to the Coordinator; and
- inventory is not being physically counted and reconciled.

No tracking and reporting of vehicle mileage, fuel consumption and maintenance

D. RNC Vehicles

At 31 March 2005, the RNC had a fleet of 104 automobiles plus 20 other pieces of equipment such as all terrain vehicles, snowmobiles and boats. Figure 7 provides details on these vehicles.

Figure 7

**Royal Newfoundland Constabulary
Number of vehicles by type and location
31 March 2005**

	St. Johns	Corner Brook	Labrador West	Total
Automobiles	85	12	7	104
ATV	2	-	-	2
Snowmobile	2	2	5	9
Boats	-	-	3	3
Total	89	14	15	118

Source: Royal Newfoundland Constabulary

Officials provided a listing of vehicles; however, it did not include the snowmobiles and boats for Corner Brook and Labrador West.

Vehicle age, mileage and lifetime repair costs should be tracked to provide information to determine which vehicles need to be replaced and to provide information to be used in establishing a preventive maintenance policy. In addition fuel consumption and mileage should be tracked by vehicle to allow for monitoring of vehicle usage and fuel consumption.

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This would identify vehicles with above or below average fuel consumption by mileage.

The RNC has no established policies for vehicle replacement, preventive maintenance or standards regarding vehicle usage. In addition there is no system in place to track mileage, maintenance history and fuel consumption by vehicle. Such a system would allow the RNC to monitor the use and possible abuse of RNC vehicles.

While members manually record vehicle kilometres in a logbook when the vehicle is signed in and out, this information is not entered into any system for monitoring purposes.

RNC officials indicated that each police vehicle is issued a credit card. Fuel Suppliers' statements detailing fuel purchases are received monthly and the amounts are reconciled. Therefore, fuel consumption by vehicle is readily available. At the time of our review billing information indicated that there were 90 credit cards issued for the 89 police vehicles in St. John's. However, we were only able to match 79 vehicles with a credit card. For the remaining 10 vehicles, there was no credit card issued. However, 9 of these 10 vehicles were in service and therefore consuming fuel. This would indicate that credit cards are being used to purchase fuel for vehicles other than the vehicle for which it is assigned. In discussing this issue with officials at the RNC, they indicated that this practice was suspected of occurring. If the RNC were monitoring fuel consumption by mileage, such activities would be apparent.

In addition to the 118 police vehicles, the RNC spent \$232,500 in 2004-05 (up from \$81,500 in 2003-04) in vehicle rentals. Only approximately \$50,000 of the \$232,500 related to vehicle rentals during the period of the April 2004 public sector strike. The remaining \$182,500 related to undercover investigations such as the OxyContin Task Force and the rental of vehicles while they were waiting for the delivery of 10 replacement vehicles which did not occur until July 2004.

*Impact of
weaknesses in
the Property
Control Centre*

E. Property Control Centre

Our review identified significant weaknesses at the Property Control Centre in relation to documentation of evidence, access to evidence and disposal of evidence. These weaknesses could result in exposure to the RNC in that evidence is not properly safeguarded.

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Property is not always stored or recorded correctly

Any evidence which is found, seized, or confiscated by RNC members is brought to the Property Control Centre (PCC) in the basement of the RNC Headquarters. We requested that the RNC provide a listing of all items received and recorded in the PCC. This listing has two parts:

- any items received up to October 2003 were recorded in a manual ledger and on a Form 1625; while
- any items received after October 2003 are recorded in the Property Subsystem of ICAN and on Form R12.

All items received are required to be tagged with appropriate information (member, file number, location, time, date, and nature of the offence and item obtained). This information is recorded on the appropriate form and a copy of that form is placed in the members' file, the investigative file and sent to the Information Management Division.

We obtained a summary page from a Property Subsystem of the Integrated Constabulary Automated Network (ICAN) which indicated there were in excess of 8,000 items inventoried. However, staff indicated that the information in the Subsystem was not complete and contained inaccuracies. For example, this listing included six items which had been returned to the owner. Staff also indicated that there are a number of bicycles which had been disposed of or donated to charity; however, they have not been removed from the Subsystem.

Our testing of the listing of property recorded in this Subsystem and manual ledgers involved:

- tracing 6 items from the manual ledgers to the location and appropriate form;
- tracing 15 items from the listing of property in the Subsystem to the location indicated and the appropriate form; and
- tracing 15 items in the PCC to the manual ledger or listing of property in the Subsystem and the appropriate forms in the members' files.

The following chart shows the details of this testing:

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Procedure	Items Tested	Findings
Trace items from the manual ledgers to location and form	6	<ul style="list-style-type: none"> - We were able to locate 3 of the 6 items. - Of the 3 items which were not located: <ul style="list-style-type: none"> - 1 of these items was destroyed; however, the disposal was not recorded in the ledger; - 1 of these items had been returned to the owner; however, this information was not recorded in the ledger; and - for 1 of these items, we were unable to locate the related documents - the Form 1625. - Of the 3 items that we located; <ul style="list-style-type: none"> - 1 is awaiting destruction by the bomb squad; - 1 is related to a 2002 case that had been concluded; however, the PCC had not received notice from the member to destroy the item as per policy; and - 1 item was a firearm seized in 2000 for which the PCC is waiting on paperwork to approve the disposal.
Trace items from the Property Subsystem of ICAN to location and form	15	<ul style="list-style-type: none"> - 1 of these items was signed out for court on 6 December 2005; however, the information recorded in the Subsystem does not match the Form R12; and - All of the other 14 items were located on the shelf as indicated on the Form R12.
Trace property items in the PCC to ledger or Property Subsystem of ICAN and, forms in the members' files	15	<ul style="list-style-type: none"> - For 2 items, although the Subsystem correctly indicated that the file had been concluded and that the items should be destroyed, the items had not been destroyed. - For 9 items, the Subsystem correctly indicated that the case had not been concluded and therefore the evidence was supposed to be there. - For 1 item, the Subsystem incorrectly indicated that the evidence was destroyed. - For the remaining 3 items (firearms); <ul style="list-style-type: none"> - 1 firearm was not recorded in the Subsystem. The Form R12 indicated a temporary locker; however, this firearm would never have fit into this locker; - While, 1 firearm was traced to the Subsystem, the Form R12 indicated that it had been assigned to a temporary locker for 6 days before being assigned a permanent location which is not in accordance with policy. Also, the Form R12 was not filled out properly in that the transfer from the temporary locker to the permanent location was not completely documented; and - 1 firearm which was located on the floor of the gunroom, was assigned a shelf and slot location per the Subsystem for this particular firearm. A different firearm was in this location; however, it was not the location indicated on the Subsystem for this particular firearm. <p>We also found that the identification information on the tag was not always complete. In particular:</p> <ul style="list-style-type: none"> - 4 tags were missing the time the evidence was submitted; - 1 tag was missing the file number; and - 1 tag was missing the time and date received and the nature of the incident.

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*Lack of
Consistency and
Controlled
Access to the
Property
Control Centre*

As of December 2005, the Property Control Centre (PCC) had three members assigned to work there - 2 of these members work 9 to 5, Monday to Friday, while the third member completes 4 hour shifts throughout the week. Therefore, there are hours during the evenings and weekends when the PCC is not staffed.

Any member who obtains evidence after hours is required to bring the property to the PCC, complete the Form R12, and put the evidence in a temporary locker. However, not all evidence is stored in a temporary locker after hours. In fact, PCC staff have indicated that they have reported for work in the morning to find items on the floor or counter area.

PCC staff indicated that they have concerns with access to the PCC areas. We observed that while the back door to the PCC is locked at all times, the main door, which gives access to the file room and temporary lockers, is not locked during business hours. The door between the administration area of the PCC and the main property room is also not closed or locked during regular business hours. This allows members, other than those assigned to the PCC, access to the property room administration area and storage areas.

There are inconsistencies in the degree of completion of the Form R12 by members and, as a consequence, information recorded in the Property Subsystem of ICAN is incomplete. These findings show a lack of consistency in terms of the receipting and recording of evidence.

*Property is not
disposed of in a
timely manner*

When evidence is entered into the Property Subsystem of ICAN, the Subsystem generates a disposal review date (normally 90 days). PCC staff can review these disposal review dates and send members reminders for follow-up. However, this is not being done.

In the fall of 2005, the PCC staff commenced a review of all of the members' files to determine which members have outstanding evidence in the PCC which could be destroyed. PCC staff have indicated that they have contacted about half of the members and made a request to follow up on the evidence to indicate whether it should be kept or disposed.

The results of these efforts was seen in our review of the disposal of items. We reviewed the Property Subsystem of ICAN to determine the extent and nature of the disposition of items during the time of our review. We found the following:

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- 1,207 items were disposed of during the period 1 October 2003 to 30 September 2004;
- 1,612 items were disposed of during the period 1 October 2004 to 30 September 2005; and
- 1,709 items were disposed of during the period 1 October 2005 and 5 December 2005.

As this activity shows, the RNC have recently begun to address the disposal of items no longer required as evidence. From the period 1 October 2005 to 5 December 2005, the RNC disposed of more evidence than it did in the entire preceding 12 month period.

Although the RNC has stepped up activity in this area, there is still much to be done and we found that the Property Control Centre remains unnecessarily cluttered.

*Facilities keys
not properly
controlled*

F. Facilities keys

In order to maintain building security, the RNC should ensure keys to its facilities are adequately controlled.

Discussions with officials disclosed that the RNC does not have a system in place for tracking keys. A list of keys issued to employees is not maintained and there are no control procedures in place to track transfers of keys among employees.

Recommendations

Planning and reporting

The Royal Newfoundland Constabulary (RNC) should:

- *update its long-term strategic plan and implement operational plans for each division;*
- *report on plan objectives;*
- *develop a multi-year training plan;*

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- *comply with its internal audit standards of performance; and*
 - *monitor quality reviews.*
-

Human resource management

The RNC should:

- *monitor the amount of time members spend on administrative tasks;*
 - *pursue a lower police/civilian ratio as a means to lower salary costs and free up RNC members to perform core police operational duties;*
 - *ensure position descriptions are in place for all employees;*
 - *ensure performance evaluations are completed for all members and civilian staff;*
 - *monitor overtime costs; and*
 - *continue to closely monitor sick leave by members.*
-

Purchasing and tendering

The RNC should ensure:

- *compliance with the Public Tender Act and the Financial Administration Act;*
 - *purchase orders are prepared prior to receipt of goods and services; and*
 - *documentation in support of payments is adequate.*
-

Information technology

The RNC should comply with its back-up and disaster recovery procedures.

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Information management

The RNC should:

- *conduct timely reviews of investigative files;*
 - *conduct timely reviews of all records that are signed out and overdue; and*
 - *regularly review its records sign-out database for accuracy.*
-

Inventory control

The RNC should:

- *strengthen controls over all inventory, including moveable capital assets, quartermaster stores, and the Property Control Centre;*
 - *define and communicate a vehicle maintenance and replacement policy; and*
 - *monitor fuel consumption and mileage.*
-

Royal Newfoundland Constabulary Response

Overview

Since January 2005 the RNC has added additional senior civilian positions on the support side of our organization. The newly created position of Executive Director of Support Services has been filled and is providing the much needed coordination, focus, and profile for the support services side of the RNC. A newly created and staffed Fleet Manager position has been added along with more control over the purchasing and repairing of vehicles of the RNC. The position of Director of Administration has been split into a Director of Finance and Director of HR and both positions have been newly staffed to allow for more focus on each of these important areas. With the restructuring and staffing in the support services side of the force the RNC expects to strengthen its administrative practices.

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1. Planning and Reporting

The finding of the Auditor General that the long-term strategic plan of the RNC expired in 2004 and has not been updated is correct. Government has implemented a new approach to Strategic Planning through the Transparency and Accountability Act. Pursuant to this approach, the RNC will no longer develop a strategic plan but will play a role in developing the multi year strategic plan for the Department of Justice. The RNC's operational plan will flow from the Department's strategic plan which will be in place by April, 2006.

The second recommendation in this area is also impacted by the Transparency and Accountability Act. A system to report on plan objectives is generally an Annual Report. The RNC will not be able to use this format. Once we have the Strategic Plan from the Department of Justice in March of 2006, we will be able to prepare an Operational Plan for the RNC. As part of that Operational Plan, performance indicators will be included for each objective. The RNC Act requires the Chief of Police, after the end of each calendar year, to file with the Minister of Justice a report on the affairs of the Constabulary. Progress reports on these indicators could form part of this report, once the new process is initiated.

A multi-year training plan is currently in development. Much work has been done with respect to background for funding requests through the Organizational Development Initiative Fund and prioritizing training as a result of feedback from Divisional Commanders. The findings of the Commission of Inquiry presided over by Former Chief Justice of the Supreme Court of Canada, the Right Honourable Antonio Lamer, P.C., C.C. will provide significant input for this training plan. Once the findings are released in June of 2006, this plan will be finalized and submitted to the Executive of the RNC for approval.

The RNC agrees with the comments regarding audit performance standards. The executive of the RNC is in the process of establishing an Audit Committee. The Audit Committee will be tasked with:

- *Overseeing the development of a long term audit plan.*
- *Ensuring that policies and procedures for audits and quality reviews are reviewed, updated and are being followed.*
- *Overseeing that staffing levels are appropriate.*
- *Recommending further refinements to the role of the Audit Committee and the Audit function.*

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The RNC offers the following clarifications. The audit function has been transferred to the Professional Standards Board. The Audit Branch did submit yearly plans outlining the anticipated audits to be completed in the upcoming year. Prior to submitting the plan the Audit Branch would canvass the Executive of the Force to determine the order of priority for the audits. Upon completion of an audit, the Audit Branch would meet with the auditee and discuss the findings of the audit. The findings would then be submitted to the Chief of Police. The Audit Branch has conducted follow-up audits to determine what action was taken on previous audits. Follow-up audits will be completed in future.

The RNC agrees with the comments regarding quality reviews. Quarterly quality reviews and the related reports will be submitted as per policy. A summary of the findings was not prepared and submitted to Chief of Police for third quarter of 2003 and 2004 due to re-assignment of Audit Branch staff to the 2004 Public Sector Strike and other assignments.

2. Human Resource Management

A. Administrative Time

The RNC will need to get clarification on the specific concern in this area and what the recommended action is. We do offer the following observations. Police work does entail what can be considered administrative duties. In the vast majority of cases police officers are the correct personnel to complete this work since they have the required knowledge about the specific item being worked on, i.e. report being written, copy of disclosure to be provided etc.. We assume the intent of the recommended system is to track and control administrative duties that officers should not do. We will need clarification on what these are. We are concerned the implementation of a formalized process to measure administration duties will tax our limited resources placing more pressure on our overtime budget and diverting resources from our policing duties and other pressing important projects. While the RNC does not have a formal system in place to monitor the amount of time members spend on administrative tasks, we are conscious of the administrative demands on our officers and have been increasing and/or upgrading the desktop and laptop computers in various areas of the force. In addition, we have requested some additional civilian support personnel in the 2006/07 budget process to help free up members to perform their core police functions. Furthermore, we are examining other information technology solutions for both civilian support staff and uniformed officers.

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The Auditor General also referenced the purchase of a mobile entry module, four (4) laptop computers and related software which was not utilized. However, the RNC has utilized the laptops for training and other purposes and we are still committed to testing this new technology in future on a pilot project basis.

B. Staffing

We recognize that the current ratio of uniformed to civilian staff at the RNC (4.06: 1) is higher than the Canadian National average of 2.70:1. In the 2006/07 budget submission we have requested additional civilian personnel which, if approved, would help improve this ratio accordingly.

The Auditor General has noted that in March 2005 there were 50 RNC members performing non-operational duties. We note that the officers located in the Telephone Reporting Centre, Professional Standards and Community Services Sections, together with some positions in the Training Section must continue to be occupied by uniformed officers in view of the nature of the work they perform. However, we do recognize that there are areas to replace uniformed officers with civilian personnel and in fact have prepared a proposal in the 2006/07 budget process regarding officers in the Communications Centre in St. John's. Furthermore the Force is developing a new disability management program to better manage and review all medically accommodated police officers.

We acknowledge that we do not have detailed job descriptions for all of the individual police officers performing non-operational duties, however, we do have competencies for each rank within the force and once our review of these non-operational positions is complete we will finalize the job descriptions. In the case of the civilian staff, as is common throughout the public service, there is no formal performance evaluation system in place. However, we are aware that the Provincial Government is introducing a work planning pilot project in several departments this fiscal year and we will be participating in the work planning initiative for civilian staff in future. In addition all staff is still provided with feedback and coaching, although a formal written performance evaluation system is not yet in place.

The RNC has also developed a comprehensive Personal Performance Development Plan (PPDP) for all uniformed personnel which is now being implemented effective January 1st, 2006. This major program was developed with the assistance of an external consultant and will include performance evaluations for officers throughout the RNC.

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C. Overtime

The RNC agrees that overtime should continue to be monitored closely. We also agree that government's payroll system and/or RUS need to be fully utilized or enhanced to ensure information is collected efficiently and that timely reports are provided to assist with monitoring overtime. The RNC offers the following as way of clarification.

The RNC strictly monitors overtime in a number of ways. Reports are prepared weekly and forwarded to the Divisional and District Commanders which are then forwarded to the Deputy Chiefs of Police. It is agreed that policy requires these reports be forwarded to the Director of Finance and this will be re-instituted. In addition the RNC reviews overtime and other expenditures during budget monitoring. Variances greater than 5% are explained to Justice Officials who then report to Treasury Board. Overtime is also controlled through the approval process. In response to the recent increase in overtime the approval level for overtime has increased. The current policy is for all overtime to be pre-authorized by the Divisional/District Commander. In the case of unplanned overtime, permission of an Inspector or above is required to pre-authorize overtime to cover staffing shortages. In addition a request has gone to Treasury Board for approval on a new overtime policy for Management and Commissioned Officers.

The RNC has been in touch with the Comptroller General's Office and the Office of the Chief Information Officer (OCIO) to review the systems involved in recording, paying and reporting overtime. All parties have agreed to review the current status of the systems involved to ensure an efficient and timely reporting of overtime.

The RNC would like to comment on the statement that overtime costs continue to increase. Many factors have contributed to the increase in overtime for the past 2 years. These include:

- *A significant increase in calls for police services.*
- *A significant increase in the population base of the North East Avalon.*
- *An increase in more complex and time-consuming major case investigations.*
- *Legal requirements resulting from Criminal Code amendments and new case law.*

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- *An increase in special operations such as the Nape Strike (750,000), Crab Dispute (303,000), Oxycontin Investigation (290,000) and various others that draw on a limited pool of resources.*
- *Increased crime such as armed robberies due to an increased drug problem.*
- *Minimum manning standards for patrol.*
- *Increased training per the collective agreement and in response to Lamer, Power/ Reid Inquiries.*

The above factors have been coupled with vacancies due to retirements where replacements have not been able to be deployed in many cases until this October. As more demands have been placed on limited resources the only choice has been to fill the void with overtime. As demand for overtime has increased so has sick leave which again requires overtime to maintain minimum standards. As noted in the section on sick leave 28 recruits have been added this year with more expected in the new fiscal year. This coupled with an increased restraint on approval for operations that require overtime and increased vigilance on overtime spending will significantly reduce overtime spending in future.

The 7,500 entries noted in the report as not having been keyed were all due to the Nape Strike. A decision was made after the strike to ensure payments were made as efficiently and timely as possible. This required that these entries not be double keyed to RUS and then to the payroll system. Given the unique nature of this overtime and the fact that this overtime is included in summary where relevant the RNC does not feel it has adversely affected reporting of overtime.

D. Sick Leave

The average number of sick leave days used by RNC members in 2004/05 was approximately 13 days (central government average was 11.57 days for full-time permanent staff). Despite the physical demands of policing, impact of shift work and higher rates of injury, as well as the increasing average age of our uniformed workforce, the average of 13 days per officer per year is only marginally higher than central government employees. Furthermore in 1989 our total uniformed complement peaked at 391 members whereas today we have only 333 members and this reduction in resources has placed additional stress and workload on our current officers.

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We would like to note however that we have hired 28 new recruits in the 2005/06 fiscal year and are planning on hiring 26 more recruits next fiscal year and approximately 30 recruits in the 2007/08 fiscal year. In addition, there are significant numbers of members currently eligible to retire (approximately 14%) reflecting the higher age demographic of our uniformed work force. The number of pension eligible officers increases to 79.4% in 2012, therefore these officers will be replaced by younger recruits which will reduce the average age of our workforce significantly during this period.

The Auditor General also noted that in February, 2004 officials of the RNC had identified in the Mount Pearl Detachment that members were working overtime on their days off and going on sick leave on their scheduled days of work and a form was introduced in this district to monitor the correlation between the use of sick leave and overtime with a view to having the form adopted throughout the RNC.

The RNC has reviewed this initiative in the Mount Pearl District and the report prepared at the time. However, there are numerous factors which impact on sick leave, including work schedule, lack of resources, personal medical conditions, workload, etc., and a direct link with any one factor is difficult to determine. We certainly recognize and concur with the need for close management of sick leave and we will continue to do so. Furthermore we have created and hired a new Director of Human Resources and the focus of this position includes both the disability management program as well as sick leave management throughout the Force, and the introduction of new forms and processes where necessary.

E. Employment Contract with the Chief of Police

The Auditor General noted that although there is no provision in the employment contract with the Chief of Police regarding any compensation over and above base salary, overtime payments were made to the Chief relating to the April 2004 Public Sector Strike. However, it is noted that uniformed management in the force and other management throughout the public service did receive overtime compensation during this job action. In our view, the payment of overtime to the Chief of Police for this situation is in line with Treasury Board's strike manual and consistent with the payment to other uniformed managers.

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3. Purchasing and Tendering

The RNC has made many improvements in the area of purchasing and tendering and will continue to strengthen this area. As noted in your report the repair and maintenance of vehicles had been tendered since November 2004. This service was tendered again in November 2005. It is important to note that the normal repairs and maintenance of vehicles is different than repairs due to vehicle accidents. The RNC is able to monitor that the hours charged and the parts used are reasonable when compared to national standards for normal repairs and maintenance. That is not the case for vehicle accident repairs. If the RNC were to tender repairs for vehicle accidents we would not be able to ensure that the charges per the tender were fair and reasonable for the damage on the vehicle. The RNC has worked with the Government Purchasing Agency (GPA) to determine that the circumstances warrant that each vehicle accident repair must be considered a single purchase.

The RNC is actively working with GPA to resolve the issue with towing services. Some years ago towing services were tendered which created a great many problems since no one towing company had the resources to cover the needs in this area. A concern does exist that a tender for this service would limit competition since so few towing companies would be able to compete and limited tenders would be received. As with taxi companies we are exploring having set rates and a rotational schedule.

Standing offers are now used for vehicle rentals when the standing offer covers the time period in the standing offer. Where the time period of the rental exceeds the standing offer the RNC will go to tender for the vehicle rental. We do agree that even though the rates paid for the vehicle rentals noted in the Auditor General report were below standing offer rates, that other factors must also be considered.

The RNC feels that the actions taken with regard to the chartered aircraft were reasonable in light of the circumstances. On June 26 and June 27 the RNC was faced with the unusual situation of 2 barricaded incidents in Labrador within 24 hours. On June 26 an aircraft was chartered to take the Tactical Response Unit to Labrador and return at a cost of \$15,588. RNC officials contacted the 2 airlines that fly into Labrador on a charter basis. A commercial airline could not be used since the Tactical Response Unit had equipment that can not be taken on a commercial flight. In addition a rapid response was required because the situation was time sensitive. One company wanted to fly equipment on 1 plane while personnel were taken on another plane. The second company was prepared to take both equipment and personnel resulting in a substantial reduction in cost. It is agreed that Airservices should have been contacted

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prior to arranging the flight. We feel this oversight is offset by the urgent nature of the situation, the danger to the

- *individuals held*
- *police officers at the site*
- *the public in general*

The rate charged for June 26 would have been double had the other airline been used and we do not believe another company was available to provide the service required in this situation.

On June 27 a second barricaded incident occurred in Labrador. Arrangements were made the same as the day before and a rate equivalent to the previous day was obtained. Once the incident was resolved the Tactical Response Unit prepared to return to St. John's. The team was advised the only available aircraft was a Dash 8 at an increased cost. The team contracted Government Airservices and was advised that they were authorized to take the Dash 8 since no other aircraft was available. The RNC does not agree that the option of obtaining additional quotes was available. An option of having the Tactical Response Unit stay in Labrador until a less expensive aircraft became available was an option considered and determined unacceptable for a number of reasons. The practice at the RNC is to have the Tactical Response Unit return to home base as soon as possible to ensure the team is ready to respond to another emergency should one occur. If the team were to stay in Labrador overnight additional costs would have been incurred for meals, accommodations, and overtime for replacements since officers would not be able to return to work at their assigned time. In addition the Dash 8 was able to take additional transport, i.e. prisoners and other transport that they would not have been able to otherwise. This resulted in savings of \$3,600.00.

It is important to note the cost of maintaining a Tactical Response Unit in Labrador would far outweigh the occasional cost of charter flights. In addition the RNC does not pay standby fees to ensure aircraft are available whenever an emergency occurs. Therefore the RNC will have to incur high costs for charter flights when an emergency situation arises and this is cost effective when considering the alternatives. The RNC has ensured all relevant staff are advised of proper procedures when chartering flights. In addition some equipment required of the Tactical Response Unit has been stored in Corner Brook to allow for quicker transport of team members.

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4. Information Technology

The duties and responsibilities pertaining to the support of Information Technology (staff and infrastructure) have changed in 2005 and continue to evolve in 2006. Previously, support for Information Technology (IT) was the responsibility of each Department. The Royal Newfoundland Constabulary (RNC) was supported by the IT staff of the Department of Justice. These staff members, now part of the OCIO, including Management, were responsible for all facets of IT support to the RNC and often saw a wide range of roles being assigned to individuals. Such a diversity of roles and responsibilities often lead to inefficiencies and areas that were often pushed off in favor of perceived higher priorities that were operational on a day-to-day basis in nature. Now that the OCIO pool of resources is available it can assign staff to fill-in during times of heavy workload to reduce delays.

The Government of Newfoundland and Labrador has established an Office of the Chief Information Officer (OCIO) to oversee the responsibilities of support and direction for Information Technology across Government. The OCIO has been undertaking to consolidate staffing to allow for a more concerted plan of support for Government, including the RNC. This will allow for a greater reach for resources while allowing for individuals and groups to be assigned specific role-based responsibilities. Such role-based assignments allow for a greater assurance that appropriate skill sets are acquired and properly maintained and better defining the ownership of specific responsibilities. In addition, Government-wide standards and practices are being established to more effectively establish an operational guideline for the management of data and assets. This re-alignment that is currently being undertaken will address many of the issues that have been raised in the AG Report.

Disaster Recovery and Data Back-Up

A team of staff under the OCIO has been assembled to oversee an Enterprise level approach to disaster recovery and data back-up. The requirements of the RNC are being considered within the context of this review and will be part of the implementation strategy. This review is being carried out by representatives reporting to the Director for Infrastructure (Network Services) and will encompass all aspects of back-up/restore policies/procedures to requirements for enterprise level hardware. Issues pertaining to the scheduling of such back-ups, appropriate locations for storage of back-up media, long-term archival storage of such media, and ongoing testing of back-ups for reliability and integrity will be part of that approach. In addition, a comprehensive assessment and subsequent detailed and documented disaster recovery (DR) plan will be compiled

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and enacted. It is important to note that there has been a disaster recovery plan in place but not in a formal, written plan. Daily backups are performed.

Security

A separate team is being assembled under the Director for Infrastructure (Network Services) office to oversee the security elements of the Government network. The Director for Infrastructure (Network Services) will be working with the RNC to review and reinstate the appropriate representatives from OCIO to the IT Security Committee and recommencing regular meetings accordingly. The IT security review for the RNC will be encompassed within the Government-wide process, while recognizing and accounting for the special security requirements as a Police force, including those that need to be addressed within the context of national affiliations (eq. CPIC). Procedural and policy matters pertaining to other items such as the regular changing of access codes to the entrances of secure data areas will be carried out within this context also. Logistical issues related to communications between the Human Resources (HR) Division and IT to ensure better accuracy of information pertaining to user accounts (including regular audits of the accuracy of accounts) will be an issue to be dealt with by that Committee. All RNC desktops with the capability of protecting the OS from tampering have such security enabled. Users do not have administrative rights to the computers. Network accounts are set for passwords to expire and to detect failed login attempts.

In addition, efforts are underway to establish a common means of managing all desktops at the RNC in a secure centralized managed approach. This is expected to come about as the RNC are brought together in one central authentication Windows domain (Active Directory) and all desktops are upgraded to (at minimum) Windows 2000 Professional operating system. This will allow for desktop security settings to be managed in a consistent and regulated manner. Requirements for desktops to be automatically password protected during periods of inactivity will then be better managed and unable to be changed by individual user preferences.

Asset Management

The Government of Newfoundland and Labrador has adopted an automated software strategy to assist with the tracking of IT assets. Currently the software being used is called LANDESK. The RNC will be set up with similar inventory tracking software in the upcoming months as part of the overall asset management strategy of the OCIO. This should effectively offset the problems associated with tracking assets as presented

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in the AG's report and better prepare the RNC for more effective tracking asset tracking and management.

5. Information Management

The RNC agrees with the recommendations of the Auditor General in this area and offers the following comments for clarification. IMD policy and procedures are not required to be known by the members. It is strictly for the benefit of those staff working within the Division. Those working in the Division have access to the completed and draft copies on the IMD shared directory.

*Between 2003 and to date, operational files **are** being reviewed in a timely manner and diary dates are kept current. Two Civilian Readers' are dedicated to reviewing diary dates each day, their priority is given to current diary dates and when these are completed they continue to work on the outstanding diary dates on the ICAN system. As of Jan 4/06, approximately 18,000 diary dates remain outstanding. Using the current resources, it is anticipated that the overdue diary dates will be updated by next year. It is important to note that overdue diary dates on the ICAN system are expected and can not be used to determine if an investigation is completed in a timely manner by the member.*

6. Inventory

The RNC agrees with the recommendation that we should strengthen controls over all inventories, including movable capital assets, Quartermaster Stores, and the Property Control Centre. We offer the following comments.

Movable Capital Assets

The main cause of the problem with control over movable capital assets and quartermasters stores is staff that were assigned to coordinate these activities had to be reassigned to more pressing and immediate work. We intend to clarify the roles and responsibilities of the individuals involved in these processes to ensure they are completed as efficiently as possible. Where incompatible functions exist we will reassign duties. We expect a summer student will be able to assist with the backlog of untagged movable capital assets and the LANDESK system noted above in the IT section will assist with this.

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Quartermaster Stores

As noted above staff had to be reassigned to more pressing and immediate work which created a problem here. Given the limited administrative staff available control of inventory stores will be limited to larger dollar value or higher risk items and will be spot checked on a randomly selected basis rather than all items in the QM's.

Property Control Centre

The RNC, as with all employers, has certain obligations to accommodate employees who can no longer perform regular duties. An area where this accommodation has occurred for police officers is in the property control room. It is common to have higher rates of sick leave among accommodated employees than the population as a whole. Given the number of accommodated employees in the property control room a significant amount of sick leave has created problems in this area. It is important to note that these problems do not extend to the handling of exhibits for major cases. All members of the force understand the high standards required when dealing with evidence of this nature and the implications to prosecutions should these standards not be maintained. However, improvements are needed and have been started as noted below.

The RNC has requested a civilian position in the budget process for the property control room. In addition work has been completed to improve this area and more work is planned. In September 2005 a major area of concern identified was the build up of exhibits ready for disposal. This area was targeted and significant gains were made in that area as referenced in the Auditor's report. Policy compliance in relation to storage of exhibits in temporary lockers and the quality of data entry on property sub-system was addressed on December 13, 2005 with a written directive to PCC staff ordering the reporting of all non-compliance of exhibits policy and operational protocol by RNC members. Divisional Commanders have been notified of any infractions and corrective action has been taken. This has had a significant impact on reducing policy breaches and is being monitored daily. The concern of unauthorized personnel entering the storage area is being addressed by request to Department of Transportation and Works to construct a mail cabinet complete with locked doors. This cabinet is to be placed outside the PCC and thereby eliminate the need for entry to the PCC for mail. Other issues have been identified and are being actively worked on, i.e. spacing, exhibit storage, second phase of property sub-system and staffing.

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RNC Vehicles

Vehicle maintenance and replacement policy

The RNC does not agree with comments related to the above area and offers the following comments. RNC vehicle replacement policy has always been subject to budget allotment. Fleet Management will phase out the oldest vehicle with the highest mileage and replace them with new vehicles. The number of new vehicles will vary pending budget allotment from Government. There is scheduled maintenance for vehicles. Regular oil changes are completed and records kept. Also, PM checks (Pre-maintenance) are conducted twice a year with records kept. Each police vehicle is assigned a “Vehicle Daily Log Book” which is used by this office to sign in/out the respective units. Mileage out and mileage in is recorded and signed by the officers assigned to each unit during each shift. This book is in duplicate with the originals forwarded to the Department of Transportation and Works. There is a “Vehicle Service Request” book utilized by the RNC when submitting requests for repairs on vehicles. These service requests are numbered and kept for each vehicle along with repair invoices. Also, copies of these invoices are sent to the Department of Transportation and Works to have costs entered on the EMS (Equipment Management System). Data is entered by Staff of Transportation and Works.

Monitor fuel consumption and mileage

The RNC agrees that the area of monitoring fuel consumption and mileage needs to be strengthened. The RNC offers the following clarification on the report. Gas and credit card usage was introduced in 2003/04. The problem with the misplaced credit cards has been corrected and presently each police vehicle is assigned a credit card and all cards are accounted for.

Facility Keys

The RNC agrees that the area of facility keys needs to be strengthened and offers the following clarification. Procedures have been improved by implementing a key assignment ledger which includes the amount of keys cut, assigned key identification number, officer / civilian signature and location/ office. The Ledger/sign out sheet is maintained by the Facility / Assets Manager. This initiative only includes any new keys required since October 2004. The key system used at the RNC does not allow for unauthorized duplicating of keys. The RNC has moved to a card lock system in a number of areas and will continue to expand this as resources allow given the inherent weakness in the key lock system.
