Dunn, Jennifer LCTZ:EX

From: Kennedy, Dee CSNR:EX
Sent: Thursday, November 22, 2012 11:59 AM
To: Martin, Samantha PSA:EX
Subject: COS Classification - finding time this afternoon and/or tomorrow re misc items
Attachments: COS Classification Review - FAQ - draft Nov 21.docx; COS Exec re Classification Review - Nov 21 action items.docx

Hi Sam,

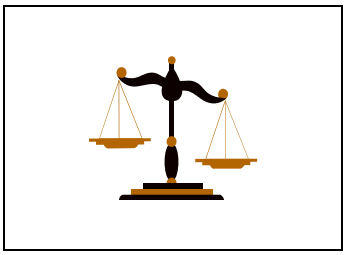
I know you mentioned you have a PSA meeting today, but I can't remember if you mentioned the specific time of your meeting. I'm hoping we can find some time this afternoon (even if it's only 15 min) and tomorrow, to discuss a few follow-up pieces.

My branch meeting is 1:30-3:00 today, so I'm available between now and then, or between 3:00 and 4:45 S22 S22 So far tomorrow, my only meeting is 8:30-9:00 with Lori, so I'm clear after that (and other than connecting with you, I'll be focusing on the Q&A).

In particular, these are the things I want to connect with you about...

15(1)(a)

Thanks ☺
Dee



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	2 - 5
REASON FOR REMOVAL:	Section 15(1)(a)

Dunn, Jennifer LCTZ:EX

From: Larkin, Kelly ENV:EX
Sent: Wednesday, November 21, 2012 4:43 PM
To: Neary, Sean ENV:EX
Cc: Kennedy, Dee CSNR:EX; Olsen, Rod ENV:EX; Martin, Samantha PSA:EX; Halls, Lori D ENV:EX
Subject: RE: COS Classification Results: Detective Sergeant MIU and SIU

Hi Sean,

Yes indeed. That will be one of the specific teleconferences, with Sam's assistance.

Kelly

Kelly Larkin, Chief Conservation Officer
Conservation Officer Service
2975 Jutland Road | Victoria, BC | V8T 5J9
250 356-9234 (office) | Kelly.Larkin@gov.bc.ca

From: Neary, Sean ENV:EX
Sent: Wednesday, November 21, 2012 3:49 PM
To: Larkin, Kelly ENV:EX
Subject: Re: COS Classification Results: Detective Sergeant MIU and SIU

Chief, will there be an opportunity to discuss the Intel classification as well? I know we previously discussed that possibility. Thanks.....Sean

---

From: Larkin, Kelly ENV:EX
Sent: Wednesday, November 21, 2012 03:44 PM
To: Cullen, Mike A ENV:EX; Sterling, Troy ENV:EX; Hollamby, Theo ENV:EX; Mann, Cynthia ENV:EX; deLaronde, Mike ENV:EX; Steele, Dave A ENV:EX; Shook, James G ENV:EX; Dahl, RK ENV:EX; Sanderson, Mike ENV:EX; Douglas, Ian ENV:EX; Brady, James C ENV:EX; Turlet, Christine ENV:EX; MacPhee, Darcy ENV:EX; Buis, George ENV:EX; Garbutt, Jim ENV:EX; Pearce, Keith B ENV:EX; Kilback, Aaron ENV:EX; Ellis, Jeff ENV:EX; Vanderford, Bob ENV:EX; Hall, David S ENV:EX; Taekema, Ken ENV:EX; Belanger, Marcel ENV:EX; Neary, Sean ENV:EX; Olsen, Rod ENV:EX; Martin, Samantha PSA:EX; Kennedy, Dee CSNR:EX
Subject: COS Classification Results: Detective Sergeant MIU and SIU

When: Tuesday, November 27, 2012 1:00 PM-2:00 PM (GMT-08:00) Pacific Time (US & Canada).

Where: Live Meeting/COS Boardroom, 1st Floor, 2975 Jutland Road

Note: The GMT offset above does not reflect daylight saving time adjustments.

~~*~*~*~*~*~*~*~*~*

Kelly Larkin has invited you to attend an online meeting using Microsoft Office Live Meeting.

https://www.livemeeting.com/cc/8001478781/join?id=KPNZ7G&role=attend&pw=m%3C%7D%3D85R

AUDIO INFORMATION

-Telephone conferencing

Use the information below to connect:

Toll-free: S15, S17

Participant code: S15, S17

This is a follow-up to the COS Classification Review for Detective Sergeants in Major Investigation and Special Investigations to meet with Samantha Martin to review the classification results for these positions. The invitation is also being extended to all members of the COS Classification Working Group.

Hopefully you will all be able to attend the Live Meeting for all COS staff scheduled for next Tuesday morning, and to review the classification materials prior to the meeting. If you would like to forward questions ahead of time, please email Sarah Andrews by noon on Monday, November 26th.

Kelly Larkin, Chief Conservation Officer

Dunn, Jennifer LCTZ:EX

From: Halls, Lori D ENV:EX
Sent: Thursday, November 15, 2012 7:25 AM
To: ENV CORP Conservation Officer Service
Cc: Kennedy, Dee CSNR:EX; Martin, Samantha PSA:EX
Subject: Classification Review Follow Up

To All COS Staff:

Following up on our all COS staff conference call on Thursday, November 8th I want to thank you for participating in the call – for your thoughtful input into our discussion and for the professionalism with which you shared your perspectives. I apologize for having had to leave the call before it concluded. I know I speak for all of us in saying that this is a very important piece of work for the COS – it impacts both the COS mandate to deliver effective environmental law enforcement and our ability to recruit and retain the talented workforce we need to deliver our mandate.

The COS Executive and I are committed to open, regular communications and to engaging the whole COS in this work – to ensure we engage the broad perspectives, expertise and experience of COS members across the province. As a first step, we committed to providing everyone with key materials related to the classification review and a high level summary of next steps. Recognizing that not everyone was able to participate in the all staff call on November 8th, we are developing a Q&A, which we will be sending to all COS within the next two weeks. Samantha Martin, Classification Specialist, BC Public Service Agency, is away on leave until November 19th and given some of the technical nature of the questions identified by staff, I want to make sure she has an opportunity to review the Qs and As before their distribution.

In the meantime, as committed to on our conference call, please find attached:

- The COS Classification Review Report prepared by Samantha Martin.
- Job Profiles for the 6 positions reviewed (Conservation Officer, Sergeant, Detective Sergeant Major Investigations Unit, Detective Sergeant Special Investigations Unit, Detective Sergeant Intelligence Analyst, and Sergeant Staff Development, Training and Recruitment).
- Classification Rationales for the 6 positions reviewed (as noted above).

Please note that arrangements are being made to add these materials to the COS SharePoint as soon as possible.

Immediate next steps:

- **All COS Classification Review Live Meeting** – We are scheduling a Live Meeting, available to all COS staff, where Samantha Martin (PSA Classification Specialist) will provide an overview of PSJEP Classification and a review of the COS jobs that were reviewed. We are aiming to schedule this for the week of November 19th. This PSJEP 101 will provide an opportunity for any who are interested to learn more about the current classification system and will provide an opportunity to explain the rationales that are attached.
- **Specific Classification Review Meetings** – We are scheduling meetings with Samantha and members of the Classification Working Group for COS staff whose position classifications remained the same or were downward classified (i.e. Sergeant Development, Training and Recruitment; Detective Sergeant Major Investigations; Detective Sergeant Special Investigations; and Detective Sergeant Intelligence Analyst).
- **Request for Expressions of Interest/Nominations for Working Group Membership** – We are forming two working groups: Field Officer Development Working Group (to plan and implement the Growth and Development Framework for COS Field Officers) and the Compensation Business Plan Working Group (to develop the business case to address compensation issues for the COS). An invite to existing Classification Working Group members (David Cox, Darryl Struthers and Kelly Dahl) to participate on either of the Working Groups has already been extended. We are seeking additional participants for the following:
    - **Field Officer Development Working Group:**
        - Management representation will be:

Kelly Larkin, Chief Conservation Officer(Executive Sponsor); Barry Farynuk, Chief Superintendent Provincial Operations; Martin Melderis, Inspector Skeena; Aaron Canuel, Inspector Kootenay and Tim Anctil, Inspector, Staff Development, Training and Recruitment.
    - We require 1 Sergeant and 1 Field Officer in this working group. Samantha Martin will participate as the PSA classification specialist and Dee Kennedy as SHR/project management support.
- **Compensation Business Case Working Group:**
    - Representation will be:
      Lori Halls, ADM (Executive Sponsor); 1 Inspector (PIB); 1 Detective Sergeant (PIB); 1 Inspector (PO); 1 Sergeant (PO); 1 Field Officer (PO); and 1 representative (PG/HQ).
    - Samantha Martin will participate as the PSA classification specialist and Dee Kennedy as SHR/project management support.
    - **Timing to Express Interest/Nominate Colleagues –** If you are interested in being on one of these working groups, or in nominating a colleague for one of these groups, please email Dee Kennedy by November 21st. Please include a brief rationale related to your interest or recommendation.

There is much work to do to effectively implement the Field Officer Growth and Development Framework. Recognizing it's important to get the work done right, and ensure appropriate engagement of staff through its development, it may not be feasible to complete this work by December 1st as originally anticipated. Even if the Framework is not completed until after December 1st, for anyone deemed to be meeting the requirements of the CO24 role, their re-class will be effective December 1st.

Additional next steps will be determined following further discussion at COS Executive and within the working groups. You can expect to see regular updates on the progress of each of the Working Groups.

Thank you again for your ongoing participation in this important work.

Rationale Various Detective Se...

Job_Profile_Detective_Sergeant...

Rationale Various Detective Se...

Job_Profile_Detective_Sergeant...

COS Rationale Various Detectiv...

Job Profile Detective Sergeant.

Rationale Sgt Development Trai..

Job Profile Sgt Staff Dev Tra...

Rationale Various Sergeant Oct...

Job Profile ergeant 27Sept201

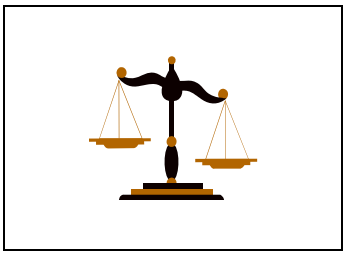
Rationale Various Conservation...

Job Profile Conservation Offic.

Lori Halls, Assistant Deputy Minister
BC Parks and Conservation Officer Service
5th Floor, 2975 Jutland Road | Victoria, BC | V8T 5J9 | 250 387-6177

BRITISH COLUMBIA

Where ideas work



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

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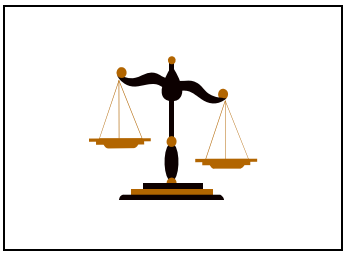
NUMBER OF PAGES:	10 - 11
REASON FOR REMOVAL:	Section 22



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NUMBER OF PAGES:	12 - 16
REASON FOR REMOVAL:	Sections 13, 15(1)(a) and/or 22

Dunn, Jennifer LCTZ:EX

From: Kennedy, Dee CSNR:EX
Sent: Wednesday, November 21, 2012 6:35 PM
To: Kimm, Joanne ENV:EX; Andrews, Sarah ENV:EX
Cc: Martin, Samantha PSA:EX
Subject: COS Classification - Nov. 27 - URL's for Live Meeting

Thanks Joanne! (see, I'm already learning more stuff about Live Mtg! ☺) Depending what time you and Sarah are doing the Live Mtg overview, I might be able to join you – thanks. Not Responsive

Not Responsive

I'm cc'ing Sam on this note, so that she has the Live Meeting Presenter link.

Sam – let us know if you want to discuss any of the Live Mtg details (the Presenter URL highlighted in Joanne's email below, gives you access to upload materials before or during the mtg, etc). You're also welcome to send us materials and we'll upload.

Cheers,
Dee

Dee Kennedy
Strategic HR Advisor
Serving the Natural Resource Sector
2975 Jutland, Victoria
Ph: 250-356-9759

From: Kimm, Joanne ENV:EX
Sent: Wednesday, November 21, 2012 3:37 PM
To: Kennedy, Dee CSNR:EX; Andrews, Sarah ENV:EX
Subject: RE: Nov. 27 - URL's for Live Meeting

The Presenter URL gives you access right away to the meeting (instead of 30 minutes ahead of time for regular attendees), plus control over the presentation documents shown. Please send Samantha the link if she will be logging into the meeting – otherwise, if Sarah or yourself are logging in, then use the Presenter URL and have Samantha send you the presentation to download.

I'll explain to Sarah tomorrow as I have to do an overview with her on Live meeting. If you want to join us, we'll be getting together tomorrow afternoon in the Exec. boardroom.

thx

Joanne Kimm | Executive Assistant | BC Parks and Conservation Officer Service Division
Ministry of Environment | Phone (250) 387-9997

From: Kennedy, Dee CSNR:EX
Sent: Wednesday, November 21, 2012 3:33 PM
To: Kimm, Joanne ENV:EX; Andrews, Sarah ENV:EX
Subject: RE: Nov. 27 - URL's for Live Meeting

Sam will be coming to the COS Boardroom here at Jutland. I don't know enough about Live Meeting Presenter codes! Is this something to do with the roundtable camera? Sam needs to have 'presenter' status for the Live Meeting (so that she can pull up documents, etc and/or share her desktop or whatever she plans to do as the presenter). Would be good for both Sarah and I also to have presenter status (so we can assist if needed). Thanks ☺

From: Kimm, Joanne ENV:EX
Sent: Wednesday, November 21, 2012 3:20 PM
To: Andrews, Sarah ENV:EX
Cc: Kennedy, Dee CSNR:EX
Subject: Nov. 27 - URL's for Live Meeting

Hi,

Here are the Presenter and Attendee codes for the Live meeting.

Dee, please advise whether Samantha will need the Presenter code if she plans on presenting any materials. If she does, we'll need to forward her the Presenter URL.

Attendee URL:
https://www.livemeeting.com/cc/8001478781/join?id=KPNZ7G&role=attend&pw=m%3C%7D%3D85R

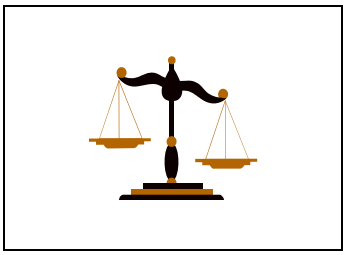
Presenter URL:
https://www.livemeeting.com/cc/8001478781/join?id=KPNZ7G&role=present&pw=wj4p.%7EJ

Also, here is the conference call information for Lori:

S15, S17

Thanks,
Joanne

Joanne Kimm | Executive Assistant | BC Parks and Conservation Officer Service Division
Ministry of Environment | Phone (250) 387-9997



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NUMBER OF PAGES:	19 - 70
REASON FOR REMOVAL:	Sections 13, 15(1)(a), 17(1)(b) and/or 22

Dunn, Jennifer LCTZ:EX

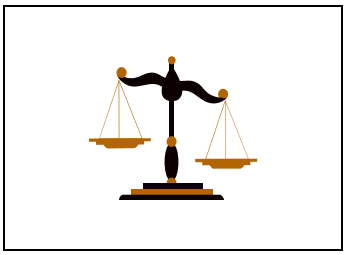
From: Farynuk, Barry ENV:EX
Sent: Friday, November 2, 2012 9:20 AM
To: Cox, David ENV:EX; Dahl, RK ENV:EX; Struthers, Darryl J ENV:EX; Melderis, Martin W ENV:EX; Canuel, Aaron ENV:EX
Cc: Martin, Samantha PSA:EX; Halls, Lori D ENV:EX
Subject: Classification Review Working Group

Hi guys. I just wanted to pass along one final note of recognition to all of you for readily volunteering to take part in this process. I also recognize that by volunteering, you made yourselves somewhat vulnerable and assumed some personal risk. That's true leadership-exhibited by each and every one of you. Nothing ventured nothing gained.

We now need to support each other as a team while we move through he messaging back to our members and further implementation. I know that we are all up this task.
My thanks to you all.

Bart

Chief Superintendent Barry Farynuk
i/c Provincial Operations | Conservation Officer Service | Ministry of Environment
#401-333 Victoria Street Nelson BC V1L 4K3
Phone: (250) 354-6336 Fax: (250) 354-6277



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NUMBER OF PAGES:	72 - 84
REASON FOR REMOVAL:	Sections 13 and/or 15(1)(a)

Dunn, Jennifer LCTZ:EX

From: Halls, Lori D ENV:EX
Sent: Friday, October 26, 2012 5:29 AM
To: Martin, Samantha PSA:EX
Subject: Re: Delay in reporting of results to Monday

Hi Sam. Monday is fine.

From: Martin, Samantha PSA:EX
Sent: Thursday, October 25, 2012 05:50 PM
To: Halls, Lori D ENV:EX
Subject: Delay in reporting of results to Monday

Hi Lori,

I will have the report finished tomorrow, but if you don't mind I would appreciate having the weekend to review it and ensure I haven't missed anything.

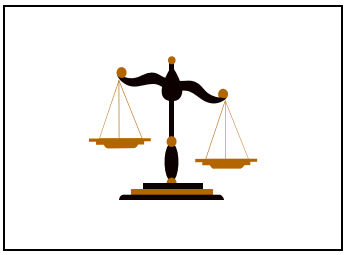
Or, if you like, I can send you the draft tomorrow afternoon, with the final copy to you first thing Monday morning.

Thanks,

Sam

Samantha Martin, Classification Specialist
HR Services | BC Public Service Agency
Website: www.gov.bc.ca/myhr
Phone: 250.952.6000 | Toll Free 1.877.277.0772

Where ideas work



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NUMBER OF PAGES:	86 - 90
REASON FOR REMOVAL:	Sections 13, 15(1)(a), 17(1)(b) and/or 22

BRITISH COLUMBIA

POSITION DESCRIPTION
Ministry of Environment
Conservation Officer Service

POSITION TITLE:	Sergeant	POSITION NUMBER(S):	various
DIVISION: (e.g., Division, Region, Department)	Compliance Division		
UNIT: (e.g., Branch, Area, District)	Conservation Officer Service	LOCATION:	various
APPROVED CLASSIFICATION	CO N24	CLASS CODE	
SUPERVISOR'S TITLE:	Inspector	POSITION NUMBER	various
SUPERVISOR'S CLASSIFICATION:	Business Leadership	PHONE NUMBER:	various

PROGRAM

Ministry of Environment, Conservation Officer Service - The Ministry of Environment provides leadership in environmental management through innovative legislation and programs, compliance activities and shared stewardship initiatives. The ministry's mandate is to protect human health and safety, and maintain and restore the diversity of native species, ecosystems and habitats in British Columbia.

The Conservation Officer Service (COS) is the enforcement program of the Ministry of Environment. To achieve compliance with environmental regulations and standards under provincial and federal legislation, the COS is involved in outreach and education, compliance monitoring and verification, public reporting, investigations and enforcement actions. The COS supports all divisions within the ministry and, through Service Agreements and Memoranda of Understanding, works on behalf of other agencies (provincial, federal and municipal) requiring environmental compliance and enforcement services.

PURPOSE OF POSITION

The Sergeant is responsible to ensure the effective delivery of the Conservation Officer Service compliance and enforcement program by overseeing and planning compliance and enforcement activities at the zone level (2-4 districts). This involves supervising a team of Conservation Officers to address regulatory and criminal non-compliance issues and to mitigate/remediate impacts upon human health/safety and the environment by providing technical advice and guidance to ministry staff and other government agencies regarding compliance assessments, investigations, and resolution of non-compliance.

NATURE OF WORK AND POSITION LINKS

The Sergeant directly supervises a team of up to 9 Conservation Officers who work independently and in a team environment often involving a variety of technical/professional team members. The Sergeant works under the limited direction of the Inspector in a dynamic and changing environment.

The implications to an individual or corporation subject to investigation by a Conservation Officer includes fines and penalties, stop work orders, and remediation/mitigation measures requiring the expenditure of several hundreds of thousands of dollars, imprisonment, and public exposure.

Inappropriate business practices placing human health and safety at risk and non-compliant harvesting of the provinces fish and wildlife resources impacts sustainability and are constant challenges. The position in partnership with other divisions and agencies analyzes information regarding business practices and compliance trends to develop district, regional and provincial compliance strategies.

Position Links:

- **Industry contacts** – to ensure operations comply with regulatory standards, convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies to achieve compliance.
- **Public associations and members of the public** – to ensure operations/individuals comply with regulatory standards, convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies to achieve compliance and resolve human/wildlife conflicts.
- **Other provincial and federal agencies, local government, crown corporations** – coordinate compliance, investigations and enforcement activities, resolves inter-jurisdictional issues, participate in the development of joint strategies and plans, participate in joint forces operations, provide specialized services, e.g. surveillance.
- **Aboriginal contacts** - to convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies to achieve compliance, respond to issues and negotiate alternate justice programs.
- **Inspector, Superintendent, Section Heads, Managers, and Technical staff of Environmental Protection, Environmental Stewardship, Water Stewardship Divisions** – to provide recommendations on multi-district compliance strategies and case specific enforcement actions.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Manage the COS Program at the field level to ensure that service plan and zone work plan objectives, policies, procedures, and legal requirements are delivered.

- Establishes priorities including compliance activities, investigations, and human/wildlife conflict activities in accordance with service plan priorities and develops the unit work plan for approval by the Inspector.
- Monitors and evaluates the implementation of the zone work plans and makes necessary changes on an ongoing basis to reflect changing priorities and work load pressures.
- Reviews and approves files and legal reports of subordinate staff to ensure completeness and to confirm that investigative techniques are appropriate, lawful, and within the policy and procedures of the ministry. Involves and liaises with Crown Counsel within this capacity.
- Reviews, modifies, and approves investigative strategies of subordinate officers for major investigations involving other governments, crown corporations, First Nations and those involving significant environmental or human health impacts.
- Resolves administrative and legal issues by providing interpretation and advice to staff regarding legislation, case law, policy and procedures.
- Directs investigative teams involved in complex investigations and implements changes to investigational techniques to meet dynamic and changing conditions.
- Recommends and implements specialized investigative techniques and enforcement operations (eg. CEIU or SIU operations, plain clothes operations, decoy operations and search warrant execution) for approval of the Inspector.
- Develops strategies and evaluates trends to improve productivity and effectiveness of the program related to compliance assessment activities, enforcement actions, and human/wildlife conflicts.
- Approves action plans developed by subordinate staff to resolve issues of non-compliance.
- Writes, reviews, or provides input to compliance reports, investigative reports, or operational policy and procedure

either independently or as part of a ministry or inter-agency team.

- Oversees inspections of a variety of sectors including manufacturing, agriculture, aquaculture, waste storage, transportation and disposal, forestry, mining, oil and gas, commercial and private recreation (angling, hunting and outdoor recreation).
- Develops partnerships with industry, public associations, and government agencies to establish innovative compliance approaches and leads/participates on joint agency investigations.
- Informs and educates industry, government agencies and the public about environmental legislation, case law, and policies/procedures to promote compliance activities.
- Conducts work place risk assessments and monitors worker safety to ensure that subordinates are following all safety related policy and procedures.

Supervise a staff of District Conservation Officers

- Leads and directs the activities of two to nine subordinate staff within a zone (two to four districts).
- Coaches, mentors, and works directly with subordinate staff to develop technical and behavioural competencies.
- Works with staff to develop employee performance and development plans that are consistent with Ministry service objectives and evaluates staff performance.
- Participate on hiring panels, and assists with recruitment and deployment of staff.
- Monitors progress and quality of work performance of subordinate staff and implements necessary strategies to address work load and service plan priorities.
- Ensures staff are appropriately and consistently trained.
- Mediates conflict between staff, initiates the Employee and Family Assistance Program, implements corrective action and makes recommendations to the Inspectorpertaining to progressive discipline.

Performs other related duties

- Acts as a prosecutor for Provincial Violation Tickets.
- Provides formal training (eg. Firearms instructor, decoy coordinator, predator attacks) and informal training such as coaching and mentoring – including providing advice and legal interpretation to other officers and technical/biological staff.
- Determines equipment needs and ensures assets and facilities are appropriately maintained.
- Provides day to day supervision of administrative support staff.
- Conduct duties associated to covert operations, compliance inspections, and undertakes enforcement duties pursuant to the Criminal Code of Canada in accordance with CO Service policies and procedures.
- Provide first responder and other assistance to the general public, other provincial and federal government agencies and the police in accordance with CO Service policies and procedures.
- Responds to environmental emergencies and provides assistance to the police and Provincial Emergency Program in search and rescue operations.
- Responsible for COORS data entry/integrity and associated Ministry data entry and responsible to record and track information associated with performance measures.

FINANCIAL RESPONSIBILITY

Responsible for monitoring contracts, manage project budgets, and has spending authority up to $5,000.

Plan and monitors staff expenditures using the Financial Forecasting System to ensure appropriate use of budget allocations.

Evaluates zone budgetary needs and makes recommendations to the Inspector.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff	2-9	1-3

Supervises staff through subordinate supervisors		

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role		# of FTE's	Role		# of FTE's
Supervises students or volunteers	☐		Provides formal training to other staff	☒	5
Lead project teams	☒	5	Assigns, monitors and examines the work of staff	☒	5

SPECIAL REQUIREMENTS

- Class 5 Driver's license
- Meet special qualifications requirements for appointment as a Special Provincial Constable under the *Police Act*
- Satisfactory medical examination and psychological testing (for new hires)
- Maintain firearms and control tactics proficiencies to full COS requirements
- Obtain Possession and Acquisition Firearms License (POL/PAL)
- The ability and desire to conduct and/or oversee in-depth and complex/covert environmental, fish and wildlife investigations, and to critically analyze other's investigations, and to guide colleague's improvements in investigations, and analyze information in a proactive, positive manner.
- The ability to communicate clearly, both written and orally, and to critically analyze and recommend improvements in other's written work.
- Goal and service orientated – "a team player".
- Travel in fixed wing or rotary aircraft, snowmobiles, boats and ATV's.
- Satisfactory background and security screening to qualify as a Conservation Officer and Special Provincial Constable.
- Complete and agree to CO Service Willingness Statement and Standards of Personal Deportment
- Pass Physical Abilities Test for Conservation Officers exam (for new hires)

TOOLS / EQUIPMENT

- Computer, PDA, scanner, printer, fiscal accounting, word processing and spreadsheet software programs.
- Firearms
- 4x4 vehicles
- Boats
- Snowmobiles
- ATV's
- Audio/visual equipment
- Specialized enforcement/investigative equipment (i.e.: tracking devices, monitoring devices, active and passive surveillance equipment, night vision, digital photography, data loggers, and digital voice recorders).
- Telecommunications – VHF radios, satellite phones
- Global positioning systems

WORKING CONDITIONS

- The work requires working in a variety of conditions ranging from multi-disciplinary teams to working independently. The position is subject to minimal supervision and relies on teamwork and co-operation.
- The work involves responding to human/wildlife conflicts where unanticipated variables with the potential of causing serious/grievous harm to the public, officer(s), or significant damage to public/private property develop quickly
- The work involves working around hazardous materials in circumstances where the hazardous materials may not

be appropriately stored.

- The work involves contact with diverse communities and a range of population densities from working alone in remote areas to urban centres.
- The work involves dealing with a diverse range of clients including company executives, lawyers, media, advocates, irate, angry and hostile persons, ethnic and aboriginal cultures, and criminal elements.
- The work involves dealing with individuals who display a combative attitude towards an Officer, requiring the Officer to quickly evaluate the level of risk to the suspect, Officer(s) and the public, and to deploy appropriate control measures (e.g. pepper spray) and to take the appropriate action in resolving non-compliance of environmental standards or regulations.
- The work involves surveillance work under field conditions ranging from impoverished urban areas to remote locations requiring adapting to socio-economic conditions.
- The work requires testifying under oath in court and in quasi-judicial hearings.
- Work under challenging weather conditions and irregular work schedules (after hours and weekends). Irregular work schedules may be up to 30% of the position's time.
- The work will require travel, some of which may be out of the region. Travel may be up to 40% of the position's time.
- The work requires good physical conditioning to meet the demands of operating and handling equipment, responding to human/wildlife conflicts, making arrests, etc.

COMMENTS

PREPARED BY

NAME:	DATE:	
Aaron Canuel	November 29, 2006	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities/deliverables were assigned to this position effective: **March, 2010.**
2. the information in this position description reflects the actual work performed.
3. a copy has/will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:
Lance Sundquist		February 15, 2011

ORGANIZATION CHART

Executive Director, Compliance Division, Strategic Leader, 00085389
Chief Conservation Officer, Director of Enforcement, COS, Strategic Leader, 00039359
Chief Superintendent, Conservation Officer Service, Business Leader, 00039089
Inspector, Conservation Officer Service, Business Leadership, Various Locations
Sergeant, Conservation Officer Service , CO N24, Various Locations
Conservation Officer, CO N21, Various Locations

STAFFING CRITERIA

Education:

University degree or technical diploma from a recognized program in environmental law enforcement or renewable resources management.

Experience:

5 years of related work experience in the field of compliance or enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (eg. Issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions); including 2 years of supervision experience within a large geographically dispersed organization while planning, organizing, directing, monitoring and evaluating programs and human resources, or

7 years of related work experience in the field of compliance and enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (eg. Issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions), or

An equivalent combination of education and related experience.

Knowledge:

- Thorough knowledge of provincial and federal environmental/natural resources legislation.
- Thorough knowledge of the principles of compliance and enforcement including but not limited to forensics, court processes and procedures, and arrest.
- Thorough knowledge of the principles of compliance and enforcement and the development of compliance strategies.
- Thorough knowledge of the Criminal Justice System, procedures and case law.
- Thorough knowledge of investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the fundamentals of supervision.
- Knowledge of inspection and audit techniques.
- Knowledge of project management principles and techniques.
- General knowledge of environmental values and issues within British Columbia.

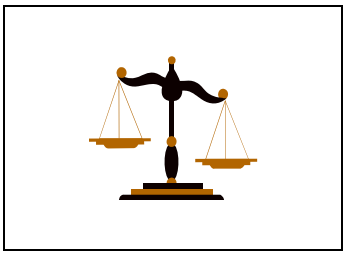
Skills and Abilities:

- Excellent written and verbal communication skills.
- Ability to function independently and within a multi-disciplinary team working towards specific outcomes while implementing innovative strategies to achieve the outcomes.
- Ability to develop and maintain effective relationships with law enforcement agencies, government agencies and stakeholders.
- Ability to prioritize, organize and manage the workload of self and staff including concurrent multi-initiatives with changing deadlines, emerging issues and conflicting demands.
- Ability to identify issues and alert the manager, staff and colleagues of the issue and progress.
- Ability to assist, coordinate and where applicable, monitor individuals who you may not supervise, but on whose output you depend.

COMPETENCIES

Conflict Management	Decisive Insight
Holding People Accountable	Leadership
Relationship Building	Service Orientation

Developing Others	Integrity
Planning, Organizing, and Coordinating	Results Orientation
Teamwork and Cooperation	



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	98 - 122
REASON FOR REMOVAL:	Sections 13, 15(1)(a), 17(1)(b) and/or 17(1)(c)

From: Halls, Lori D ENV:EX
Sent: Tuesday, July 24, 2012 5:43 PM
To: ENV CORP Conservation Officer Service
Subject: Update from the Classification Working Group

To Conservation Officer Service Staff:

As you may recall on the "What's Important to You" blog, I advised on June 25, 2012 that a Classification Working Group (CWG) has been established to address one of our top priorities in the draft strategic plan to support our goal of "Investing in Our People".

The working group consists of myself, C/Supt. Farynuk, Insp. Canuel, Insp. Melderis, Sgt. Struthers, D/Sgt. Dahl, CO Cox, and Samantha Martin, Classification Specialist, from the Public Service Agency (PSA)....a strong team committed to getting the work done!

The scope of this work is focussed on classification. Compensation (including the development of a business case where we look at the effect compensation has on recruitment and retention, compare COS positions to others in different jurisdictions or other fields outside of the BC Public Service) will be undertaken as a separate initiative.

The Classification Working Group's first meeting took place on July 18, 2012 to develop an action plan to address classification within the CO Service. The committee agreed to target and review the following positions at this point in time which in their entirety make up the majority of positions within the CO Service:

- N18 Seasonal Conservation Officer
- N21 Field Conservation Officer
- N24 Sergeant, Field Operations
- N24 D/Sgt, Provincial Investigations Branch
- N24 Training Sergeant
- N27 Staff Sergeant, Quality Assurance
- Regional Inspector, Field Operations

These positions were chosen because it's very important to review a cross section of positions within an organization when reviewing classifications. It's also extremely important when reviewing positions that they are not reviewed in isolation of each other as the primary functions of each position need to be clearly articulated to ensure that primary responsibilities are distinguished and identified between positions. For example, the role the Regional Inspector fulfills will significantly influence the roll of the Sergeant, Field Operations; therefore, we must review and re-confirm the duties of the Regional Inspector to properly classify the Sergeant and so on. From there, these positions will be reviewed against other similar positions within the public service as well as pre-determined benchmark positions which have already been agreed to between the Union and the Employer.

To be clear, just because the Classification Working Group is focussing on the above noted positions does not mean that other positions' within the CO Service will not be addressed as needed. For example, the Senior Legislation and Policy Analyst N24 position that resides in HQ (Terry Ahern's base position) has just recently been reviewed and re-classified to a N27. This is great news as the classification recognizes the complexity and scope of this position.

The focus of our efforts will be twofold: 1) to update current job profiles for the positions noted above so that they reflect today's reality and 2) to develop and implement a growth matrix that would recognize as Conservation Officers gain more experience, take on more responsibility, get exposed to more complex issues, there is a natural progression within our classification system that recognizes that experience and the increase in scope and complexity of responsibilities that result.

As members of the working group, our first course of action is to get familiar with the Job Evaluation Plan used to classify positions within the BC Public Service. A better understanding of what factors influence classification and why they do will be important for all working group members to have. It will help us identify those factors that may for instance, distinguish our positions from existing benchmark positions. Samantha Martin from the PSA provided this 3 hour orientation to all Classification Working Group members today. It is anticipated that a similar orientation will be provided to the Sergeant/Inspector group in its entirety in the future.

The second step will be to review job profiles for the targeted positions that have been developed by the PSA. What this means is that job descriptions that we have typically been accustomed to are being converted to a job profile which captures the fundamental duties of a position in a much more generic and user friendly format. The CWG will work with the PSA over the next 2 weeks to review the job profiles and provide feedback and revisions to ensure the most current, accurate, and up to date profile for each position. **The target date for completion of the profile review by the working group is Friday August 3, 2012.** These revised job profiles will then be sent to the Public Service Agency for evaluation against the plan. We expect the results of that evaluation to be completed by early September.
More work will be undertaken by the Working Group to reflect the tasks needed to implement the Growth Matrix. We will be sharing this with you in the near future.

In the meantime, our immediate actions/timelines in a nutshell:

Task	Date Completed By	Status
Establish Classification Working Group	July 18, 2012	✓
Determine Project Scope including positions	July 18, 2012	✓
Working Group's orientation to Job Evaluation Plan	July 24, 2012	✓
Job Profiles completed and sent to PSA for evaluation	Aug 3, 2012	
Results of evaluation communicated to all staff	Sept 30, 2012	

The Classification Working Group is committed to providing regular updates as we progress through our plan. If you have questions, please don't hesitate to contact any of the working group members. We are all excited to be working on this project and welcome any feedback.

Lori Halls, Assistant Deputy Minister
BC Parks and Conservation Officer Service
5th Floor, 2975 Jutland Road | Victoria, BC | V8T 5J9 | 250 387-6177

BRITISH COLUMBIA BC Public Service | Where ideas work

Dunn, Jennifer LCTZ:EX

From: Melderis, Martin W ENV:EX
Sent: Monday, October 1, 2012 10:16 AM
To: Martin, Samantha PSA:EX
Cc: Canuel, Aaron ENV:EX; Cox, David ENV:EX; Dahl, RK ENV:EX; Farynuk, Barry ENV:EX; Halls, Lori D ENV:EX; Struthers, Darryl J ENV:EX
Subject: Pay and Compensation Thread from the COS SharePoint

Likely everyone within COS has read this thread, but Samantha would not have had access to the COS SharePoint. People took the time to submit their comments so I would suggest that we discuss them as a group the next time we have a call. Sorry about the small font.

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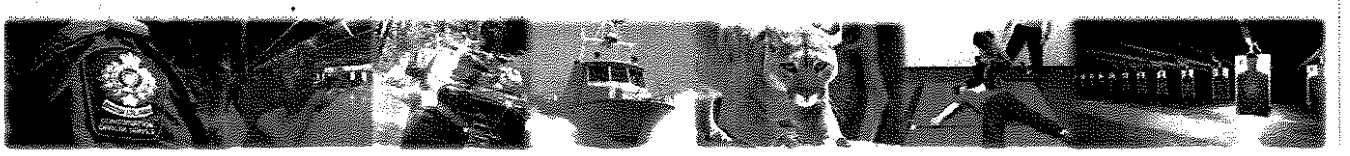

Threading

Started: 2/8/2012 8:50 PM by S22 View Properties Reply

Pay and Compensation

Better wages and compensation for work has been the #1 concern of CO's for the past several years. This must be addressed by mangement immediately if the COS is to advance in any way. Every new administration we have had in the last 15 years, has said they support CO's being paid fairly for what they do, but those administrations have never been willing to step up and make it happen. The COS WES surveys will continue to remain some of the lowest in Gov't as long as this issue remains unresolved. The COS is a highly trained professional law enforcement agency. We also provide a crucial service to the people of BC that no other Ministry can provide and that is Problem Wildlife response and investigation. In comparison to other Provincial CO agencies in Canada, Field CO's in BC should earn at minimum $70,000/year as a base wage.

As well as fair wages, CO's need to be properly compensated for overtime hours worked. I believe management has been fair in paying CO's for overtime worked in accordance with the **present** overtime guidelines. However, we have never been fairly paid for the overtime we **all** work that doesn't meet the present guidelines for overtime pay eg) being offered CTO for working Stat Holidays. I'm sure most CO's would rather be paid. Many Stat Holidays are the busiest of a long weekend, however we are told to work the weekend days but we can't work the Stat unless it is for CTO. eg) now that we are working in the regime of Time-on-Line, let's get rid of the working up to a 10 hour day before overtime is paid. Any hours worked after 7 should be at overtime rates. If we did this, it would help alleviate the problem of most CO's in a Zone being timed out and being forced off work with 3 or 4 days still left in the 140 hour cycle.

Service pay should also be considered. Other Police agencies such as the RCMP pay their members 1.5% extra for every 5 years of service. This helps to reward members for long service. This pay also goes towards their pension.

If CO's were paid a fair wage, a lot of these other issues that CO's consistently bring forward as a problem such as excessive workload and stress, would likely diminish.

Posted: 2/9/2012 8:13 AM by S22 View Properties Reply

Thanks very much for the input. The PLT is committed to ensuring fair pay for the work COs do. We are interested in hearing your suggestions as to how we may achieve this goal.

One of our goals in the COS strategic plan is "our people being the best they can be" and we know that appropriate classification and compensation is one of the key components of achieving this goal.

I anticipate this issue will be one of the highest priority we establish in our Strategic plan. Obviously, we can not pre-determine the outcomes, but we are committed to advancing our case to the appropriate decision makers, both on classification and compensation.

We will also explore some of the other innovative suggestions you have made, as well as others that we may receive as we have the "what's important to you?" conversation throughout the province.

Thanks,

S22

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Posted: 2/10/2012 4:18 PM by S22 View Properties Reply

I agree with S22 comments and think the WES survey very clearly identified the areas that HQ and the future chief need to tackle in order to improve our score.

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Edited: 4/13/2012 9:00 AM by S22 View Properties Reply

Interesting to note that filling the gap thread has more response to that of pay and compensation. Just an observation. At this time 19 for filling the gaps (ie reserve, seasonal or bring back the retired) compared to only 2 responses for Pay and compensation. Is this internal SharePoint response reflective of the WES survey ? if so the COS or the new chief won't have to focus on our pay or compensation.

Understood that many Officers including myself get frustrated with this topic of concern. Too many times the same response falls of deaf ears. the constant feed back we receive. There no money, economics are at there worst, we have an election coming up, its a union and bargaining issue. Time and time again, an Officers better half (our spouse) will tell you " You guys are your worst own enemy !!! " I hope most of you can relate , if those that can't two things.

(1) you have not been married long enough and (2)your lying.

So here it is. I will be asking the Victoria Chapter , my local to move forward with a Classification review . If this is a union issue and bargaining concern then a written Formal Classification Appeal will be launched. Our Classification and Job descriptions are overdue. If you are serious about this then I urge everyone to contact there local representative union office and formally request an Classification and job description appeal.

Quote: John F Kennedy: " Don't ask what your country can do for you, You ought to ask yourself what you can do for your country.

Quote: S22 "One may not be in control of the weather but as a human race we surely do influence it ". Have you ever heard of Global Warming??

PSA-2012-00226

Even though we may not be in control of all issues we do possess the ability to influence those that do.
Thanks to my wife for again motivating me. Just to note I lost over $11,000.00 a year coming from Alberta and that does not include overtime. Yes a personal decision to chase my passion towards a full time training position. It was my choice and I knew most of the consequences to shortfalls in compensation.
This last year in Alberta an Officer 2 (B.C Field Officer Level made over 91,000.00 with OT and a District Officer outside of Edmonton (B.C SGT Level made over $104,000.00 with OT) That's all during the past two year hiring and promotional or lateral transfer freeze.
Not comparing apples to oranges but the true question is, are you happy???.
As it has been said, I guess we will have to see what the new year and what forward movement our current provincial government has election or not.
There the updated score is: "Filling the Gap" 19 and "Pay and Compensation" 3

Posted: 4/12/2012 9:35 PM by S22 View Properties Reply

During our meetings with staff, we have stated that one of our key strategic initiatives is to undertake a classification review to ensure our positions are appropriately classified.

When the draft strategic plan is circulated for your review and feedback within the next two weeks, you will see we are planning to review officer job descriptions to ensure they are current, and ensure they are appropriately classified. This will be one of our top priorities.

Of course, all union members have the ability to request a classification review. The decision rests with the individual.

S22

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Posted: 4/15/2012 1:42 PM by S22 View Properties Reply

I have to agree, there have been way too many requests for thoughts and suggestions on how we go about getting the pay/time/OT issues resolved. And as posted it is always the same response. I am not sure whether our Ministry, organization or higher level planners cannot figure it out, but somehow other ministries have it all worked out and budgeted for. They have no problem having fund =s set aside for flying, OT, money for equipment, or training. When I hear of one FLNRO District having more OT set aside in one fiscal year than the entire COS budget, it makes one wonder who's actually working on our budgets. We work days, early morning, nights, weekends, stats, etc, most on a reactionary basis, whereas the other ministries work 8:30 to 4:30, Monday to Friday, 7 hours a day, and yet when they need or feel the need to work some OT, or fly into a park or area, there it is.
We were all requested (Strategic Planning Meetings-Mandatory Participation) to attend the meeting in which HQ and the AMD wanted to hear our suggestions and concerns. So we all attended to provide our two cents, all but the ADM I might add. We provided our thoughts and concerns, again, with many of the old concerns brought forward yet again

The discussion around how our job description and pay was explained, which left many with a headache. From what I see we are not only in the wrong component, but also in the wrong Union. How could it ever be possible for law enforcement personal to be grouped into a technical component and be compensated accordingly? Our education, training and job descriptions don't even come close to comparison. It seems that if you work for FLNRO, you are rewarded on the basis of having a higher education (Higher pay/classification) as well as for the training and courses you have completed, whereas with the COS, you are not. I am not really sure why our organization does not ensure that higher education is compensated. Maybe this could be used to add another pay grid. From what I heard it seems that our job description plays a very important role in determining what pay and grid level we are at. I defiantly believe that our job description needs a major overhaul, and as suggested at the meeting, we should be using our job description to ensure that we meet or exceed any requirements that would or could affect our job classification and compensation.

How crazy has it gotten. My brother in-law works at a sawmill pushing buttons all day; he made over $81,000.00, last year. An entry level worker in the forest industry with 2 years of post secondary education makes more than a 20 year Field Officer with a Degree or Diploma, how is that possible.

My thoughts anyways

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Posted: 4/16/2012 12:28 PM by S22 View Properties Reply

S22 and Exec.

I appreciate you making this a priority.

I think we may be surprised at the results we received re: engagement if we were for once were able to obtain a truly equable wage compensation package.

We have a great team work environment, a challenging and rewarding job, yet Wes identifies we spin our wheel in some ways.
I know some say money does not motivate, buy happiness and etc... but the other areas (not associated to Wage and Compensation we have addressed in many ways) yet we sit in this turmoil...Could it be Wage and Compensation could be the fix ?

What I do know is:
1. We, in the past 25 years, have not had a truly fair and equitable W & C system applied to staff (especially at the union included employee ranks) so we do not know for sure it will not be the magic pill.

2. The challenges facing Exec (and employees) to achieve such this year is no different than challenges faced by others prior. I have never heard a Manager, PSA or Union Rep stat there is so much money to go around we do not know what to do it. Having the opportunity to person be involved with these classification talks, the " There is no Money" speech is reiterated every single time. In the past year Big G Government has paid for a new roof on GM place, paid for a lot of advertising about HST and all the good things they are doing so they seems to be a lot of money floating around.

S22

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Posted: 5/7/2012 3:31 PM by S22 View Properties Reply

Thanks S22

I completly agree with you on this. As a young officer with 4.5 years or so experience, fair and equitable wage and compensation has quickly become the biggest issue for me (second to oppertunity) with our orginization. When I first started pay didn't mean much as I had never made that much money before...being a student etc, and the job was to "fun" to care. Now that I own a house, am getting married, and may be considering a family in the future I look at the wage's, 30 year retirement, etc as being a road block.

I was recently looking at a TA with the RCMP as a full time instructor, the stars aligned and I did not have to S22 and take this job however if I did I would be payed at my N21 wage by the COS...every other employee would be making 78,000 a year for doing the same job.

I think the wage and compensation needs to be addressed immediatly and if our mangement/executive do not take action immediatly it will be very clear to me where they stand on the issue and how much credibility there will really be with the strategic plan.

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Posted: 5/9/2012 10:13 PM by S22 View Properties Reply

Having just returned from the 2 day PLT meeting to finalize the Strategic Plan, I can report that Classification and Compensation remains one our highest priority and one of the first initiatives we tackle. We also commit to review all the other policies related to pay and compensation, e.g. overtime.

In the near future, the Strategic Plan will be made available for your review, and you will get an opportunity to see how this fits within the plan.

S22

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Posted: 5/31/2012 3:07 PM by S22 View Properties Reply

Can the society submit a request for reclassification on behalf of all CO's?

I know FLNRO already have a request in, it seems we have been talking for a while.....

I could submit one myself, but wondering if it may carry more weight with more people behind it?

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Posted: 6/4/2012 4:25 PM by S22 View Properties Reply

There has been an extensive history of re-classification efforts over the past several years. The Society was involved in the last successful one on about 1989 when we went from the CO series to the Technical Enforcement Officer series. That was a process that saw the Forest Service scalers and now CVSA officers moved into the same series. Society Executive members sat in on the negotiations as what we would call today "subject matter experts" for the Union. It wasn't so much a reclassification as it was an effort to reduce the number of groups that the employer had to negotiate with and it was successful in getting a good pay increase for field COs.
From what I recall of reclassification, an individual can request a classification review. If enough people do it, a couple may be taken on and the results can/will affect everyone in the series. It's been done a few times, but not with any great success - you will lear a lot about how the PJEP process, Union and PSA work. The last one I am aware of ended up going through the review and appeal process and the Union ended up not willing to take it beyond the appeal and no adjustments were made. The basic result of that particular process was that both sides sort of agreed that the JEP process isn't the best assessment tool for our classification series, but it's what we have to work with.

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Posted: 6/18/2012 11:35 AM by S22 View Properties Reply

How can jobs such as this be classified higher than a CO?

https://bcpublicservice.ats.hrsmart.com/cgi-bin/i/internal_highlightjob.cgi?jobid=11677

It also seems money is available within MoE.

If removing GB's from within our communities and confronting night hunters hunting along the highway is not valued work then what is? It seems it's not as important as a community engagement specialist!

I'm not trying to be bitter or cynical, but asking a real question, how can jobs like this be better compensated?

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Posted: 6/19/2012 9:37 PM by S22 View Properties Reply

The PLT appreciates the frustration you and the rest of your colleagues are experiencing regarding the classification and compensation issue. I also understand how this latest posting would lead officers to question the validity of the classification system.

We will be making use of this job profile, along with other recent job profiles, such as the profile for the Compliance Specialist for the Environmental Assessment Office as we discuss our classification with PSA.

S22and I met last week with representatives from PSA to discuss COS classification and be briefed on the FLNRO classification project. We will be working with PSA and a small team from the COS to review the classifications of our positions. As previously stated, this remains a high priority within our strategic plan.

S22

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Posted: 6/20/2012 12:59 PM by S22 View Properties Reply

I think one of the biggest issues is that officers have NO faith in the current classification system and are of the view that it just does not and will not work for us (I am definitely one of them). I am hoping that managment recognizes this and is actively seeking out alternatives.

I think that there has been no faith in that system for some time and frustration is mounting due to the fact that these issues have been the same issues for the better part of 20 years. I understand that pay and classification is a top priority however I haven't seen that since I have been hired (or when I look back) as there has never been a plan in place to deal with it. It will be interesting to see what the strategic plan has to say with regards to pay and classification and if it has a detailed plan to address the issue.

I look forward to reading it.

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Posted: 6/20/2012 2:20 PM by S22 View Properties Reply

It doesn't seem to reflect common sense.

When people who are trained to use lethal force, work removing dangerous wildlife to keep the public safe and conduct high quality investigations are paid less than people who have a stress free job. It hurts.

It seems, if the classification system can't be made to reflect these issues then its not a system that works and should be changed.

The expectations of us, and the standards we work to, have all been increased (these are free to implement) but the pay remains the same.

It seems we can't call ourselves game wardens anymore as our jobs are so much more, but when it comes to compensation, we're just low IQ game wardens who shouldn't expect much.

The other side of this is the OT pay rates. If I attend Kitimat at 3am for a family unit of 4 GB's on somebodies vehicle. I essentially loose a nights sleep and get compensated at $60 over straight time. Yeh, its fun a few times, but its not too clever if I get chewed on for $60!

These are a few of the things that are important to me.

We have some great equiptment though, just to finish on a positive!

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Posted: 6/20/2012 7:40 PM by S22 View Properties Reply

The classification plan is something that is negotiated between the union and government, therefore, it becomes a much more complex task to change the plan, than it does to look at what presently exists to see what best reflects what our officers do and what classification they should be at.

Not wanting to throw gas onto the fire, but in the interest of providing everyone with factual information, today at the BC Association of Chiefs of Police meeting, we were told that in 2010 the average wage of a first class constable (more than 5 years service), is $76,000 excluding overtime, based upon police forces across Canada.

The wages for police departments with more than 50 officers has risen 40% since 2000. Again, when we look at police agencies, we are talking about compensation, as compared to the classification process, within the BC Public Service.

As part of the strategic plan initiatives, we plan to review both classification and compensation. The draft straegic plan is undergoing some fine tuning and the PLT will be discussing the revised draft likely in the first week of July. Shortly afterwards it will be sent out to you for feedback, however, work on a number of the key initiatives is underway and will continue to be worked on prior to the plan being finalized. The classification review is one of those initiatives that is being worked on now and more information will be forthcoming on a regular basis as to the progress.

S22

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Posted: 6/21/2012 3:45 PM by S22 View Properties Reply

Just for info purposes.....Something to consider. I witnessed firsthand how when a request was made for assistance from Management during the last Classification effort, S22 was there front and center doing his best to articulate reasons why the CO's deserved a higher classification - describing/articulating the complex nature of our job's. He was S22 S22 while he made his presentation to PSA and Union. As we later learned we (the COS) were destined to fail at obtaining anything significant from that 3 yearlong effort due to the "negotiations" (not classifications) that occurred between the PSA and the Union without COS knowledge which resulted in benchmarked JD's being signed off without the COS union representatives having any say or knowledge of such. The next time an opporuntiy came around again, S22 on behalf of

PSA-2012-00226

Senior management, took the lead on trying to craft JD's that would result in better compensation. That effort became shelved for a number of reason (best to my knowledge) .

S22 knows this process (game as well as anyone) from the COS.

I believe his compensation vs. classification is dead on. The Job Evaluation Plan is flawed in so many ways when it comes to a CO job it is hard to think a remedy could be made other than scrapping it all together. I cannot see the PSA and Union agreeing to that. Compensation strategies are key. CO's - if ever speaking to a Union or PSA Rep you might be asked what you think might be a fair wage..I would hesitate in answering especially if they come out and as about a Grid #. Smile and just answer the same as an equivalent position (I.e. Police /Parks/Gaming/OGC Insp/Other Provincial/Fed CO's.

If you come across other positions/JD's with a wage that you believe would be of assistance to S22 et al, forward. Have faith. If we can keep our ADM for a bit longer the cards may finally be falling in the right places.

From: S22
Posted: 6/20/2012 7:40 PM
Subject: Pay and Compensation

The classification plan is something that is negotiated between the union and government, therefore, it becomes a much more complex task to change the plan, than it does to look at what presently exists to see what best reflects what our officers do and what classification they should be at.

Not wanting to throw gas onto the fire, but in the interest of providing everyone with factual information, today at the BC Association of Chiefs of Police meeting, we were told that in 2010 the average wage of a first class constable (more than 5 years service), is $76,000 excluding overtime, based upon police forces across Canada.

The wages for police departments with more than 50 officers has risen 40% since 2000. Again, when we look at police agencies, we are talking about compensation, as compared to the classification process, within the BC Public Service.

As part of the strategic plan initiatives, we plan to review both classification and compensation. The draft straegic plan is undergoing some fine tuning and the PLT will be discussing the revised draft likely in the first week of July. Shortly afterwards it will be sent out to you for feedback, however, work on a number of the key initiatives is underway and will continue to be worked on prior to the plan being finalized. The classification review is one of those initiatives that is being worked on now and more information will be forthcoming on a regular basis as to the progress.

S22

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Posted: 7/25/2012 9:13 AM by S22 View Properties Reply

S22 and Exec,

It's good to see the recent message from Lori Halls that the Classification Working Group is established and busy reviewing classifications. It makes me a little nervous however, in that there is no training representation to assist in reviewing the N-24 Trg Sgt position; the Training Section has not worked closely with any of the members of the review team on any training projects in my short time with the COS. One of us would certainly like to participate when the N-24 Trg Sgt position is reviewed, to ensure nothing is missed.

S22

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on nay training From: S22
Posted: 6/21/2012 3:45 PM
Subject: Pay and Compensation

Just for Info purposes.....Something to consider. I witnessed firsthand how when a request was made for assistance from Management during the last Classification effort, S22 was there front and center doing his best to articulate reasons why the CO's deserved a higher classification - describing/articulating the complex nature of our job's. He was S22 S22 while he made his presentation to PSA and Union. As we later learned we (the COS) were destined to fail at obtaining anything significant from that 3 yearlong effort due to the "negotiations" (not classifications) that occurred between the PSA and the Union without COS knowledge which resulted in benchmarked JD's being signed off without the COS union representatives having any say or knowledge of such. The next time an opporuntiy came around again, S22 on behalf of Senior management, took the lead on trying to craft JD's that would result in better compensation. That effort became shelved for a number of reason (best to my knowledge) .

S22 , knows this process (game as well as anyone) from the COS.

I believe his compensation vs. classification is dead on. The Job Evaluation Plan is flawed in so many ways when it comes to a CO job it is hard to think a remedy could be made other than scrapping it all together. I cannot see the PSA and Union agreeing to that. Compensation strategies are key. CO's - if ever speaking to a Union or PSA Rep you might be asked what you think might be a fair wage..I would hesitate in answering especially if they come out and as about a Grid #. Smile and just answer the same as an equivalent position (I.e. Police /Parks/Gaming/OGC Insp/Other Provincial/Fed CO's.

If you come across other positions/JD's with a wage that you believe would be of assistance to S22 et al, forward. Have faith. If we can keep our ADM for a bit longer the cards may finally be falling in the right places.

From: S22
Posted: 6/20/2012 7:40 PM
Subject: Pay and Compensation

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S22

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Edited: 7/25/2012 10:56 AM by S22 View Properties Reply

Recently, the ADM provide an update on the Classification Working Group. Coles Notes information provided was that the group will focus on Classification and Compensation will be address at a later date. I would agree it appears that we have established a fine group of individuals who I know have passion for this issue and we are fortunate to have them step up.

A question I have is why the move from the compensation effort issue at this time? The messaging received previous, as I heard it, was , given the limitations of the PSJEP Plan (as it relates to our vocations), learning and failures from previous classification efforts it was HQ's desire to address our considerable wage inadequacies, via compensation. This being the reusit of knowing that previous Classification efforts have left us far from what one could consider fair compensation.

The PSJEP plan is a great plan if you design systems provincially or work within a clerical related position. It is far from anything suitable for a Tier One (or whatever you want to call it) Law Enforcement/policing like position. For example the PSJEP does not reasonably weigh the "risk"/dangers, "mental demands" and "Responsibility of Others" and the consequences, thereof, to the employer, employee and family of employees associated to the police public safety related tasks/decisions/functions we regularly undertake.

Unless there has been some substantial change to the PJEP plan that I am not aware of, I cannot see the classification effort concluding/obtaining any grids higher for a Field Officer than a grid 24 or Grid 27 for a Sgt. Both leave us behind Public Transit Security Officers/police, BC Gaming Insp, Oil and Gas Compliance Inspectors, Resources Enforcement Officers located in our Federal Counterparts or Provinces east of us..... even my local bylaw officer.

My fear is after the employer/PSA goes through whole Classification effort with us (likely to take months if not a year or two) there will be less of an appetite by them to proceed/entertain/accept what is really required - a compensation effort. I do not care what I am classified as. You can call me/classify me a "Charlie Brown N1000". What I would like to see finally come to fruition (as indicated by WES and etc. everybody wants as well) is to be fairly compensation for the work I do as compared to other similar police/law enforce positions.

It appears the rate of individuals leaving our organization over the past 5-7 years and the number of COS working more than one job is as high as it has ever been. It seems to me that in recent times the majority of staff we have been able to recruit to Sgt positions and higher are pulling full pensions from other law enforcement/careers or professions. It has been over 15 years since we have seen 100's of "qualified" and Compliance experience individuals apply for a entry level CO position. All of those points are our symptomatic of something I am sure. There is a reason why frogs our disappearing from pond sort to speak.....

What is important to me is I would like us to proceed the way Management originally indicated and that is to focus/develop and proceed with a Compensation effort sooner than later.

From: S22
Posted: 2/8/2012 8:50 PM
Subject: Pay and Compensation

Better wages and compensation for work has been the #1 concern of CO's for the past several years. This must be addressed by mangement immediately if the COS is to advance in any way. Every new administration we have had in the last 15 years, has said they support CO's being paid fairly for what they do, but those administrations have never been willing to step up and make it happen. The COS WES surveys will continue to remain some of the lowest in Gov't as long as this issue remains unresolved. The COS is a highly trained professional law enforcement agency. We also provide a crucial service to the people of BC that no other Ministry can provide and that is Problem Wildlife response and investigation. In comparison to other Provincial CO agencies in Canada, Field CO's in BC should earn at minimum $70,000/year as a base wage.

As well as fair wages, CO's need to be properly compensated for overtime hours worked. I believe management has been fair in paying CO's for overtime worked in accordance with the **present** overtime guidelines. However, we have never been fairly paid for the overtime we **all** work that doesn't meet the present guidelines for overtime pay eg) being offered CTO for working Stat Holidays. I'm sure most CO's would rather be paid. Many Stat Holidays are the busiest of a long weekend, however we are told to work the weekend days but we can't work the Stat unless it is for CTO. eg) now that we are working in the regime of Time-on-Line, let's get rid of the working up to a 10 hour day before overtime is paid. Any hours worked after 7 should be at overtime rates. If we did this, it would help alleviate the problem of most CO's in a Zone being timed out and being forced off work with 3 or 4 days still left in the 140 hour cycle.

Service pay should also be considered. Other Police agencies such as the RCMP pay their members 1.5% extra for every 5 years of service. This helps to reward members for long service. This pay also goes towards their pension.

If CO's were paid a fair wage, a lot of these other issues that CO's consistently bring forward as a problem such as excessive workload and stress, would likely diminish.

Posted: 7/25/2012 4:02 PM by S22 View Properties Reply

I have to completely agree with you S22 . I would view a bump to N24 as falling very short as we would still be drastically behind our counterparts in other provinces or similar lines of work. It makes me apprehensive to see that the only focus at this time is on classification as the PSJEP plan does not and will not work for our job.

I have heard a lot of talk about a "growth and development matrix" for field CO's and it was brought up at our regional meeting this year. Apparently it was previously approved by PSA to allow field CO's to achieve a grid 24 at the top end of the matrix. To be honest it makes me cringe and to settle at this would be very disappointing.

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Posted: 7/26/2012 11:02 AM by S22 View Properties Reply

one thing i must say is that it is nice to see some short timelines and a commitment to getting this done.

I have never seen an actually commitment to the wage issue since I have been a CO.

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Edited: 7/27/2012 1:51 PM by S22 View Properties Reply

In reflection, I suspect HQ knows that a three grid bump for a field officer is little in the way of fair compensation. I am thinking there will be some creativity and thinking outside the box to ensure the Field CO JD is accurate , but firmly hits the Grid 27 level. Whether the positions are cited as Provincial in scope (which they really are now) as Lands and OGC did, for example, and/or whether the perplexity of the job demands, responsibility and risks are articulated to give the weight they deserve from a Police/Law Enforcement lenses, I trust they will achieve this. Our Provincial Policy Analyst is now classified as a Grid 27 (long deserving/need bump for that position) and given the decisions senior Field Officers regulary make, the potential consequences of those decisions and considering often those decisions are required to be made in a brief moment of time with little support/reference, such opens the door for a Senior Field Officers to land minimally at grid 27. Glass half full !

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Posted: 9/14/2012 10:16 AM by S22 View Properties Reply

There has been a lot of discussion recently, in media and etc... about wages and how public sector wages are on average are higher than private sector. Maybe in the Admin services sector, "Crown Corporations", "Commissions" and etc... I do not know, but not sure the same can be said about the compliance divisions within the general public sector, whether you are discussing the field level or the supervisory/management levels found within.

The lowest level in industry compliance makes substantially more than any of our highest management/leadership positions plain and simple. No smoke and mirrors. To compare industry to our field positions and it just becomes awkward sort to speak.

Below is an excerpt from a current JD within industry that has many similarities to public compliance positions, esp. those within the COS associated to the supervisory level. While it can be sometimes apples to oranges to compare private to public, it is interesting to see to what level industry recognizes and compensates those who can competently carry out the below stated duties.

Day one, the person, who performs the below position, if he/she works the base minimum of days per year required (6 months = 2 weeks on 2 weeks off) and works the minimum of hours effort required 8-10 hours/day will receive $820/day = $149,240/yr (minus expenses). Most in position make a minimum of $1000.00/day (more driving) which = $182,000/yr. Those who work more than 6 months receive on the plus side of $200,000/yr and up. After one year, day rate goes up further and when other courses are completed, day rate goes up significantly.

- implement and communicate EHS guidelines, best practices and regulatory updates throughout area of responsibilities coordinate and conduct EHS-related training initiatives as required .
- investigate, report and resolve accidents, incidents, spills, near misses and hazard ID's. Input reports into the Incident Management System.
- report incidents to government regulators
- participate in investigations.
- participate and assist in safety meetings.
- participate in local discipline meetings, as required
- conduct EHS inspections, spot checks and audits as required .
- provide emergency response support to incidents 24/7 when on-call.
- promote and educate to the Incident Command System including plan drills and ERP exercises.
- communicate statistical trend analysis and safety initiates to field staff and respective disciplines.
- facilitate and participate in risk assessment sessions. Promote risk management.

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Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	134 - 139
REASON FOR REMOVAL:	Sections 13, 15(1)(a) and/or 17(1)(b)

POSITION DESCRIPTION
Ministry of Environment

POSITION TITLE:	Inspector, Staff Development, Training and Recruiting	POSITION NUMBER(S):	00039115
DIVISION: (e.g., Division, Region, Department)	BC Parks and Conservation Officer Service Conservation Officer Service		
UNIT: (e.g., Branch, Area, District)	Enforcement	LOCATION:	Victoria
SUPERVISOR'S TITLE:	Chief Superintendent, Program Governance	POSITION NUMBER:	00039089
SUPERVISOR'S CLASSIFICATION:	Business Leadership	PHONE NUMBER	250-751-3119
FOR AGENCY USE ONLY		NOC CODE:	
APPROVED CLASSIFICATION:		CLASS CODE:	
ENTERED BY:		PHONE NUMBER:	

PROGRAM

The Conservation Officer Service (COS) is a Tier 1 natural resource law enforcement agency that responds to medium, high and unknown risk situations that involve enforcement and public safety and require the use of specialized tools and training. The COS delivers a range of compliance and enforcement services, including investigations and enforcement actions in relation to 33 federal and provincial statutes. The COS is responsible for delivering a human/wildlife conflict response and reduction program.

The COS is divided into three key groups, Program Governance, Field Operations and Provincial Investigations. All groups work closely with other government stakeholders in the natural resource sector.

PURPOSE OF POSITION

The Inspector, Staff Development, Training and Recruiting is responsible for meeting current and future human capital needs by:

- Leading the development and implementation of province-wide strategic training plans and programs.
- Managing and coordinating solutions – including training, reviewing performance, accessing personnel files, and providing recommendations, including corrective actions.
- Delivering a legal updates program to meet lawful requirements to ensure currency with evolving law.
- Managing hiring and retention staff.
- Providing a leadership role in the management and implementation of multi-jurisdiction training and establishment and maintenance of standards.
- Developing and leading a team of trainers.

NATURE OF WORK AND POSITION LINKS

The Inspector leads the interpretation and evaluation of legislation to determine training, recruitment and professional development requirements, evaluations and standards, and manages the development of training policies and procedures to ensure consistency with legislation, enforcement methods, government recruitment, retention and succession directives, and safety standards. The position manages the development, implementation and evaluation of a range of enforcement, compliance, investigative, human/wildlife conflict response and reduction, and emergency training programs and policies. The position identifies core competencies based on current position requirements, and manages training

functions to address mandatory competencies.

The Inspector works independently, and in cooperation with subject matter experts such as other conservation officers and senior professionals from both post-secondary institutions and law enforcement agencies. The position identifies objectives and develops long-term business training projects and other initiatives. As the nature of compliance and enforcement work entails a diverse range of skills, the Inspector must prioritize and manage a range of competing training (e.g., policy interpretation and application, fire arms, compliance, public safety and use-of-force), recruitment, staff development and policy issues. The Inspector also works with other law enforcement agencies, and requires enhance security clearance.

Position Links:

- Chief Conservation Officer – as directed, manages training and development program for Conservation Officer Service
- Multi-agency academic advisory boards at colleges and college-universities – represents the Conservation Officer Program at international resource enforcement officer training association meetings.
- RCMP – coordinates training delivery by RCMP staff.
- Occupational Health Services – advice, determination of fitness for duty.
- Other divisions and provincial government agencies – collaborates to identify commonalities of administrative law and common compliance and enforcement, staff development principles to identify joint/complementary training initiatives.
- Affiliated agencies – develops collaborative training and working partnerships with national and international natural resource law enforcement agencies.
- Federal counterparts – liaises and incorporates federal standards for natural resource enforcement programs (e.g., boating, federal *Fisheries Act* enforcement).
- International association of Natural Resources Enforcement and Training – liaises regarding best practices, continuous improvement, assessment and standardization of Conservation Officer standards.
- PSA – develops appropriate policies and procedures to meet compliance and enforcement training, recruitment and professional development needs.
- Individual employees – working with subject matter expertise to develop programs for professional development and skills/knowledge building.
- Peers – in provincial and Canadian jurisdictions to exchange information and keep abreast of training, recruitment and development of innovations and common interests or issues.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

1. Develops and implements strategic training and professional development program supporting succession, recruitment and retention strategies.
2. Evaluates current training and development programs and identifies technical knowledge, skills and abilities required by staff to perform current functions. Identifies performance gaps, and develops and implements interventions that may include designing a training course, developing feedback systems, recommending a reassignment of job duties, requalifying for certifications, or focus groups, and advises senior management on results and recommended strategies that includes recruitment, retention, employee development and succession planning.
3. Provides leadership, specialized expertise, and strategies to initiate substantive change to existing in-house training programs. Scope includes Conservation Officer Service and other natural resource sector staff.
4. Provides leadership, specialized expertise and strategies to initiate and support substantive change to existing in-house recruit training through the participation and leadership with other provinces involved with environmental law enforcement. Ensure BC COS resources are allocated and instructors fully qualified to fulfil BC's obligations to support multi-provincial training delivery.
5. Manage COS recruitment, including hiring and assessment processes. Ensure compliance with government policy and procedures through working closely with PSA and Hiring Centre to ensure the most efficient and effective processes are used.
6. Manages security clearance and enhanced security clearance for staffing.

7. Conducts comprehensive training needs analysis for Conservation Officer staff and others designated as Auxiliary or Special Conservation Officers (e.g., Provincial Parks staff, and Agriculture, Fisheries and Food staff and Federal Department of Fisheries and Oceans staff). Conducts research and analysis, to support the development of new training standards and innovative training delivery methods (e.g., blended learning).
8. Assesses operational retention to determine and confirm issues for retention, and determines solutions that may include training, professional and competency development.
9. Has responsibility to authorize intervention in a critical incident.
10. Develops and establishes standards, evaluates and coordinates in-house training and development courses, including training materials, equipment (e.g. firearms, vehicles and protective clothing) and manuals. Identifies priorities for course design, development, content and delivery. Redesigns the training curriculum in consultation with subject-matter experts. Ensures training content supports identified competency requirements and facilitates the development of annual performance plans.
11. Front line manager for staff during training, including seasonal Conservation Officers and new recruits. Inspector is responsible to evaluate, assess and monitor performance and implement changes if required during training. Assessment includes access to medical and psychological information to assist in determination of corrective actions.
12. Conducts evaluations of officers and program to aid in the current and future performance, standards of professionalism in training and development needs. Results linked to Ministry and Government direction on recruitment, succession and detainment of staff.
13. Oversees the development, coordination, communication and implementation of training and development of policy and procedures for the delivery of effective and legally enforceable environmental legislation. Provides expertise on the interpretation and application of policy, legislation and program directives.
14. Provides advice and leadership to senior officials at colleges and university-colleges regarding the success of graduating students within the organization by identifying curriculum gaps. Identifies current business service plans, core competencies and skills requirements to affect post-secondary training curriculum.
15. Testifies in court and undergoes cross-examination under oath regarding training received by conservation officers. Accesses personnel files on medical and psychological assessments.
16. Leads provincial training implementation plans, tracking of staff training records, training delivery and budgets, scheduling and coordination of training sessions with headquarters, regional staff, and other agencies.
17. Leads a team of Sergeants and in-house trainers.
18. Ensures legal updates are regularly communicated to staff.
19. Selects contractors and negotiates design, development and delivery contracts. Ensures the Justice Institute of BC and other contractors adhere to formally developed training requirements. Develops and implements an evaluation program to assess the effectiveness of training delivered

FINANCIAL RESPONSIBILITY

Negotiates and monitors contracts with training service providers, training facility operators, hotels and consultants. Decisions affect the unit budget- $400,000.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff	2	
Supervises staff through subordinate supervisors	20	

PROJECT / TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role	# of FTE's	Role	# of FTE's
Supervises students or volunteers		Provides formal training to other staff	150+
Lead project teams	4 - 6	Assigns, monitors and examines the work of staff	20

SPECIAL REQUIREMENTS

- Satisfactory background and security screening to qualify as a Conservation Officer and Special Provincial Constable;
- Valid BC Class 5 driver's licence;
- Satisfactory medical examination and psychological testing;
- Meet standards of deportment;
- Maintain firearms and control tactics proficiencies via certification processes; and
- Experience using a wide range of software including Adobe Creative Suite and Microsoft applications.

TOOLS / EQUIPMENT

- Computer, scanner, printer, PDA
- Audio/visual equipment

WORKING CONDITIONS

- Requires testifying in court and being cross-examined under oath
- Requires travel, some of which may be out-of-province. Travel may be up to 25% of the position's time.

WORK EXAMPLES

- Chair inter-agency training teams.
- Coordinate training for new recruits and incumbents.
- Establish provincial and federal standards for natural resource enforcement programs.

COMMENTS

Supervision: Has ability to take action when non compliance of policies and procedures, personnel or public safety at risk, and is first step in grievance process.

PREPARED BY

NAME:	DATE:	
Lance Sundquist	May 13, 2011	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. The accountabilities / deliverables were assigned to this position effective: (Date).
2. The information in this position description reflects the actual work performed.
3. A copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:

ORGANIZATION CHART

Assistant Deputy Minister, BC Parks and Conservation Officer Service, Strategic Leadership
Executive Director, Conservation Officer Service, Strategic Leadership
Director of Enforcement/Chief Conservation Officer, Strategic Leadership
Chief Superintendent, Program Governance, Business Leadership
Inspector, Staff Development, Training and Recruiting, Applied Leadership
(2) Sergeant, Staff Development, Training and Recruiting, N24
(20) Trainers

SELECTION CRITERIA

Education/Experience:

- Degree, diploma or equivalent in a related discipline such as administrative law, natural resource management, natural resource enforcement, investigation and enforcement, criminology or related discipline.
- Experience in the administration of the business practices/processes of a law enforcement organization related to policies and procedures, performance management, or project management.
- Minimum of 5 years supervisory experience in a law enforcement organization.
- Experience in delivering training.
- Experience in staffing initiatives such as hiring, staff development, and staff retention.

Candidates without the educational requirement may be considered, if they have 10 years of experience in a related law enforcement or compliance and enforcement field, with at least 2 years experience as a supervisor.

Knowledge:

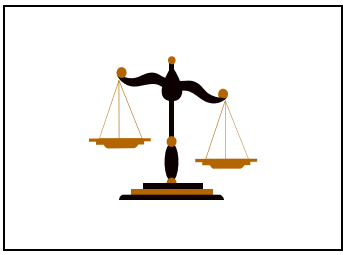
- Knowledge of adult education principles, concepts, methodologies and techniques, curriculum design and evaluation.
- Knowledge of provincial and federal environmental/natural resources legislation and resource management.
- Knowledge of project management principles and techniques.
- Knowledge of the principles of compliance and enforcement regimes and activities.
- Knowledge of the principles of law enforcement.
- Knowledge of the protocols and culture of the Conservation Officer Service.
- Knowledge of government financial fundamentals and hiring practices.

Skills and Abilities:

- Proven analytical and organizational skills.
- Seasoned presentation and facilitation skills.
- Word processing skills in a Microsoft windows environment, including advanced function spreadsheets (excel preferred).
- Excellent written and verbal communication skills.
- Ability to work independently and as part of a team, both within the ministry and with outside agencies and post-secondary institutions.
- Ability to work effectively on diverse and complex issues, often under tight deadlines and under limited direction.
- Ability to develop and maintain effective relationships with law enforcement agencies, government agencies and stakeholders such as clients and training institutions.
- Ability to prioritize, organize and manage concurrent multi-initiatives with changing deadlines, emerging issues and competing demands.
- Ability to promote team cooperation, value others input, expertise and diversity and solicit ideas and opinions to help form specific training content, decisions or plans.
- Ability to exercise good judgement, diplomacy and tact and achieve consensus amongst diverse groups.
- Ability to function independently and within a multi-disciplinary team working towards specific outcomes while implementing innovative strategies to achieve desired outcomes.
- Ability to develop and manage budgets in support of training programs.
- Ability to use firearms safely.
- Completion of Defensive Tactics training.

COMPETENCIES

Leadership, teamwork and cooperation, analytical thinking, developing others, results orientation, holding people accountable, communicating effectively.



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	146 - 154
REASON FOR REMOVAL:	Sections 13, 15(1)(a), 15 (1)(c) and/or 22

ENJOY YOUR OUTDOOR EXPERIENCE

Sensitive habitats such as riparian areas, wetlands, alpine regions and natural grasslands are home to many threatened and endangered species of plants and animals.

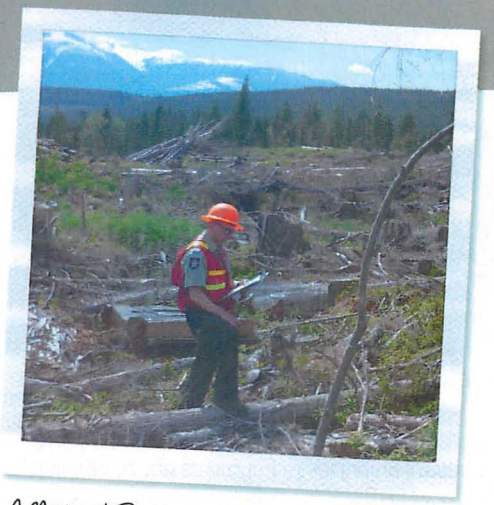
These habitats are at risk and easily damaged by off-road or all-terrain vehicles. When exploring the backcountry on your ATV or dirt bike, please respect the environment and stay on established roads and trails.

Obtain the required liability insurance for your ATV and always wear a helmet.

Always use caution when driving on resource roads. Many of them are industrial roads with heavy logging truck traffic. Respect speed limits.

Practise "no trace" camping and ensure that your campfire is completely extinguished before you leave the area. Be aware of any campfire restrictions that may be in place.

Trespassing and constructing unauthorized structures (which are often unsafe) on Crown land is illegal and presents a risk to the public.



A Natural Resource Officer measures fuel accumulation on a logged cut block to verify the licensee's fire hazard assessment.

FOR MORE INFORMATION...

For more information or to report a violation, please contact your local Ministry of Forests, Lands and Natural Resource Operations district office or the FrontCounter BC office in your area.

Report poachers and polluters to the Conservation Officer Service by calling 1-877-952-RAPP (7277) (or #7277 on most cellular networks) or at www.env.gov.bc.ca/cos/rapp/form.htm

Report forest fires or abandoned campfires to the Wildfire Management Branch at 1-800-663-5555 (or *5555 on most cellular networks)

BRITISH COLUMBIA | Ministry of Forests, Lands and Natural Resource Operations

NATURAL RESOURCE OFFICERS

COMPLIANCE & ENFORCEMENT

NATURAL RESOURCE OFFICER

SPLENDOR SINE OCCASU

BRITISH COLUMBIA

WHO THEY ARE AND WHAT THEY DO

MINISTRY OF FORESTS, LANDS AND NATURAL RESOURCE OPERATIONS

Compliance and Enforcement Branch

WHO ARE NATURAL RESOURCE OFFICERS?

As a result of recent changes to provincial legislation, Compliance and Enforcement staff in the Ministry of Forests, Lands and Natural Resource Operations are now designated as Natural Resource Officers (NROs).

Natural Resource Officers have the authority to enforce a broad range of environmental and natural resource laws.

They also have been designated as Special Conservation Officers, Land Officers, BC Parks Rangers and Fisheries Inspectors, and have the authority to enforce the associated legislation.

There are 156 Natural Resource Officers working in the field throughout the province, doing inspections and conducting investigations.

A Natural Resource Officer investigates a fence that was built illegally on Crown land. The fence blocked an access road and drivers had difficulty seeing it clearly as they approached. Improperly built or poorly maintained barbed wire fences are hazards to wildlife, livestock and people.

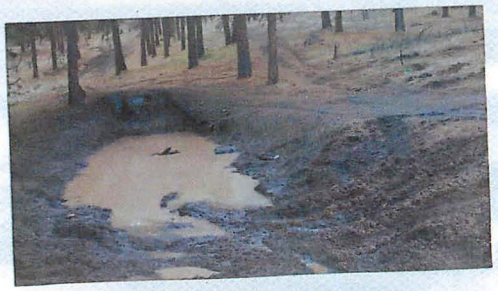
WHAT DO NROs DO?

Natural Resource Officers are involved in public education and the monitoring and enforcement of natural resource legislation, including the *Land Act, Water Act, Park Act, Wildlife Act, Environmental Management Act, Forest Act, Forest and Range Practices Act* and *Wildfire Act*.

Natural Resource Officers inspect a gravel extraction site to verify compliance with the lands tenure.

NROs DEAL WITH ISSUES RELATED TO:

- illegal cabins or structures, and illegal occupation of Crown land (squatting)
- dumping of garbage, refuse or sewage
- alterations to foreshores or riparian areas of lakes and streams
- land tenure requirements
- dangerous wildlife and the control of animal attractants
- waste discharge and minor spills
- the Open Burning Smoke Control Regulation
- damage to the environment, including irresponsible ATV or motorbike use



Environmental damage caused by off-road vehicles.

THEY CONDUCT:

- patrols of BC Parks and Protected Areas
- patrols of recreation trails and campsites
- enforcement of fire bans
- wildfire investigations
- water permit and well inspections
- dam and dike inspections
- logging operations, road and rangeland inspections

A Natural Resource Officer conducts an ATV insurance check on one of BC's forest service roads.

Safety on resource roads is a key priority. You can report careless or unsafe drivers to the Ministry of Forests, Lands and Natural Resource Operations or to the RCMP by providing a vehicle description and (if possible) a licence plate number. Your information will be kept confidential. Your report could save lives.

For more information, visit the website at: http://www.for.gov.bc.ca/hen/

Information Access Operations

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NUMBER OF PAGES:	157 - 159
REASON FOR REMOVAL:	Sections 13 and/or 15(1)(a)

TITLE: DETECTIVE SERGEANT – MAJOR INVESTIGATIONS UNIT **CLASSIFICATION:**

UNDER REVIEW

CONTEXT

The Major Investigations Unit ("MIU") is a division of the Provincial Investigations Branch that provides expertise and services to the Ministry of Environment and the Conservation Officer Service("COS") at a provincial level. The MIU's responsibilities include the investigation of high profile, complex or sensitive environmental non-compliances. MIU Detective Sergeants are located at various major centers in BC.

JOB OVERVIEW

This is a senior level investigative position reporting directly to an Inspector, MIU for the province. The MIU is a plain-clothes unit whose members handle multi-faceted and complex files in all areas of the province. Members are responsible for providing major case file coordination and leading investigative teams through complex investigations of significant criminal and environmental offenses and ensure compliance with legislation, policies and other standards.

MIU members are highly adept at employing technology, critical thinking, problem solving, developing investigational plans, and leading investigational teams. They possess specialized knowledge, training, and expertise in the areas of major case management, data management, collection of evidence, preparation and execution of search warrants and other court processes.

MIU members provide expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations and human/wildlife conflicts.

This position's duties are performed with a maximum of independence and limited direction. In a dynamic and changing environment, the position analyzes trends impacting on compliance with environmental standards and regulations. The work is complex and controversial in view of the operational, economic, social and political factors associated with environmental compliance actions and carries a high consequence of error.

ACCOUNTABILITIES

1. Leads, coordinates, and supervises investigative teams in the conduct of large, complex criminal, environmental, and specialized areas of investigation, including: forest crimes (theft/arson); human predator attacks, controlled alien species violations, Theft (forest revenue), restorative justice and civil forfeiture proceedings.

2. Reviews estimated cost benefit analysis of projects/investigations and makes operational decisions on risk tolerance (i.e. whether or not to proceed with or continue an investigation). Accounts for and tracks activities and expenditures for major investigations and projects. Manages operational budgets and approves investigational expenditures and staff overtime. Conducts fiscal analysis and forecasting for major investigations and projects.

3. Plans and leads investigators by developing and implementing work plans for a number of specialized areas of law enforcement and COS responses, including; enforcement of Controlled Alien Species legislation, Predator Attack Team response; Wildfire Act/Arson; Fraud/Theft of Provincial Revenues; BC Hydro MOU; Civil Forfeiture Proceedings; Restorative Justice forums.

4. Ensures investigative team members meet investigational standards, and holds team members accountable for their performance.

5. Assigns, monitors, and reviews the work of team members, and provides guidance to all assigned investigative team members. This includes the assignment of tasks, diary dates, the defining of reporting and workflow standards during investigations and projects.

6. Conducts regular briefings of investigational teams, and project teams to ensuring that the speed, flow, and direction of investigations and projects is maintained.

7. Develops innovative methods and strategies for gathering and securing evidence, including electronic evidence; determines resource requirements, decides whether other agencies should be involved, and reviews alternatives for dealing with the potential offences (i.e. cases may involve violations of several Provincial and Federal statutes including the Criminal Code).

8. Develops sources of information within industry, First Nations communities, public associations, citizens and government agencies to identify individual/groups regarding environmental non-compliances and violations. This includes the cultivation of persons as informants and confidential informants, and ensures that all precautions and standards are met in order to protect the privacy of, the safety of, and charter rights of all persons who provide assistance and confidential information to investigators. This work carries a high consequence of error.

9. Conducts major inspections and audit activities where there is an anticipated need for investigative and enforcement services involving a variety of sectors including manufacturing, agriculture, aquaculture, waste storage, transportation and disposal, forestry, oil and gas, commercial recreation, and fish and wildlife. Participates in the development and approval of strategies and action plans to resolve non-compliances identified at a sector or industry level.

10. Evaluates evidence to determine the significance of non-compliance from the perspective of economic, public safety, environmental, conservation and public interest, and makes recommendations regarding approaches to resolve the non-compliance which can include mitigation/remediation, education, voluntary compliance, administrative penalties, stop work orders, or prosecutions.

11. Prepares detailed reports making recommendations to management, Crown Counsel, and other government agencies regarding responses to resolve non-compliance, mitigate human health, safety and environmental/conservation impacts, and satisfy public interest.

12. Advises and assists Crown Counsel in carrying out prosecution actions, including familiarizing Counsel with applicable law and investigative techniques, reviewing evidence, explaining the relevance of the evidence to crown, and providing file coordination expertise during court proceedings.

13. Attends criminal court hearings to present evidence as a professional witness; or as file coordinator who provides assistance to crown counsel in the prosecution of case in court. Acts as prosecutor and presents evidence in court as a crown prosecutor in provincial traffic court in environmental ticket matters. – add in wording from CO

14. Develops and conducts post investigative and project reviews to analyze the outcomes, successes, and failures of major investigations and projects conducted in the province. Makes recommendations for amendments to investigative standards and practises, policy, procedure, and legislation as a result.

15. Develops and provides training to staff (i.e. investigative techniques, search warrant drafting and application process, major case file management, fire cause determination, investigational standards, the development of confidential sources, legislation, policy and procedure, and specialised equipment).

16. Plans, participates in, and supervises surveillance operations. Oversees the work of surveillance teams. Ensures team members meet safety standards and current investigational standards and practises. Responsible for directing members during surveillance operations, and the submission of surveillance summary reports.

17. Plans, prepares, makes applications for, and executes Search Warrants. This work includes the allocation of resources, the assignment of roles and responsibilities, the standards for collection of evidence and reporting back by participants; communication plans; safety plans; emergency procedures. Reviews search warrant applications by peers and for general duty staff – provides expert advice in the preparation of Search Warrants and other legal processes. This work carries a high consequence of error.

18. Under emergent conditions, issues information bulletins, provides information to the media, and respond to media inquiries.

19. Researches, evaluates and recommends new intelligence methods, investigation and enforcement strategies and identifies research needs and parameters on emerging compliance and enforcement topics (i.e. aboriginal law, jurisdictional legislation differences, and policy and agreements from other jurisdictions that affect operational enforcement and the enforcement program).

20. Through intelligence analysis advises both COS and program managers of the latest trends, developments and methods in criminal and illegal activities and proposes counter measures to

improve compliance and enforcement activities. This information is used by managers to keep up-to-date on situations to assist them in improving their effectiveness

21. Develops and negotiates MOU's, enforcement protocols, joint forces operations, work plans and directs COS staff involvement to create effective partnerships with other agencies and stakeholders.
22. Mentors and assists staff at all levels including peer review of work, development and evaluation of investigative plans and approval of investigative documents, including operational plans for investigations, surveillance, execution of search warrants, controlled alien species responses; predator attack team responses.
23. Develops, implements, interprets, and monitors COS operational policy and procedure on a provincial level, and identifies systemic issues within the COS, Ministry of Environment, and recommends legislative, policy and procedural solutions and improvements.
24. Maintains positive relationships with internal/external stakeholders (i.e. police, justice system authorities) and other agencies fundamental to program success.
25. Educates industry, government agencies and the public about legislation, and policy and procedures regarding compliance.
26. Represents the COS on inter-agency, inter-Ministry, interprovincial and international working groups and committees such as the Provincial File Coordinator's Committee (BC); and the Western States (Hazardous Waste) Project (western US and Canada).
27. Prepares and/or negotiates contracts and authorizes payment. (i.e. contracts for analysts, expert witnesses, consultants).
28. Researches and presents investigative reports and briefings to senior management on current law enforcement issues and programs and their social/economic impacts at regional and provincial levels.
29. Prepares Directors and Minister's briefing notes and letters for Inspectors and the Superintendent, Provincial Investigations approval.
30. Prepares Information Bulletins for release to the public and responds to inquiries. May issue information bulletins, provide information to the media, and respond to media inquiries.
31. Performs enforcement intervention when required. This may include the planned or impromptu stopping, detaining, and/or arresting of persons engaged in illegal activity. This may also include the requirement to use physical force against a person in order to detain and/or take violators into custody, ensuring that all persons who are detained or arrested have their rights under the Charter of Rights and Freedom Act protected. This work carries a high consequence of error.
32. Ensures the appropriate and responsible use of tools (e.g., fire arms) when responding to human/wildlife conflicts.
33. Capable of responding to regular Conservation Officer field duties, and/or assisting in human-wildlife conflict situations. This may include the use of a wide range of field equipment and wildlife control equipment, including: ATV, boats, snowmobiles, trucks, trailers, and wildlife traps.

Required knowledge and skills:

34. Maintains a thorough knowledge and understanding of legislation, law enforcement and compliance practices, and legal requirements including;(rules of evidence, lawful searches, seizures, inspections, arrest, court procedures, overt and covert investigation methods, forensic evidence collection techniques, confidential source development and handling, preparing related legal documents, recommends charges and provides expert testimony in court and in administrative determinations (e.g. covert techniques, trends in criminal activity as they pertain to environmental issues). This requires ongoing interaction with various senior staff within provincial, federal, and international law enforcement agencies, their legal representatives and ministry legal counsel

35. Required to maintain extensive knowledge of computer operations, data base applications and operational practices to access computerized systems and manipulate data. The incumbent is also required to maintain knowledge of problem solving, analytical and interpretative methods required to evaluate and synthesize large quantities of complex, sometimes conflicting information from a variety of sources and processes in order to prepare option analyses with recommended courses of action and/or to prepare briefing materials on complex issues and politically sensitive matters for COS management.

36. Expertise in the collection and preservation of a wide range of evidence types, in adherence to standards set out in the Canada Evidence Act, and other standards for the lawful collection of evidence. This includes the collection of firearm and ballistic evidence; forensic evidence; evidence from in coroner examinations of victims; evidence from necropsies of fish and wildlife; fingerprint evidence; chemical sample analysis; biological sample analysis; DNA evidence; crime scene photography, documentary evidence, digital evidence (photos, voice, metadata), and stores and preserves evidence obtained in a manner acceptable to criminal court proceedings.

37. Provides expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations, including; major case management, controlled alien species; predator attack investigations; wildfire arson/fire cause; theft of provincial revenues/fraud; illegal disposal of hazardous wastes.

38. Maintains proficiency in use of firearms, defensive tactics and surveillance equipment. Maintains proficiency in the operation and use of all COS equipment and instruments, often in adverse conditions.

39. Specialized expertise in major case management standards, digital evidence management, standards and practises for submission of electronic disclosure and electronic reports to crown counsel. Provides expert advice, direction, mentorship and assistance to the entire COS in these areas of knowledge.

JOB REQUIREMENTS

A. Diploma, certification or equivalent in a related discipline such as administrative law, investigation and enforcement, or criminology. Candidates who do not have the educational requirement may be considered if they possess extensive law enforcement work experience in a related field, such as policing or environmental law enforcement.

B. 5 years related work experience including experience with municipal, provincial or federal agency involving the development and implementation of compliance strategies, and conducting inspections to monitor regulatory compliance and/or resolving issues of non-compliance with statutes, regulations and standards,

C. Experience conducting inspections to monitor compliance and demonstrated experience conducting complex criminal investigations and taking enforcement action.

D. Satisfactory background and security screening to qualify as a Special Provincial Constable.

E. Valid B.C. driver's licence.

F. Ability to work overtime.

G. Travel required

TITLE: CONSERVATION OFFICER

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: SERGEANT

SUPERVISOR POSITION #: VARIOUS

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

The Conservation Officer plans and conducts investigations and implements measures to address regulatory and criminal non-compliance. The work also includes delivering the Ministry's human/wildlife conflict program, and educating the public, industry and stakeholders about environmental legislation and methods to reduce human/wildlife conflicts.

ACCOUNTABILITIES

Compliance and Enforcement

- Develops compliance plans for approval by Sergeant.
- Implements and leads compliance plans independently or as a lead of a multi-agency team. Prepares reports and summaries for supervisory review.
- Provides assistance to other compliance and enforcement agencies (e.g., NROs) in conducting high risk inspections and investigations, either as a lead or as back up.
- Makes recommendations to management, Crown Counsel and other government agencies to resolve non-compliance, mitigate impacts, and satisfy public interest.
- Interprets legislation, case law and evidence to implement appropriate responses. Advises and assists Crown Counsel in carrying out prosecution actions.

Investigations

- Develops and implements investigative work plans, ensuring that investigative techniques are appropriate, efficient, and effective to meet demands. Develops investigative strategies and reports for major investigations.
- Conduct plain clothes investigations and may participate in undercover/covert operations led by SIU.
- Conducts surveillance and evaluates information to determine validity and credibility of information, including attending Coroner autopsies to collect evidence related to wildlife attacks on humans and provide expertise to Coroner.
- Develops and manages informants and confidential sources of information used to identify individuals/groups who are deliberately contravening environmental regulations.
- Liaises with other government and enforcement agencies and participates on joint agency investigations.

- Provides legal interpretations and technical investigative advice to officers and technical/biological staff and other agencies.
- Prepares and executes search warrants to obtain and ensure security and continuity of evidence.
- Ensures evidence collection, handling and management meets legal requirements.
- Take statements from witnesses, collect and control evidence; skilled in the full spectrum of law enforcement.

Legal Action

- Conducts arrests of violators found committing offences or on outstanding warrants ensuring the arrested person's rights under the *Charter of Rights and Freedom Act* are maintained.
- Prepares and serves legal documents related to COS mandate (summonses, Appearance Notices, etc.)
- Acts as a prosecutor for Provincial Violation Tickets and as an agent of Crown Council; responsible for legal and administrative proceedings, such as negotiating plea agreements, sentencing orders (i.e., release conditions) and entering stay of proceedings.

Emergency and Incident Response

- Provides first responder and other assistance to the general public, other provincial and federal government agencies and ministries, and the police in accordance with COS policies and procedures.
- As the primary responder to incidents (e.g., human/wildlife conflicts) directs RCMP/local police and other emergency response personnel in responding to the situation as the lead and expert.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- As a Special Provincial Constable, may be called upon to provide policing services as a primary/first responder.
- Ensures the appropriate and responsible use of tools (e.g., fire arms) when responding to human/wildlife conflicts.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action, and identifies and field tests new techniques and approaches for consideration for regional/provincial application.

Communications and Training

- Implements and maintains MOUs and service agreements with First Nations, other levels of government and jurisdictions to deliver compliance, enforcement and public safety services.
- Develops partnerships to establish innovative compliance approaches, and establish new policies to resolve human/wildlife conflict control strategies.
- Develops and maintains partnerships with First Nations, industry, public associations, other levels of government, and other provincial agencies to maximize COS effectiveness and to achieve COS' mandate.
- Educates industry, government agencies and the public about legislation, policies and procedures regarding investigations and participate in programs to promote compliance.

- Provides expert subject-area training (e.g., human-wildlife conflict, environmental law enforcement), advice and legal interpretation to other officers, Ministry and provincial staff, other law enforcement agencies, and external organizations.
- May act as the Regional Spokesperson for FNs consultations, media presence representing the Public Service, the Ministry and the CO Service. The face of Government.
- Acts as a trainer (e.g., decoy operations, firearms, boat operations, wildlife attack) for the CO Service.
- May act as trainer and functional supervisor of junior Conservation Officers in training or during Field Orientation.
- Prepares Minister Briefing Notes, Information Bulletins for release to the public, providing information to the media and responding to inquiries from the public.

Administration

- Responsible for facilities when working in a remote/local office, including ensuring equipment is maintained and in good working order.
- Delegated spending authority for purchases up to $5000.
- Initiate and monitor service contracts and act as Qualified Receiver.
- Prioritize and reprioritize situations and responses, based on threat to public safety and the environment, experience and training.
- Responsible for scheduling own work hours based on provincial, regional and local operational requirements in order to ensure public safety expectations are met.

JOB REQUIREMENTS

- University degree or technical diploma in a related discipline (law, justice programs, natural resource of environmental management) and a minimum of 3 years of experience in a compliance or enforcement or regulatory environment that required the completion of investigations and resulted in the imposition of penalties or sanctions. Or, an equivalent combination of education and related experience. Related experience means involvement in the development and implementation of compliance strategies, monitoring and inspections to confirm regulatory compliance, investigations and enforcement to resolve issues of non-compliance.
- Higher level of legal knowledge (greater range of acts and regulations than others), higher level of accountability than other law enforcement officers – police in the backcountry; take initial action through to courts – cradle to grave.
- Thorough knowledge of provincial and federal environmental/natural resources legislation, of the principles of the Field of Law Enforcement including but not limited to forensics, court processes and procedures, and arrest, and of investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the principles of compliance the development of compliance strategies, inspection and audit techniques, and the principles of project management and techniques.
- General knowledge of environmental values and issues within British Columbia.

BEHAVIOURAL COMPETENCIES

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TITLE: SERGEANT

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: INSPECTOR

SUPERVISOR POSITION #: VARIOUS

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

The Sergeant manages the COS program at the field level to ensure that service plan and zone work plan objectives, policies, procedures, and legal requirements are met. The role supervises a staff of Conservation Officers, some in remote locations, to address regulatory and criminal non-compliance issues and to mitigate/remediate impacts upon human health/safety and the environment.

ACCOUNTABILITIES

Program Management

- Establishes priorities including compliance activities, investigations, and human/wildlife conflict activities in accordance with service plan priorities and develops the unit work plan for approval by the Inspector.
- Develops strategies and evaluates trends to improve productivity and effectiveness of the program related to compliance assessment activities, enforcement actions, and human/wildlife conflicts.
- Conducts work place risk assessments and monitors worker safety to ensure compliance with related policy and procedures.
- Leads and directs activities of two to nine subordinate staff, and provides functional direction to administrative support staff, within a zone (two to four office locations). Works directly with staff to develop employee performance and development plans and evaluates staff performance, against professional standards (e.g., Police Act, Code of Conduct), as well as performance requirements.
- Participate on hiring panels, and assists with recruitment and deployment of staff.
- Monitors and evaluates implementation of zone work plans and makes necessary changes on an ongoing basis to reflect changing priorities and work load pressures.
- Contributes to the development of the CO Service's Service Plan and is responsible for the implementation of the Service Plan for the zone.
- Plans, leads, and directs joint agency investigations, C&E activities and projects.
- Represents the CO Service on Land Use Planning Committees to develop compliance and enforcement strategies for access management objectives and plans (Vehicle Access Hunting Closures, Access Management Areas, ATV use).

Compliance and Enforcement

- Approves action plans to resolve issues of non-compliance.
- Oversees inspections of a variety of sectors.
- Responsible for ensuring alternative justice options are considered and used as appropriate (i.e., restorative justice, civil forfeiture).
- Acts as a prosecutor for Provincial Violation Tickets and as an agent of Crown Council; responsible for legal and administrative proceedings, such as negotiating plea agreements, sentencing orders (i.e., release conditions) and entering stay of proceedings.
- Resolves administrative and legal issues by providing interpretation and advice to staff regarding legislation, case law, policy and procedures.
- Reviews and approves files and legal reports to ensure completeness and confirm investigative techniques and approaches are appropriate, lawful, and within policy and procedures of the ministry. Involves and liaises with Crown Counsel within this capacity.

Investigations

- Reviews, modifies, and approves investigative strategies for major investigations involving other governments, crown corporations, First Nations and those involving significant environmental or human health impacts.
- Ensures evidence collection, handling and management meets legal requirements.
- Conducts duties associated to covert operations, compliance inspections, and undertakes enforcement duties pursuant to the Criminal Code of Canada in accordance with CO Service policies and procedures.
- Directs investigative teams involved in complex investigations and implements changes to investigational techniques to meet dynamic and changing conditions. Recommends and implements specialized investigative techniques and enforcement operations for approval of the Inspector.

Emergency and Incident Response

- Provides first responder and other assistance to the general public, other provincial and federal government agencies and ministries, and the police in accordance with COS policies and procedures.
- As the primary responder to incidents (e.g., human/wildlife conflicts) directs RCMP/local police and other emergency response personnel in responding to the situation as the lead and expert.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- As a Special Provincial Constable, may be called upon to provide policing services as a primary/first responder.
- Ensures the appropriate and responsible use of tools (e.g., fire arms) when responding to human/wildlife conflicts.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action, and identifies and field tests new techniques and approaches for consideration for regional/provincial application.

Stakeholder Relations and Training

- Plans, negotiates, and implements MOUs and service agreements with First Nations and other levels of government and jurisdictions to deliver compliance, enforcement and public safety services.

- Develops partnerships with industry, public associations, and government agencies to establish innovative compliance approaches, enhance policies and procedures, and…
- Provides expert subject-area training (e.g., human-wildlife conflict, environmental law enforcement), advice and legal interpretation to other officers, Ministry and provincial staff, other law enforcement agencies, and external organizations.
- Attends and may present at national and international conferences.
- Informs and educates industry, government agencies and the public about environmental legislation, case law, and policies/procedures to promote compliance activities.

Administrative Responsibilities

- Writes, reviews, or provides input to compliance reports, investigative reports, or operational policy and procedure either independently or as part of a ministry or inter-agency team.
- Responsible for the management of a zone budget (i.e., local budget) and assets that includes multiple offices, facilities, and capital assets.
- Manages leave liability and approves overtime for staff.
- Negotiates and manages contracts, including sign off for payment.
- Responsible for COORS data entry/integrity and associated Ministry data entry and recording and tracking information associated with performance measures.
- Responsible for scheduling own work hours based on provincial, regional and local operational requirements in order to ensure public safety expectations are met.

JOB REQUIREMENTS

- University degree or technical diploma from a recognized program in environmental law enforcement or renewable resources management.
- Five years of related work experience in the field of compliance or enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (e.g., issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions); including two years of supervision experience within a large geographically dispersed organization while planning, organizing, directing, monitoring and evaluating programs and human resources, or
- Seven years of related work experience in the field of compliance and enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (e.g. Issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions), or
- An equivalent combination of education and related experience.
- Higher level of legal knowledge (greater range of acts and regulations than others), higher level of accountability than other law enforcement officers – police in the backcountry; take initial action through to courts – cradle to grave.
- Thorough knowledge of provincial and federal environmental/natural resources legislation, principles of compliance and enforcement including but not limited to forensics, court processes and procedures, and arrest, compliance and enforcement and the development of compliance strategies, Criminal

Justice System, procedures and case law and investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.

- Knowledge of the fundamentals of supervision, inspection and audit techniques, and project management principles and techniques.
- General knowledge of environmental values and issues within British Columbia.

BEHAVIOURAL COMPETENCIES

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JOB PROFILE
Position #

TITLE: SGT. STAFF DEVELOPMENT, TRAINING AND RECRUITMENT **CLASSIFICATION:** U/R

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: MANAGER - STAFF DEVELOPMENT, TRAINING AND RECRUITMENT

JOB OVERVIEW

This position assists the Manager, Staff Development, Training and Recruitment in leading the development, evaluation, standardization and implementation of province-wide strategic training plans and programs to ensure staff receives optimum technical and general management skills training. Responsible for the cost effective, consistent application of standards, policies, and procedures at all program/sector service delivery locations across the province This position also assists in supporting learning to ensure that staff is provided the best opportunity to develop compliance and enforcement skills and enhance career development.

ACCOUNTABILITIES

1. Utilizes a range of analytical tools, such as needs and/or gap analysis, statistical and cost benefit analysis to analyse existing or proposed legislation, policy, programs, and business requirements and identify related operational training and budgetary implications.
2. Develops training implementation plans, including budget forecasting. Schedules and coordinates of training sessions with headquarters, regional staff, and other agencies with minimal or no supervision.
3. Supports the implementation, delivery and evaluation of current training and staff development programs and identifies technical knowledge, skills and abilities required by staff to perform current functions. Tracks results of delivery, maintain records management, and reports information accordingly.
4. Provides leadership and specialized expertise to existing in-house training programs. Conducts training and development needs analysis with subject matters resources for Conservation Officer Service staff and others designated as Auxiliary or Special Conservation Officers.
5. Provides leadership and supervises multi discipline in-service instructor cadres, providing instructor development feedback and supervisory performance updates.
6. Conducts research and analysis, to support or lead the development and establishment of training standards, lesson plans, equipment requirements and training venues aligned with occupational health and safety standards.
7. Leads project teams of professional staff, prepares project plans and advises on budgetary implications for the on-going development, implementation and evaluation of provincial curricula.
8. Conducts on site course and modular evaluations, and in collaboration with subject matter experts, revises instructional materials to meet changing group and individual needs; identifies appropriate learning activities and priorities arising from program reviews.
9. Responsible for on-site or the delegation of on-site course coordination ensuring course training standards adherence and the supervision of all rank designation candidates while on course, including Work Safe BC investigations and disciplinary incidents.

Date: August 14, 2012

10. Conducts statistical analyses of training data and certification records, provides summary reports of emerging issues, and makes recommendations to COS executive regarding training standards, policy and procedures, and the annual training plan and budget.

11. Reviews operational training programs and evaluates the impact of training courses on performance standards, staff competence and succession planning objectives. Assesses the validity of certification standards and instructors' qualifications.

12. Provides expertise on interpretation and application of related policy, legislation and program directives.

13. Schedules and coordinates provincial training programs in collaboration with headquarters, regional staff and other agencies.

14. Develops, coordinates and evaluates in-house training courses for new conservation officers and incumbents.

15. Manages training delivery contracts including contract negotiation, selection, procurement, and administration.

16. Ensures that contracted training providers adhere to formally developed training standards and contract deliverables; conducts audits of training sessions.

17. Establishes and maintains a training resource centre by updating manuals, retaining master copies of course material and cataloguing visual aids and technical reference materials.

18. Develops and delivers specialized instructor training programs and "train the trainer" sessions. Provides technical advice and guidance to staff interested in instructor certification, training requirements and schedules.

19. Develops and employs evaluation plans, standards, research methodologies, and data analysis related to improving career progression and succession planning in the field of natural resource compliance and enforcement.

20. Testifies in judicial and quasi judicial hearings and undergoes cross-examination under oath regarding training received by conservation officers.

21. Participates in the review of COS recruitment process and provides recommendations, in coordination with Public Service Agency. Assists in the competition process, coordinates assessments, and equipment, uniforms and associated documentation.

22. Consults with and provides direction to appropriate post secondary education facility officials regarding the current hiring and skill set criteria success of graduating students within the organization.

23. Represents the program on multi-agency academic advisory boards at colleges and college-universities at resource enforcement officer association meetings.

24. Acts for the Manager, Staff Development, Training and Recruitment

25. Develops and enhances publications by writing and editing materials, determining layout, style, organization and distribution methods.

26. Plans and delivers formal presentations and training seminars to a variety of external stakeholders and internal personnel.

27. Represents the Ministry in inter-agency, inter-provincial and international committees, working groups and panels.

Date: August 14, 2012

28. Develops and maintains effective and cooperative working relationships with internal and external stakeholders, businesses and relevant provincial, municipal and federal government partners.

JOB REQUIREMENTS

- University degree, from a recognized university in a related discipline (e.g. environmental education, law, justice programs, adult education, natural resource or environmental management) and a minimum of two years related law enforcement experience including experience in coordination training programs; or a two year diploma in natural resource management program and five years related law enforcement experience including experience in coordinating training programs.
- Knowledge of adult education principles, concepts, methodologies and techniques, curriculum design and evaluation,
- Knowledge of provincial and federal environmental/natural resources legislation and resource management, compliance and enforcement regimes and activities, and principles of law enforcement.
- Working knowledge of business planning, and budget and contract management.
- Experience developing and evaluating standards-based curriculum.
- Experience in planning, developing and implementing training and professional development initiatives.
- Experience in leading and facilitating project teams and in working with multiple stakeholders to deliver a product, program, or service.
- Demonstrated oral and interpersonal communications skills including presentation skills.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry**.**
- Ability to use police use of force options (Issued firearms, OC spray, police baton etc.) safely.
- Ability to work independently without supervision
- Able to attain Special Provincial Constable status.
- Successful completion of PARE or POPAT
- Proof of a valid Occupational First Aid certificate (OFA) level 1 or equivalent

BEHAVIOURAL COMPETENCIES:

- **Conceptual Thinking** is the ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations. It includes using creative, conceptual or inductive reasoning or thought processes that are not necessarily categorized by linear thinking.
- **Expertise** includes the motivation to expand and use technical knowledge or to distribute work-related information to others.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate

Date: August 14, 2012

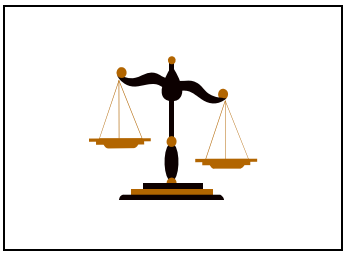
- **Managing Organizational Resources** is the ability to understand and effectively manage organizational resources (e.g. People, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.
- **Commitment to Continuous Learning** involves a commitment to think about the ongoing and evolving needs of the organization and to learn how new and different solutions can be utilized to ensure success and move the organization forward. (Staff Development Plan via the Strategic Training Plan)
- **Analytical Thinking** is understanding a situation by breaking it apart into smaller pieces, or tracing the implications of a situation in a step-by-step way. Analytical Thinking includes organizing the parts of a problem, situation, etc., in a systematic way; making systematic comparisons of different features or aspects; setting priorities on a rational basis; identifying time sequences, causal relationships or If–Then relationships.
- **Leadership** implies a desire to lead others including diverse teams. Leadership is generally, but certainly not always, shown from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
- **Developing Others** involves a genuine intent to foster the long-term learning or development of others through coaching, managing performance and mentoring. Its focus is on developmental intent and effect rather than on a formal role of training. For this competency to be considered, the individual's actions should be driven by a genuine desire to develop others, rather than by a need to transfer adequate skills to complete tasks.

Dunn, Jennifer LCTZ:EX

From: Andrews, Sarah ENV:EX on behalf of Farynuk, Barry ENV:EX
Sent: Friday, September 7, 2012 3:24 PM
To: Martin, Samantha PSA:EX
Subject: Accepted: Discussion of work examples and questions - CO and Sergeant

Dunn, Jennifer LCTZ:EX

From: Struthers, Darryl J ENV:EX
Sent: Friday, September 7, 2012 3:13 PM
To: Martin, Samantha PSA:EX
Subject: Accepted: Discussion of work examples and questions - CO and Sergeant



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	180 - 319
REASON FOR REMOVAL:	Sections 13, 15(1)(a), 15(1)(c), 17(1)(b) and/or 22

BRITISH COLUMBIA
The Best Place on Earth

USE RESPECT WHEN HUNTING – TIPS FOR HUNTERS

The East Kootenay Landowner Enfranchisement Program (EKLEP pilot) for hunting coordination services in the Cranbrook area has come to its scheduled conclusion. There will be no local hunt coordination this fall (2010) for any area in the Kootenays, but government and its partners will consider options in the future.

Several elk hunting regulation changes have been made for this next season in the Kootenays to manage the increasing resident elk population. To address concerns with trespass and other private land issues, the Conservation Officer Service (COS) will be implementing an enhanced compliance and enforcement project in 2010 for the start of the General Open Season (GOS) for anterless elk. This will involve an increase in patrols and several hunter check stops where the Conservation Officers and regional biologists will make agriculture zone maps available to hunters to ensure they know the location of private land boundaries. Signage and insurance waivers will be made available to landowners who wish to post their land.

Before you go hunting, please ensure that you have permission to cross over OR hunt on private land. Study your maps prior to heading out, to know where the Crown and private land parcels are located and who you will need to contact. If you hunt on leased Crown Land, including grazing leases, even if no livestock are present, permission is still required from the lease holder (the *Wildlife Act*, *Land Act* and *Trespass Act* may all apply). ***When hunting on open Crown Range, please drive on existing roads only; obey all posted signs; close all gates (if you opened them); do not cut any fences or drive though ditches or over pipes; and, please pack out all garbage.***

Remember: Your actions can directly help maintain wildlife habitats and landowner/hunter relationships!

COMPLIANCE & ENFORCEMENT STRATEGY FOR **Zone X of 4-03**

The Conservation Officer Service (COS) team in the East Kootenay will develop, implement, evaluate, and refine compliance and enforcement strategies over the course of the 2010 ten day general open season (GOS) for Antlerless Elk. This will include routine and increased patrols in high use areas, and liaison with landowners to identify popular high use sites. Also, the COS will prepare education and compliance initiatives the weekend prior to the GOS (including check stops along main highways on September 17, 18 and 19, 2010). This project will assist the COS in delivering its monitoring and enforcement functions within the current agriculture/winter range zone, also called the 'special hunt zone'. This project will also create many more opportunities for **public outreach**, **landowner liaison**, and **interaction with recreation users** in the Zone X area and lead to a more meaningful assessment of non-compliance within Zone X of 4-03.

FENCES & GATES ARE TOOLS FOR MANAGING RANGE

Rangelands are beautiful, open places that provide opportunities for outdoor recreation, forage for livestock, and habitat for fish and wildlife. One part of forage management is using fences to control where and when livestock graze to ensure the proper degree of use. This helps to ensure there is sufficient forage for wildlife as well as livestock. Leaving gates open or cutting fences allows cattle to go where they are not supposed to be and can cause overuse on specific areas. Gates left open on or near highways can cause livestock - motor vehicle accidents.

By regulating where and when livestock graze, the range resource can be improved or maintained. Also, by moving livestock from one grazing area to another, weeds can be controlled and the forage is given a chance to regrow, providing feed for wildlife. Studies have shown that this "conditioning" of forage provides more nutritious feed for wildlife than if the forage was not first grazed by livestock. The regrowth after grazing provides higher protein forage than in the ungrazed areas that mature early and become dried out.

Remember: we all are owners of the Crown Forest and Range resources and all who enjoy their use have a responsibility to help keep them productive and attractive. *You* are participating in land management either *positively or negatively,* by the *decisions you make* when enjoying the landscape!

Remember: That herd over there in that posted field on private land could be in range, but trespassers may be prosecuted! Don't ruin your hunting trip by being over eager and risking a charge from the COS.

(September 2010 PAZWP, see http://www.env.gov.bc.ca/kootenay/wld/pazwp.html)

6. Appendix B – Communications Strategy

Before the hunting season, a NOTICE was placed into the 2010-12 Hunting & Trapping Synopsis (Region 4, page 47).

NOTICE TO HUNTERS

PRIVATE LAND HUNTING OPPORTUNITIES IN ZONE X

The East Kootenay Landowner Enfranchisement Program that coordinated hunting on a limited number of private properties has come to its scheduled conclusion. Government and its partners are now considering options for the future.
Regulation changes have been made to manage the resident e k populations in "Zone X". To address concerns with trespass and other private land issues, the Conservation Officer Service will be implementing an enhanced compliance and enforcement project in 2010. This will involve an increase in patrols and several hunter check stops where the Conservation Officers and regional biologists will make maps available to hunters to ensure they know the location of private land boundaries.
Before you go hunting, please ensure that you have permission to cross over OR hunt on private land. If you wish to hunt on leased Crown land, including grazing leases, even if no livestock are present, permission is still required from the lease holder (the *Wildlife Act*, *Land Act* and *Trespass Act* may all apply).
Hunters can produce their own maps that depict geographic features and land ownership status at no charge through services available on websites or through existing government services. These services are identified on the Kootenay Region's Provincial Agriculture Zone Wildlife Program's website at:
www.env.gov.bc.ca/kootenay/wld/pazwp.html

Major Regulation Changes for 2010 – 2012

1. Revised mule deer seasons consistent with the Okanagan & Thompson Regions.
2. New general open seasons (GOS) for mountain goats in MUs 4-27 to 4-30, 4-34, 4-36, 4-37 and 4-39.
3. Spike-fork moose season in the Revelstoke Area, MUs 4-38 and 4-39
4. Elk 6 point GOS in MUs 4-08, 4-09, 4-14 to 4-17, and 4-31 to 4-33 and 4-38.
5. New antlerless elk and spike bull elk GOS in the East Kootenay Trench and Elk Valley special hunt zones.
6. New general open seasons for antlerless white-tailed deer and revised regional bag limits.
7. Increase in cougar harvest caps.
8. Updates to some Access Management Areas, see Access Restrictions Section.

There were ADVERTISEMENTS inserted into local newspapers:

2010 REGIONAL AGRICULTURE WILDLIFE COMMITTEE (RAWC): A PROGRAM TO REDUCE WILDLIFE DAMAGE TO STANDING CROPS.

The Kootenay Livestock Association (KLA) has been working with the Ministry of Environment (MOE) for several years now on the Pilot Project KLEP to develop special hunts that would decrease crop depredation and help to manage grazing pressure on rangelands.

This project has now transitioned to a new initiative called the Regional Agriculture Wildlife Committee (RAWC).

RAWC is directed by a Working Group that is made up of representatives from the East Kootenay Wildlife Association, The Guide Outfitters Association of BC, The BC Agriculture Council, Ministry of Agriculture, Ministry of Environment and the Kootenay Livestock Association.

The main goal of RAWC is to put landowners and hunters together to achieve a lot of successful hunts that would reduce the numbers of problem wildlife.

The KLA has pressured long and hard to get some general open seasons (GOS) established for antler less elk in areas where the populations are causing problems. We are happy to report that the MOE has initiated a new 11 day GOS for antler less elk in "4-3 Zone X (which included portions of MU's 4-2,4-3, 4-4, 405, 4-20, 4-21 and 4-22). As it stands, the youth/senior GOS for antler less elk will run from September 10-19. The new GOS for antler less elk (open to all hunters) will then run from September 20-30. After that the Limited Entry Hunt will run from October 1-10.

We feel that a general open season will allow landowners and hunters to establish long lasting relationships which will result in more successful hunts.

These seasons should help the MOE achieve stated population objectives and will assist landowners by hazing wild ungulates away from crops. To address our concerns with trespass and other private land issues, the Conservation Officers Service (COS) will be increasing compliance and enforcement monitoring in 4-03 Zone X for 2010, at the start of the General Open Season for antler less elk. This will involve an increase in COS patrols and several hunter check stops along main highways. At these stations the Conservation Officers and regional biologists will provide maps of the special hunt zones to hunters, to ensure they know the zone boundaries and location of private land.

We need your help to make these hunts as successful as possible. Private land is very important to hunters, and hunting is very important in helping reduce wildlife damage to your crops.

We have special signs for posting private land that will inform all hunters of your name and contact information. We have made a deal with the local 4-H clubs to post the signs for any of you that would like your land posted. Please contact the office **250-426-4315** and leave your name on the list for land posting and you will be contacted.

***MOST IMPORTANT*- We are encouraging you to please attend a very important agriculture meeting and compliance and enforcement strategy information session on Thursday, August 19th at 7:30 p.m. at the Heritage Inn Hotel.**

The Minister of Agriculture and Lands the Honorable Steve Thompson will open the meeting with a presentation and question period followed by our MLA Bill Bennett.

We will have copies of the maps that will be made available to hunters on display so please come an check out your area on the maps for any errors. Copies of all maps will also be available to you the landowners as well.

If you require any further information in regards to this meeting please feel free to contact Faye Street at **250-421-3256.**

If you require further information on the new Kootenay Elk Management Plan it can be viewed at : **http://www.env.gov.bc.ca/kootenay/emp/emp.htm** or you an call the KLA office at **250-426-4315** and Wendy will print you a copy.

For more information on the GOS elk hunting season please see the Region 4 section of the Hunting and Trapping Synopsis which can be found online at:
http://www.env.gov.bc.ca/fw.wildlife.hunting/regulations/1012/docs/region4.pdf

There were LETTERS of invitation sent out to the KLA membership:

KOOTENAY LIVESTOCK ASSOCIATION

BOX 178 • CRANBROOK, B.C. V1C 4H7 • TELEPHONE (250) 489-4376

July 20 2010

GREETINGS TO ALL RANCHERS AND OTHER LANDOWNERS IN THE KOOTENAYS

The Kootenay Livestock Association (KLA) has been working with the Ministry of Environment (MOE) for several years now on the Pilot Project KLEP to develop special hunts that would decrease crop depredation and help to manage grazing pressure on rangelands.

This project has now transitioned to a new initiative called the Regional Agriculture Wildlife Committee.(RAWC).

A main goal of RAWC is to put landowners and hunters together to achieve a lot of successful hunts that would reduce the numbers of problem wildlife.

The KLA has pressured long and hard to get some general open seasons (GOS) established for antlerless elk in areas where the populations are causing problems. We are happy to report that the MOE has initiated a new 11 day GOS for antlerless elk in "4-3 ZoneX" (which includes portions of MU's 4-2, 4-3, 4-4, 4-5, 4-20, 4-21, and 4-22). As it stands, the youth/senior GOS for antlerless elk will run from Sept. 10 to 19. The new GOS for antlerless elk (open to all hunters) will then run from Sept. 20 to 30. After that the Limited Entry Hunt will run from Oct. 1 to 10.

We feel that a general open season will allow landowners and hunters to establish long lasting relationships which will result in more successful hunts.

If you require further information, the new Kootenay Elk Management Plan can be viewed on line at htt://www.env.gov.bc.ca/kootenay/emp/emp.htm or you can call the KLA office at 250-426-4315 and Wendy will print you a copy.

For more information on the GOS elk hunting season please see the Region 4 section of the Hunting and Trapping Synopsis which can be found on line at http://www.env.gov.bc.ca/fw/wildlife/hunting/regulations/1012/docs/region4.pdf

OVER

These seasons should help the MOE achieve stated population objectives and will assist landowners by hazing wild ungulates away from crops. To address our concerns with trespass and other private land issues, the Conservation Officers Service (COS) will be increasing compliance and enforcement monitoring in 4-03 Zone X for 2010, at the start of the General Open Season for antlerless elk. This will involve an increase in COS patrols and several hunter check stops along main highways. At these stations the Conservation Officers and regional biologists will provide maps of the special hunt zones to hunters, to ensure they know the zone boundaries and location of private land.

We need your help to make these hunts as successful as possible. Private land is very important to hunters, and hunting is very important in helping reduce wildlife damage to your crops.

We have special signs for posting private land that will inform all hunters of your name and contact information. We have made a deal with the local 4-H clubs to post the signs for any of you that would like your land posted. Please contact the office 250-426-4315 and leave your name on the list for land posting and you will be contacted.

MOST IMPORTANT, WE ARE ENCOURAGING YOU TO PLEASE ATTEND A VERY IMPORTANT AGRICULTURE MEETING AND COMPLIANCE AND ENFORCEMENT STRATEGY INFORMATION SESSION ON THURSDAY, AUGUST 19TH AT 7:30 PM IN CRANBROOK AT THE HERITAGE INN HOTEL. OUR MINISTER OF AGRICULTURE AND LANDS THE HONERABLE STEVE THOMPSON WILL OPEN THE MEETING WITH A PRESENTATION AND QUESTION PERIOD FOLLOWED BY OUR MLA BILL BENNETT.

We will have copies of the maps that will be made available to hunters on display so please come and check out your area on the maps for any errors. Copies of all maps will also be available to you the landowners as well.

If you require any further information re this meeting please feel free to contact me at 250-421-3256.

Yours truly, Faye Street, Wildlife Chair for Kootenay Livestock Assoc.

Faye Street

PAZWP sent LETTERS of invitation out in August 2010 to local Rod and Gun and First Nations groups, plus sent a notice to the Creston Agricultural Society, to invite everyone to our public information session on the General Open Season.

Dear Administrator:

Re: Elk Hunting Seasons for Fall 2010

As you may know from the recent release of the Hunting and Trapping Synopsis (2010 - 2012), special hunt zones had been delineated for the Kootenays because of concerns with elk depredation on agriculture crops, rangeland condition and/or forage availability on important winter range for wildlife (please see the East Kootenay Elk Management Plans for more details at http://www.env.gov.bc.ca/kootenay/emp/emp htm). New and more liberal elk hunting seasons have been approved for next year in the Kootenays to manage the increasing resident elk population (please see Region 4 section of the Hunting and Trapping Synopsis at http://www.env.gov.bc.ca/fw/wildlife/hunting/regulations/1012/docs/region4.pdf).

These seasons should help Ministry of Environment (MoE) achieve stated population objectives and will assist landowners by hazing wild ungulates away from crops. To address concerns with trespass and other private land issues, the Conservation Officer Service (COS) will be increasing compliance and enforcement monitoring in 4-03 Zone X (which now includes portions of MU's 4-02 to 05, 4-20 to 22) for 2010, at the start of the General Open Season (GOS) for antlerless elk. This will involve an increase in COS patrols and several hunter check stops along main highways. At these stations, the Conservation Officers and regional biologists will provide maps of the special hunt zones to hunters, to ensure they know the zone boundaries and locations of private land.

Please encourage your club's members to use the free mapping services available on the internet (see Kootenay PAZWP website for program details and information on making your own maps at http://www.env.gov.bc.ca/kootenay/wld/pazwp.html). Please help MoE with its compliance and enforcement program by helping to educate the out-of-town newcomers about the locations of private, leased, park and Indian Reserve lands, or any other areas where special hunting restrictions may apply. In this way, you can assist fellow hunters to have a safe and successful hunting season. As always, we ask your members to continue to report any unauthorized or unlawful activities by calling the COS at the RAPP line # 1-877-952-7277.

Should you or your members require further information, you are invited to attend the public Agriculture Meeting and Compliance and Enforcement Strategy information session on Thursday, August 19, 2010 at 7:00 pm in Cranbrook at the Heritage Inn, 803 Cranbrook Street N. The Minister of Agriculture and Lands, the Honourable Steve Thomson, is scheduled to speak, and Honourable Bill Bennett, MLA for Kootenay East and Minister of Energy, Mines and Petroleum Resources, will also be at the meeting. For more details, please contact me, Donna (PAZWP biologist in Nelson) at 250-354-6353.

Yours truly,

Donna Thornton, P.Ag., R.P.Bio., Agriculture/Wildlife Specialist
Kootenay - Boundary – Provincial Agriculture Zone Wildlife Program
Wildlife Branch - Environmental Stewardship Division

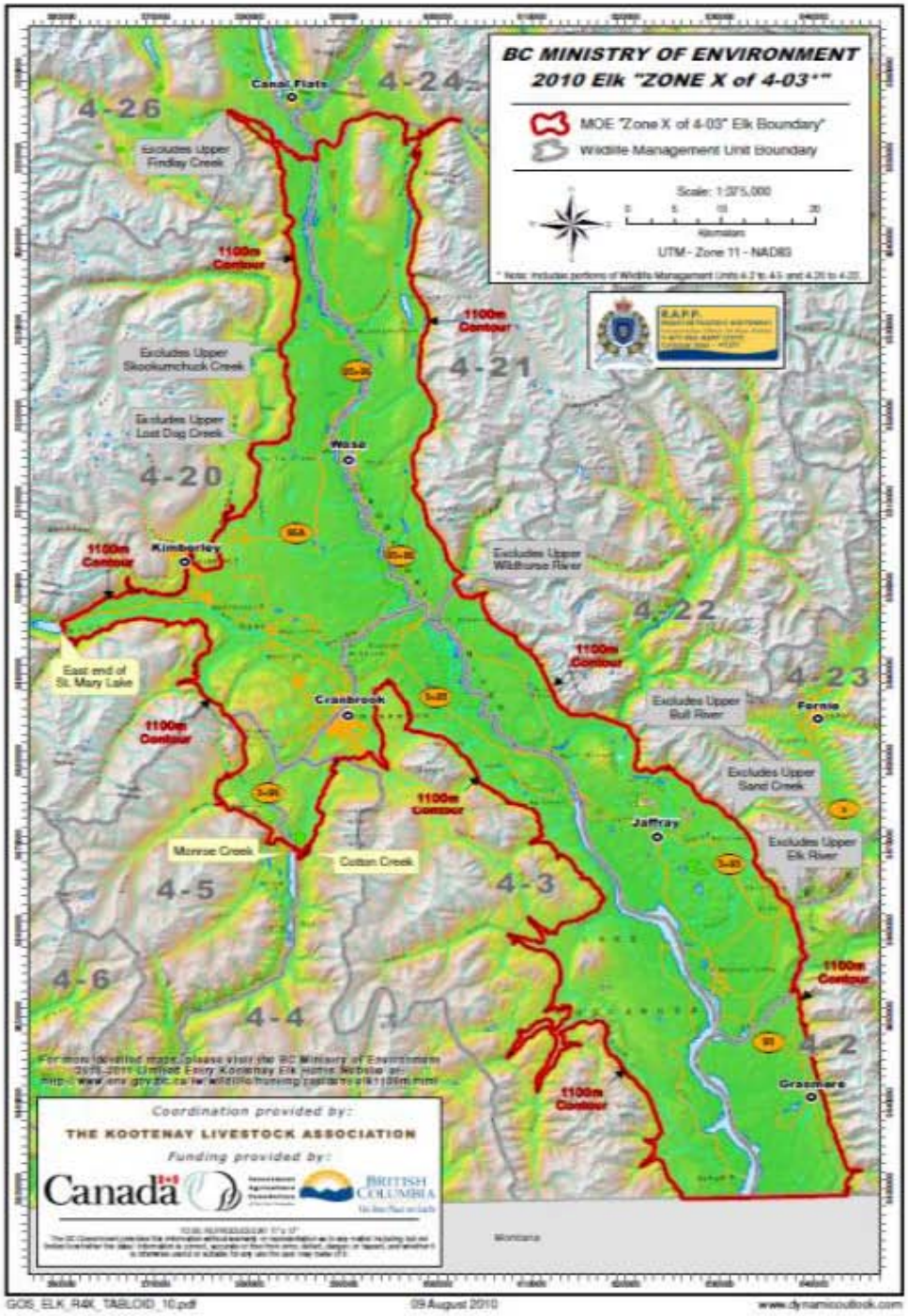
DLT:ar

cc: Honourable Barry Penner, Minister of Environment
Honourable Steve Thomson, Minister of Agriculture and Lands
Honourable Bill Bennett, MLA for Kootenay East
Tom Ethier, Director, Fish and Wildlife Branch, Ministry of Environment
Jeff Morgan, A/Manager, PAZWP, Ministry of Environment
Tom Bell, Regional Manager, Kootenay – Boundary, ESD, MoE
Dave Dunbar, Fish and Wildlife Section Head, Kootenay – Boundary, ESD, MoE, Cranbrook
Garth Mowat, Senior Wildlife Biologist, Kootenay – Boundary, ESD, MoE, Nelson
Tara Szkorupa, Wildlife Biologist, Kootenay – Boundary, ESD, MoE, Cranbrook

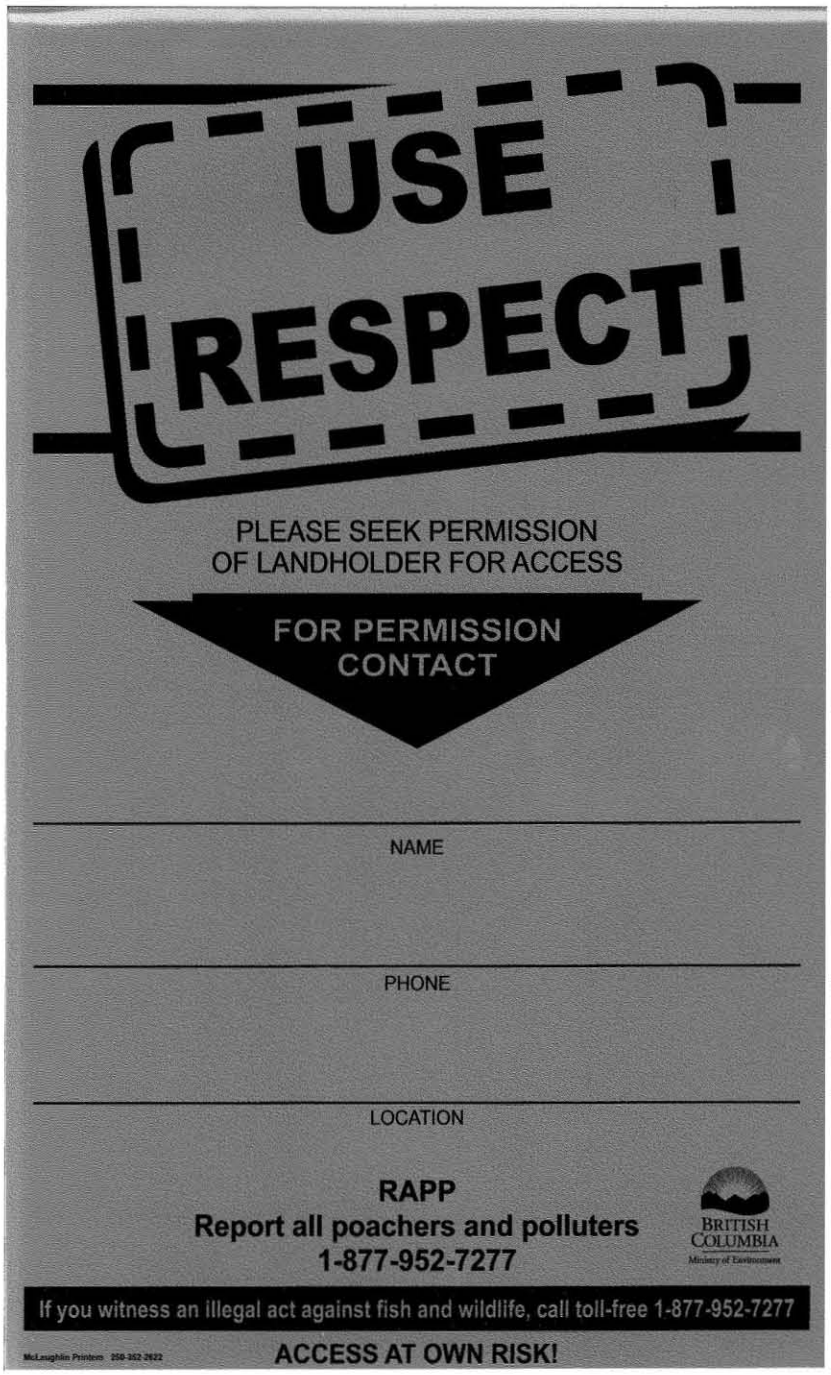
The PUBLIC INFORMATION SESSION was held at the Heritage Inn in Cranbrook on August 19, 2010, well in advance of the GOS, to answer any questions that the public had. The media were in attendance (eg: Barry Coulter) and wrote articles that aired in local newspapers (eg: the Daily Townsman).

7. Appendix C – Maps, Landowner Signage, Liability Waiver and Dash Card

There were five different formats of MAPS created by the KLA GIS contractor for the public to use. Here's an example of the location map of Zone X of 4-03, used to indicate where the 1100 m boundary for the special hunt zone was.



LANDOWNER SIGNAGE was made available for those interested in having hunters on their properties to maintain pressure on resident elk herds. The bright orange durable mylar signs were created to be visible from a long distance away.



LIABILITY WAIVERS were made available to landowners for insurance purposes.

BC KOOTENAY HUNTER/PARTICIPANT LIABILITY & WAIVER, 2010

ASSUMPTION OF RISK AND RELEASE FROM LIABILITY

I, the Hunter or Hunt Party Participant, hereby acknowledge that participating under the arrangements of the Landowner (or) agent of the property and associates, involves risks and dangers which are inherent to hunting and wilderness travel, including but not limited to, hazards of travelling by foot, motorized vehicle, on horseback; hazards of carrying and being in possession of firearms and ammunition; hazards of being exposed to the elements of nature; hazards of being in areas where hunters are likely to be present; hazards of being and travelling in wilderness areas, and hazards arising from accidents, acts of god, illness and forces of nature.

I further accept and assume all risks of a personal nature, including injury or death or loss or damage to property while participating in the said hunting excursion, including negligence of the Landowner (or) agent of the property and associates.

I further assume all responsibility for damage or loss sustained by the Landowner as a result of the hunt and related activities, including but not limited to, loss of livestock, irrigation pipes, fences or any other property, and all costs arising from such damage, and including any damage or loss caused by non-hunting members of the hunting party.

I acknowledge that I have read the foregoing, understand that I am relinquishing any and all rights that my heirs, executors, administrators or I might otherwise have against the Landowner (or) agent of the property and associates, and that I do so voluntarily.

I warrant that I am a member in good standing with the British Columbia Wildlife Federation (BCWF) under membership number *(see below)* and as such am covered by a minimum of $1,000,000 3rd party liability insurance; or; am covered by a minimum of $1,000,000 Third Party Liability Insurance through *(see below)* and have provided proof of coverage to the Landowner or Lessee by way of a copy attached to this agreement.

SIGNED AND DELIVERED by the Hunt Leader this _____ day of _____, 2010.

Participating Lead Hunter:_____
(PRINT NAME) (SIGNATURE)

Witness:_____
(PRINT NAME) (SIGNATURE)

Telephone:_____ Cell:_____

Valid British Columbia Driver's LICENCE #:_____

Valid British Columbia Resident Hunter Number:_____

Name of $1, 000, 000.00 third party liability insurance carrier:_____

Policy # :_____ Coverage Period:_____

Vehicle Information: Make:_____ Year:_____

Colour:_____ Licence Plate #:_____

Property or Ranch Name(s):_____

Property Owner(s):_____
(PRINT NAME) (SIGNATURE)

Address/Emergency Contact #:_____

Hunt Dates:_____

Other Hunt Participants:

Participating Hunter:_____
(PRINT NAME) (SIGNATURE)

Participating Hunter:_____
(PRINT NAME) (SIGNATURE)

ANY INSTRUCTIONS or RESTRICTIONS?

_____

_____

_____

_____

RAPP **1-877-952-7277** / Crime Stoppers **1-800-222-8477** / Forest Fire Reporting **1-800-663-5555**

VEHICLE DASH CARDS were also made available for landowners to keep track of vehicles/hunters that had their permission to access their fields (often multiple vehicles were used by each hunting party to ferry hunters back and forth, so each one was recorded).

BRITISH COLUMBIA
The Best Place on Earth

Ministry of Environment

2010 VEHICLE VISOR/DASH CARD –
MUST DISPLAY ON DASH OR VISOR!

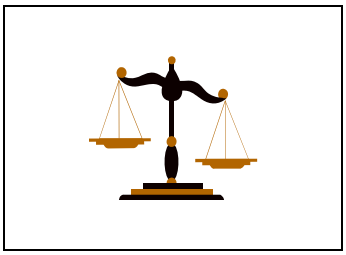
NAME _____
PHONE_____
ADDRESS_____
LICENSE PLATE_____
VEHICLE_____

Use Respect

THE IDENTIFIED INDIVIDUAL HAS PERMISSION TO ENTER THE PROPERTY DESCRIBED BELOW WITH THIS VEHICLE

PROPERTY DESCRIPTION_____
_____
OWNER _____
(PRINT NAME)
SIGNATURE_____
PHONE_____

"ACCESS TO PRIVATE PROPERTY IS A PRIVILEGE!"



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	332 - 436
REASON FOR REMOVAL:	Sections 15(1)(a), 15(1)(c), 17(1)(b) and/or 22

JOB PROFILE
Position #

TITLE: DETECTIVE SERGEANT INTELLIGENCE ANALYST

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER DIVISION

SUPERVISOR TITLE: INSPECTOR,INTELLIGENCE AND SPECIAL INVESTIGATION UNITS, PROVINCIAL INVESTIGATIONS

SUPERVISOR POSITION #:

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

This position is responsible for collecting and analyzing of intelligence data collected from Ministry staff, other provincial enforcement agencies, informants, sources and external clients. This position also identifies emerging non-compliance trends and issues and makes recommendations to support and improve enforcement activities of Conservation Officer Service operations.

ACCOUNTABILITIES

1. Develops and implements policies and procedures for the Intelligence Analysis Program.
2. Conducts program evaluation studies by identifying program evaluation tools, developing strategies to address information gaps, and developing evaluation plans and performance indicators.
3. Recommends new intelligence methods, investigation and enforcement strategies used by other enforcement jurisdictions for possible use or adaptation to COS requirements.
4. Collects, collates, analyzes and disseminates intelligence data to service regional and provincial intelligence operations and for exchange with international, federal and provincial agencies regarding natural resources abuse.
5. Prepares graphs, charts (link analysis, event flow analysis, activity charting), tables and other illustrative devices for visual presentation of data for review by the Inspector, Intel and Special Investigation Units which play a significant role in operational planning and priority setting for the Special Investigations Unit, and regional operations generally.
6. Identifies specific collection requirements and conducts tactical and strategic intelligence gathering and data correlation as it relates to environmental crime. Determines associations between subjects.
7. Prepares visual presentation of data for operational planning and priority setting for the Special Investigations Unit, and regional operations generally.
8. Develops and maintains a network of contacts to collect intelligence from confidential sources.
9. Maintains a close working relationship with district staff and international, federal and provincial law enforcement agencies in the collection and dissemination of criminal intelligence and co-ordination of intelligence activities.

Date: August 1, 2012

10. Acts as the primary point of contact with other agencies and departments internationally, nationally and provincially on intelligence matters.
11. Manages the Provincial COS Confidential Informant program. Coordinates provincial activities to recruit, cultivate, handle and pay confidential informants.
12. Conducts surveillance operations, profiling and targeting on known or suspected offenders.
13. Interprets legislation, case law, policy and procedures and provides advice to COS staff.
14. Develops and provides training to staff (WCLEA, WMB, CHS).
15. Routinely handles and acts upon information that is sensitive or classified.
16. Instructor at WCLEA, lecturing on investigational techniques, source handling and intelligence matters to natural resource recruits from western Canada.
17. Provides mentoring in search warrants, source handling and investigational techniques to COS field staff.
18. Create and maintain the Intelligence site on Share Point. This site is a repository for current information on a number of intelligence related issues as well as a resource centre for the preparation of search warrants.
19. Manage the COS covert camera program. Involving procurement, maintenance, shipping and tracking, preparing policy for the units provincially.
20. Responsible for the preparation of the yearly Provincial Threat Assessment, which outlines emerging trends or targets, which allows COS management and partners to better plan for enforcement strategies and budget forecasting.
21. Participates as a covert operative in short term investigations. Participates as an expert criminal intelligence analytical resource on investigative project teams.

JOB REQUIREMENTS

- Bachelor's degree in a related discipline (e.g., Natural Resource Management, Fisheries Resource Management, Law Enforcement, Criminology, Environmental Science) and 2 years of related experience; or Technical diploma in natural resources law enforcement and 3 years of related experience; or an equivalent combination of experience, education and/or training.
- Knowledge of provincial and federal environmental/natural resources legislation, principles of compliance, Criminal Justice System procedures and case law, investigative and analysis techniques, project management principles, conflict resolution and law enforcement.
- Knowledge of methods, operational and strategic intelligence and the control and execution of enforcement activities, including surveillance, apprehension, detention, interview, interrogation, charging, and prosecution of suspects and the collection, handling and preservation of evidence required to coordinate and participate in intelligence operations.

BEHAVIOURAL COMPETENCIES

-
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Date: August 1, 2012

TITLE: DETECTIVE SERGEANT – MAJOR INVESTIGATIONS UNIT **CLASSIFICATION:**

UNDER REVIEW

CONTEXT

The Major Investigations Unit ("MIU") is a division of the Provincial Investigations Branch that provides expertise and services to the Ministry of Environment and the Conservation Officer Service("COS") at a provincial level. The MIU's responsibilities include the investigation of high profile, complex or sensitive environmental non-compliances. MIU Detective Sergeants are located at various major centers in BC.

JOB OVERVIEW

This is a senior level investigative position reporting directly to an Inspector, MIU for the province. The MIU is a plain-clothes unit whose members handle multi-faceted and complex files in all areas of the province. Members are responsible for providing major case file coordination and leading investigative teams through complex investigations of significant criminal and environmental offenses and ensure compliance with legislation, policies and other standards.

MIU members are highly adept at employing technology, critical thinking, problem solving, developing investigational plans, and leading investigational teams. They possess specialized knowledge, training, and expertise in the areas of major case management, data management, collection of evidence, preparation and execution of search warrants and other court processes.

MIU members provide expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations and human/wildlife conflicts.

This position's duties are performed with a maximum of independence and limited direction. In a dynamic and changing environment, the position analyzes trends impacting on compliance with environmental standards and regulations. The work is complex and controversial in view of the operational, economic, social and political factors associated with environmental compliance actions and carries a high consequence of error.

ACCOUNTABILITIES

1. Leads, coordinates, and supervises investigative teams in the conduct of large, complex criminal, environmental, and specialized areas of investigation, including: forest crimes (theft/arson); human

predator attacks, controlled alien species violations, Theft (forest revenue), restorative justice and civil forfeiture proceedings.

2. Reviews estimated cost benefit analysis of projects/investigations and makes operational decisions on risk tolerance (i.e. whether or not to proceed with or continue an investigation). Accounts for and tracks activities and expenditures for major investigations and projects. Manages operational budgets and approves investigational expenditures and staff overtime. Conducts fiscal analysis and forecasting for major investigations and projects.

3. Plans and leads investigators by developing and implementing work plans for a number of specialized areas of law enforcement and COS responses, including; enforcement of Controlled Alien Species legislation, Predator Attack Team response; Wildfire Act/Arson; Fraud/Theft of Provincial Revenues; BC Hydro MOU; Civil Forfeiture Proceedings; Restorative Justice forums.

4. Ensures investigative team members meet investigational standards, and holds team members accountable for their performance. This includes taking disciplinary measures in order to address situations where team members fail to meet work expectations, when required.

5. Assigns, monitors, and reviews the work of team members, and provides guidance to all assigned investigative team members. This includes the assignment of tasks, diary dates, the defining of reporting and workflow standards during investigations and projects.

6. Conducts regular briefings of investigational teams, and project teams to ensuring that the speed, flow, and direction of investigations and projects is maintained.

7. Develops methods and strategies for gathering and securing evidence; determines resource requirements, decides whether other agencies should be involved, and reviews alternatives for dealing with the potential offences (i.e. cases may involve violations of several Provincial and Federal statutes including the Criminal Code).

8. Develops sources of information within industry, First Nations communities, public associations, citizens and government agencies to identify individual/groups regarding environmental non-compliances and violations. This includes the cultivation of persons as informants and confidential informants, and ensures that all precautions and standards are met in order to protect the privacy of, the safety of, and charter rights of all persons who provide assistance and confidential information to investigators. This work carries a high consequence of error.

9. Conducts major inspections and audit activities where there is an anticipated need for investigative and enforcement services involving a variety of sectors including manufacturing, agriculture, aquaculture, waste storage, transportation and disposal, forestry, oil and gas, commercial recreation, and fish and wildlife. Participates in the development and approval of strategies and action plans to resolve non-compliances identified at a sector or industry level.

10. Evaluates evidence to determine the significance of non-compliance from the perspective of economic, public safety, environmental, conservation and public interest, and makes recommendations regarding approaches to resolve the non-compliance which can include mitigation/remediation, education, voluntary compliance, administrative penalties, stop work orders, or prosecutions.

11. Prepares detailed reports making recommendations to management, Crown Counsel, and other government agencies regarding responses to resolve non-compliance, mitigate human health, safety and environmental/conservation impacts, and satisfy public interest.

12. Advises and assists Crown Counsel in carrying out prosecution actions, including familiarizing Counsel with applicable law and investigative techniques, reviewing evidence, explaining the relevance of the evidence to crown, and providing file coordination expertise during court proceedings.

13. Attends criminal court hearings to present evidence as an expert witness; or as file coordinator who provides assistance to crown counsel in the prosecution of case in court. Acts as prosecutor and presents evidence in court as a crown prosecutor in provincial traffic court in environmental ticket matters.

14. Develops and conducts post investigative and project reviews to analyze the outcomes, successes, and failures of major investigations and projects conducted in the province. Makes recommendations for amendments to investigative standards and practises, policy, procedure, and legislation as a result.

15. Develops and provides training to staff (i.e. investigative techniques, search warrant drafting and application process, major case file management, fire cause determination, investigational standards, the development of confidential sources, legislation, policy and procedure, and specialised equipment).

16. Plans, participates in, and supervises surveillance operations. Oversees the work of surveillance teams. Ensures team members meet safety standards and current investigational standards and practises. Responsible for directing members during surveillance operations, and the submission of surveillance summary reports.

17. Plans, prepares, makes applications for, and executes Search Warrants. This work includes the allocation of resources, the assignment of roles and responsibilities, the standards for collection of evidence and reporting back by participants; communication plans; safety plans; emergency procedures. Reviews search warrant applications by peers and for general duty staff – provides expert advice in the preparation of Search Warrants and other legal processes. This work carries a high consequence of error.

18. Under emergent conditions, issues information bulletins, provides information to the media, and respond to media inquiries.

19. Researches, evaluates and recommends new intelligence methods, investigation and enforcement strategies and identifies research needs and parameters on emerging compliance and enforcement

topics (i.e. aboriginal law, jurisdictional legislation differences, and policy and agreements from other jurisdictions that affect operational enforcement and the enforcement program).

20. Through intelligence analysis advises both COS and program managers of the latest trends, developments and methods in criminal and illegal activities and proposes counter measures to improve compliance and enforcement activities. This information is used by managers to keep up-to-date on situations to assist them in improving their effectiveness

21. Develops and negotiates MOU's, enforcement protocols, joint forces operations, work plans and directs COS staff involvement to create effective partnerships with other agencies and stakeholders.

22. Mentors and assists staff at all levels including peer review of work, development and evaluation of investigative plans and approval of investigative documents, including operational plans for investigations, surveillance, execution of search warrants, controlled alien species responses; predator attack team responses.

23. Develops, implements, interprets and monitors COS operational policy and procedure on a provincial level, and identifies systemic issues within the COS, Ministry of Environment, and recommends legislative, policy and procedural solutions and improvements.

24. Maintains positive relationships with internal/external stakeholders (i.e. police, justice system authorities) and other agencies fundamental to program success.

25. Educates industry, government agencies and the public about legislation, and policy and procedures regarding compliance.

26. Represents the COS on inter-agency, inter-Ministry, interprovincial and international working groups and committees such as the Provincial File Coordinator's Committee (BC); and the Western States (Hazardous Waste) Project (western US and Canada).

27. Prepares and/or negotiates contracts and authorizes payment. (i.e. contracts for analysts, expert witnesses, consultants).

28. Researches and presents investigative reports and briefings to senior management on current law enforcement issues and programs and their social/economic impacts at regional and provincial levels.

29. Prepares Directors and Minister's briefing notes and letters for Inspectors and the Superintendent, Provincial Investigations approval.

30. Prepares Information Bulletins for release to the public and responds to inquiries. May issue information bulletins, provide information to the media, and respond to media inquiries.

31. Performs enforcement intervention when required. This may include the planned or impromptu stopping, detaining, and/or arresting of persons engaged in illegal activity. This may also include the requirement to use physical force against a person in order to detain and/or take violators into custody, ensuring that all persons who are detained or arrested have their rights under the Charter of Rights and Freedom Act protected. This work carries a high consequence of error.

32. Capable of responding to regular Conservation Officer field duties, and/or assisting in human-wildlife conflict situations. This may include the use of a wide range of field equipment and wildlife control equipment, including: ATV, boats, snowmobiles, trucks, trailers, and wildlife traps.

Required knowledge and skills:

33. Maintains a thorough knowledge and understanding of legislation, law enforcement and compliance practices, and legal requirements including;(rules of evidence, lawful searches, seizures, inspections, arrest, court procedures, overt and covert investigation methods, forensic evidence collection techniques, confidential source development and handling, preparing related legal documents, recommends charges and provides expert testimony in court and in administrative determinations (e.g. covert techniques, trends in criminal activity as they pertain to environmental issues). This requires ongoing interaction with various senior staff within provincial, federal, and international law enforcement agencies, their legal representatives and ministry legal counsel

34. Required to maintain extensive knowledge of computer operations, data base applications and operational practices to access computerized systems and manipulate data. The incumbent is also required to maintain knowledge of problem solving, analytical and interpretative methods required to evaluate and synthesize large quantities of complex, sometimes conflicting information from a variety of sources and processes in order to prepare option analyses with recommended courses of action and/or to prepare briefing materials on complex issues and politically sensitive matters for COS management.

35. Expertise in the collection and preservation of a wide range of evidence types, in adherence to standards set out in the Canada Evidence Act, and other standards for the lawful collection of evidence. This includes the collection of firearm and ballistic evidence; forensic evidence; evidence from in coroner examinations of victims; evidence from necropsies of fish and wildlife; fingerprint evidence; chemical sample analysis; biological sample analysis; DNA evidence; crime scene photography, documentary evidence, digital evidence (photos, voice, metadata), and stores and preserves evidence obtained in a manner acceptable to criminal court proceedings.

36. Provides expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of

environmental regulations, including; major case management, controlled alien species; predator attack investigations; wildfire arson/fire cause; theft of provincial revenues/fraud; illegal disposal of hazardous wastes.

37. Maintains proficiency in use of firearms, defensive tactics and surveillance equipment. Maintains proficiency in the operation and use of all COS equipment and instruments, often in adverse conditions.

38. Specialized expertise in major case management standards, digital evidence management, standards and practises for submission of electronic disclosure and electronic reports to crown counsel. Provides expert advice, direction, mentorship and assistance to the entire COS in these areas of knowledge.

JOB REQUIREMENTS

A. Diploma, certification or equivalent in a related discipline such as administrative law, investigation and enforcement, or criminology. Candidates who do not have the educational requirement may be considered if they possess extensive law enforcement work experience in a related field, such as policing or environmental law enforcement.

B. 5 years related work experience including experience with municipal, provincial or federal agency involving the development and implementation of compliance strategies, and conducting inspections to monitor regulatory compliance and/or resolving issues of non-compliance with statutes, regulations and standards,

C. Experience conducting inspections to monitor compliance and demonstrated experience conducting complex criminal investigations and taking enforcement action.

D. Satisfactory background and security screening to qualify as a Special Provincial Constable.

E. Valid B.C. driver's licence.

F. Ability to work overtime.

G. Travel required

JOB PROFILE
Position # VARIOUS

TITLE: DETECTIVE SERGEANT, SPECIAL INVESTIGATIONS UNIT **CLASSIFICATION:** U/R

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: INSPECTOR, INTELLIGENCE AND SPECIAL INVESTIGATIONS UNITS, PROVINCIAL INVESTIGATIONS

JOB OVERVIEW

This position oversees, monitors, and evaluates the field component and all aspects of covert operations and investigations within the province. This position provides expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations and human/wildlife conflicts.

ACCOUNTABILITIES

1. Advises ministry staff and other compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations.
2. Supervises and directs the implementation of Special Investigation projects throughout the province.
3. Develops and negotiates MOU's, enforcement protocols, joint forces operations, work plans and directs COS staff involvement to create effective partnerships with other agencies and stakeholders.
4. Manages operational budgets and approves investigational expenditures and staff overtime. Conducts fiscal analysis and forecasting for Special Investigations Unit operations.
5. Develops and assigns staff to assist in development of undercover operational plans. Approves plans, evaluates effectiveness and develops methods to improve outcomes. Provides input and approves to compliance reports and summaries from subordinate staff.
6. Participates in the development and approval of strategies and action plans to resolve non-compliances identified at a sector or industry level.
7. Interprets legislation, case law, policy and procedures to provide advice to COS staff, and other government agencies.
8. Develops and implements strategies to address human resource and staffing needs for all undercover operations in the province.
9. Evaluates COS undercover operations effectiveness to ensure statutory and procedural adherence. Inspects and monitors COS equipment and facilities to ensure ministry/program standards are met.
10. Develops and provides training to staff (i.e. undercover investigative techniques, search warrant drafting and application process, major case file management, development of confidential sources, legislation, policy and procedure, and specialised equipment)

Date: July 26, 2012

11. Maintains extensive knowledge of computer operations, data base applications and operational practices to access computerized systems and manipulate data.
12. Directs investigative teams involved in complex covert investigations and implements changes to investigational techniques. Interprets evidence and develops appropriate responses to correct non-compliance.
13. Participates as a covert operative in short term and long-term covert investigations within the province, and other jurisdictions provincially, inter-provincially and internationally.
14. Designs specialized undercover investigative techniques, undercover scenarios, and specialized enforcement operations.
15. Liaison with Provincial and Federal Crown prosecutors.
16. Maintain proficiency in use of firearms, defensive tactics and surveillance equipment. Maintains proficiency in the operation and use of all COS equipment and instruments, often in adverse conditions.
17. Ensures the appropriate and responsible use of tools (e.g., fire arms) when engaged in daily duties.
18. Identifies and develops candidates for the undercover program.
19. Works with, counsels and mentors sub-ordinate staff to develop personal performance planning and technical competency in undercover operations and other investigational techniques
20. Is responsible for providing direction, accountability and safety of undercover operators working in the field.
21. Maintains a thorough knowledge and understanding of legislation, law enforcement and compliance practices, and legal requirements including;(rules of evidence, lawful searches, seizures, inspections, arrest, court procedures, overt and covert investigation methods, forensic evidence collection techniques, confidential source development and handling, preparing related legal documents, recommend charges and provide expert testimony in court (e.g. covert techniques, trends in criminal activity as they pertain to environmental issues) and successfully prosecute violators.
22. Develops, implements, interprets and monitors COS operational policy and procedure on a provincial level.
23. Participates in the development and approval of strategies and action plans to resolve non-compliances identified at a sector or industry level.

JOB REQUIREMENTS

24. Bachelor's degree or technical diploma from a recognized post-secondary program in Natural Resources Law Enforcement, Natural Resources Management (e.g. fisheries, wildlife, forestry, parks, environmental sciences), Police Sciences or Criminology.
25. Completion of an accredited and recognized undercover operators course.

- 5 years related work experience including experience with municipal, provincial or federal agency involving the development and implementation of compliance strategies, and conducting inspections to monitor regulatory compliance and/or resolving issues of non-compliance with statutes, regulations and standards,

- Minimum of 2 years experience conducting complex investigations including direct involvement in undercover operations.

BEHAVIOURAL COMPETENCIES

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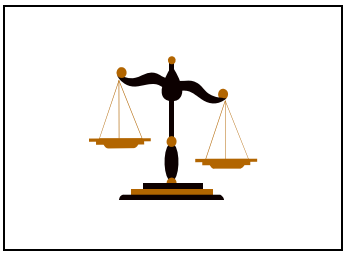
Date: July 26, 2012



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NUMBER OF PAGES:	448 - 449
REASON FOR REMOVAL:	Sections 13, 15(1)(a), 17(1)(b) and/or 22

TITLE: SGT. STAFF DEVELOPMENT, TRAINING AND RECRUITMENT **CLASSIFICATION:** U/R

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: MANAGER - STAFF DEVELOPMENT, TRAINING AND RECRUITMENT

JOB OVERVIEW

This position assists the Manager, Staff Development, Training and Recruitment in leading the development, evaluation, standardization and implementation of province-wide strategic training plans and programs to ensure staff receives optimum technical and general management skills training. Responsible for the cost effective, consistent application of standards, policies, and procedures at all program/sector service delivery locations across the province This position also assists in supporting learning to ensure that staff is provided the best opportunity to develop compliance and enforcement skills and enhance career development.

ACCOUNTABILITIES

1. Utilizes a range of analytical tools, such as needs and/or gap analysis, statistical and cost benefit analysis to analyse existing or proposed legislation, policy, programs, and business requirements and identify related operational training and budgetary implications.
2. Develops training implementation plans, including budget forecasting. Schedules and coordinates of training sessions with headquarters, regional staff, and other agencies with minimal or no supervision.
3. Supports the implementation, delivery and evaluation of current training and staff development programs and identifies technical knowledge, skills and abilities required by staff to perform current functions. Tracks results of delivery, maintain records management, and reports information accordingly.
4. Provides leadership and specialized expertise to existing in-house training programs. Conducts training and development needs analysis with subject matters resources for Conservation Officer Service staff and others designated as Auxiliary or Special Conservation Officers.
5. Provides leadership and supervises multi discipline in-service instructor cadres, providing instructor development feedback and supervisory performance updates.
6. Conducts research and analysis, to support or lead the development and establishment of training standards, lesson plans, equipment requirements and training venues aligned with occupational health and safety standards.
7. Leads project teams of professional staff, prepares project plans and advises on budgetary implications for the on-going development, implementation and evaluation of provincial curricula.
8. Conducts on site course and modular evaluations, and in collaboration with subject matter experts, revises instructional materials to meet changing group and individual needs; identifies appropriate learning activities and priorities arising from program reviews.
9. Responsible for on-site or the delegation of on-site course coordination ensuring course training standards adherence and the supervision of all rank designation candidates while on course, including Work Safe BC investigations and disciplinary incidents.

10. Conducts statistical analyses of training data and certification records, provides summary reports of emerging issues, and makes recommendations to COS executive regarding training standards, policy and procedures, and the annual training plan and budget.

11. Reviews operational training programs and evaluates the impact of training courses on performance standards, staff competence and succession planning objectives. Assesses the validity of certification standards and instructors' qualifications.

12. Provides expertise on interpretation and application of related policy, legislation and program directives.

13. Schedules and coordinates provincial training programs in collaboration with headquarters, regional staff and other agencies.

14. Develops, coordinates and evaluates in-house training courses for new conservation officers and incumbents.

15. Manages training delivery contracts including contract negotiation, selection, procurement, and administration.

16. Ensures that contracted training providers adhere to formally developed training standards and contract deliverables; conducts audits of training sessions.

17. Establishes and maintains a training resource centre by updating manuals, retaining master copies of course material and cataloguing visual aids and technical reference materials.

18. Develops and delivers specialized instructor training programs and "train the trainer" sessions. Provides technical advice and guidance to staff interested in instructor certification, training requirements and schedules.

19. Develops and employs evaluation plans, standards, research methodologies, and data analysis related to improving career progression and succession planning in the field of natural resource compliance and enforcement.

20. Testifies in judicial and quasi judicial hearings and undergoes cross-examination under oath regarding training received by conservation officers.

21. Participates in the review of COS recruitment process and provides recommendations, in coordination with Public Service Agency. Assists in the competition process, coordinates assessments, and equipment, uniforms and associated documentation.

22. Consults with and provides direction to appropriate post secondary education facility officials regarding the current hiring and skill set criteria success of graduating students within the organization.

23. Represents the program on multi-agency academic advisory boards at colleges and college-universities at resource enforcement officer association meetings.

24. Acts for the Manager, Staff Development, Training and Recruitment

25. Develops and enhances publications by writing and editing materials, determining layout, style, organization and distribution methods.

26. Plans and delivers formal presentations and training seminars to a variety of external stakeholders and internal personnel.

27. Represents the Ministry in inter-agency, inter-provincial and international committees, working groups and panels.

28. Develops and maintains effective and cooperative working relationships with internal and external stakeholders, businesses and relevant provincial, municipal and federal government partners.

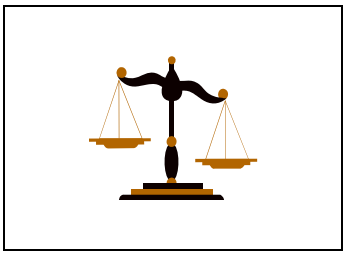
JOB REQUIREMENTS

- University degree, from a recognized university in a related discipline (e.g. environmental education, law, justice programs, adult education, natural resource or environmental management) and a minimum of two years related law enforcement experience including experience in coordination training programs; or a two year diploma in natural resource management program and five years related law enforcement experience including experience in coordinating training programs.
- Knowledge of adult education principles, concepts, methodologies and techniques, curriculum design and evaluation,
- Knowledge of provincial and federal environmental/natural resources legislation and resource management, compliance and enforcement regimes and activities, and principles of law enforcement.
- Working knowledge of business planning, and budget and contract management.
- Experience developing and evaluating standards-based curriculum.
- Experience in planning, developing and implementing training and professional development initiatives.
- Experience in leading and facilitating project teams and in working with multiple stakeholders to deliver a product, program, or service.
- Demonstrated oral and interpersonal communications skills including presentation skills.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry**.**
- Ability to use police use of force options (Issued firearms, OC spray, police baton etc.) safely.
- Ability to work independently without supervision
- Able to attain Special Provincial Constable status.
- Successful completion of PARE or POPAT
- Proof of a valid Occupational First Aid certificate (OFA) level 1 or equivalent

BEHAVIOURAL COMPETENCIES:

- **Conceptual Thinking** is the ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations. It includes using creative, conceptual or inductive reasoning or thought processes that are not necessarily categorized by linear thinking.
- **Expertise** includes the motivation to expand and use technical knowledge or to distribute work-related information to others.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate
- **Managing Organizational Resources** is the ability to understand and effectively manage organizational resources (e.g. People, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.

- **Commitment to Continuous Learning** involves a commitment to think about the ongoing and evolving needs of the organization and to learn how new and different solutions can be utilized to ensure success and move the organization forward. (Staff Development Plan via the Strategic Training Plan)
- **Analytical Thinking** is understanding a situation by breaking it apart into smaller pieces, or tracing the implications of a situation in a step-by-step way. Analytical Thinking includes organizing the parts of a problem, situation, etc., in a systematic way; making systematic comparisons of different features or aspects; setting priorities on a rational basis; identifying time sequences, causal relationships or If–Then relationships.
- **Leadership** implies a desire to lead others including diverse teams. Leadership is generally, but certainly not always, shown from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
- **Developing Others** involves a genuine intent to foster the long-term learning or development of others through coaching, managing performance and mentoring. Its focus is on developmental intent and effect rather than on a formal role of training. For this competency to be considered, the individual's actions should be driven by a genuine desire to develop others, rather than by a need to transfer adequate skills to complete tasks.



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INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

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DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	454 - 483
REASON FOR REMOVAL:	Sections 13, 15(1)(a), 17(1)(b), 17(1)(c) and/or 22

JOB PROFILE
Position #

TITLE: DETECTIVE SERGEANT INTELLIGENCE

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER DIVISION

SUPERVISOR TITLE: SUPERINTENDENT, PROVINCIAL INVESTIGATIONS

SUPERVISOR POSITION #:

JOB OVERVIEW

This position is responsible for collecting and analyzing of intelligence data collected from Ministry staff, other provincial enforcement agencies, informants, sources and external clients. This position also identifies emerging non-compliance trends and issues and makes recommendations to support and improve enforcement activities of Conservation Officer Service operations.

ACCOUNTABILITIES

- Develops and implements policies and procedures for the Intelligence Analysis Program.
- Conducts program evaluation studies by identifying program evaluation tools, developing strategies to address information gaps, and developing evaluation plans and performance indicators.
- Conducts post-investigation review undercover operations and makes recommendations for new or modified policies and procedures.
- Recommends new intelligence methods, investigation and enforcement strategies used by other enforcement jurisdictions for possible use or adaptation to COS requirements.
- Collects, analyzes and disseminates intelligence data to service regional and provincial intelligence operations and for exchange with other agencies regarding natural resources abuse.
- Identifies specific collection requirements and conducts strategic intelligence gathering and data correlation as it relates to environmental crime. Determines associations between subjects.
- Responsible for the administrative management of case files and preparation of case summaries from undercover/case officer notes. Determines extent of negative impact on the resource.
- Prepares visual presentation of data for operational planning and priority setting for the Special Investigations Unit, and regional operations generally.
- Develops and maintains a network of contacts to collect intelligence from confidential sources.
- Maintains a close working relationship with district staff and other law enforcement agencies in the collection and dissemination of criminal intelligence and co-ordination of intelligence activities.
- Coordinates provincial activities to recruit, cultivate, handle and pay confidential informants.
- Acts as the primary point of contact with other agencies and departments on intelligence matters.
- Conducts surveillance operations, profiling and targeting on known or suspected offenders.
- Interprets legislation, case law, policy and procedures and provides advice to COS staff.

Date: August 1, 2012

- Develops and provides training to staff.
- Participates as a covert operative in short term investigations. Participates as an expert criminal intelligence analytical resource on investigative project teams.

JOB REQUIREMENTS

- Bachelor's degree in a related discipline (e.g., Natural Resource Management, Fisheries Resource Management, Law Enforcement, Criminology, Environmental Science) and 2 years of related experience; or Technical diploma in natural resources law enforcement and 3 years of related experience; or an equivalent combination of experience, education and/or training.
- Knowledge of provincial and federal environmental/natural resources legislation, principles of compliance, Criminal Justice System procedures and case law, investigative and analysis techniques, project management principles, conflict resolution and law enforcement.
- Knowledge of methods, operational and strategic intelligence and the control and execution of enforcement activities, including surveillance, apprehension, detention, interview, interrogation, charging, and prosecution of suspects and the collection, handling and preservation of evidence required to coordinate and participate in intelligence operations.

BEHAVIOURAL COMPETENCIES

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Date: August 1, 2012

JOB PROFILE
Position # VARIOUS

TITLE: DETECTIVE SERGEANT, SPECIAL INVESTIGATIONS UNIT **CLASSIFICATION:** U/R

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: SUPERINTENDENT, PROVINCIAL INVESTIGATIONS

JOB OVERVIEW

This position oversees, monitors, and evaluates the field component and all aspects of covert operations and investigations within the province. This position provides expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations and human/wildlife conflicts.

ACCOUNTABILITIES

- Advises ministry staff and other compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations.
- Supervises and directs the implementation of Special Investigation projects throughout the province.
- Develops and negotiates MOU's, enforcement protocols, joint forces operations, work plans and directs COS staff involvement to create effective partnerships with other agencies and stakeholders.
- Manages operational budgets and approves investigational expenditures and staff overtime. Conducts fiscal analysis and forecasting for Special Investigations Unit operations.
- Assists in the development of provincial compliance priorities and objectives by conducting risk assessments, considering emerging trends and issues, and evaluating compliance data.
- Develops and assigns staff to assist in development of undercover operational plans. Approves plans, evaluates effectiveness and develops methods to improve outcomes. Provides input and approves to compliance reports and summaries from subordinate staff.
- Participates in the development and approval of strategies and action plans to resolve non-compliances identified at a sector or industry level.
- Researches and presents intelligence reports and briefings to senior management on current law enforcement agencies, issues and programs and their social/economic impacts at regional and provincial levels.
- Develops partnerships with industry/public associations, and government agencies to establish innovative compliance strategies, and flow of intelligence information.
- Interprets legislation, case law, policy and procedures to provide advice to COS staff, and other government agencies.

Date: July 26, 2012

- Develops and implements strategies to address human resource and staffing needs for all undercover operations in the province.
- Evaluates COS undercover operations effectiveness to ensure statutory and procedural adherence. Inspects and monitors COS equipment and facilities to ensure ministry/program standards are met.
- Develops and provides training to staff.
- Directs investigative teams involved in complex covert investigations and implements changes to investigational techniques. Interprets evidence and develops appropriate responses to correct non-compliance.
- Participates as a covert operative in short term and long-term covert investigations within the province, and other jurisdictions provincially, inter-provincially and internationally.
- Designs specialized undercover investigative techniques, undercover scenarios, and specialized enforcement operations.
- Liaison with Provincial and Federal Crown prosecutors.
- Maintain proficiency in use of firearms, defensive tactics and surveillance equipment. Maintains proficiency in the operation and use of all COS equipment and instruments, often in adverse conditions
- Represents the ministry as ad hoc legal counsel in administrative hearings.

JOB REQUIREMENTS

- Bachelor's degree or technical diploma from a recognized post-secondary program in Natural Resources Law Enforcement, Natural Resources Management (e.g. fisheries, wildlife, forestry, parks, environmental sciences), Police Sciences or Criminology.
- Completion of an accredited and recognized undercover operators course.
- 5 years related work experience including experience with municipal, provincial or federal agency involving the development and implementation of compliance strategies, and conducting inspections to monitor regulatory compliance and/or resolving issues of non-compliance with statutes, regulations and standards,
- Minimum of 2 years experience conducting complex investigations including direct involvement in undercover operations.

BEHAVIOURAL COMPETENCIES

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Date: July 26, 2012

JOB PROFILE
Position # Various

TITLE: DETECTIVE SERGEANT, COMMERCIAL ENVIRONMENTAL INVESTIGATIVE UNIT

CLASSIFICATION: U/R

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: SUPERINTENDENT, PROVINCIAL INVESTIGATIONS

JOB OVERVIEW

This position oversees, monitors and evaluates the CEIU field component and all aspects of complex environmental investigations undertaken within the province by the CEIU and provides technical, legal, policy and procedural advice to ministry staff and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigative techniques used to ensure compliance and obtain evidence of major violations of environmental legislation.

ACCOUNTABILITIES

- Maintains thorough knowledge and understanding of legislation, law enforcement and compliance practices, and legal requirements. Recommends charges and provides expert testimony in court and administrative determinations
- Plans and leads investigations of businesses, agencies, and individuals who are in major non-compliance with provincial environmental legislation, including the collection of evidence.
- Develops and implements investigative work plans. Manages operational budgets and monitors CEIU investigational expenditures, approves staff overtime and has full spending authority within a budget.
- Develops investigative strategies and reports and identifies and field tests new techniques and innovative approaches for consideration for provincial application.
- Develops sources of information to identify individual/groups who are contravening environmental regulations.
- Conducts and evaluates surveillance to gather information and determine validity and credibility.
- Obtains and executes search warrants on buildings, residences, government and/or corporate offices, and ensures the security and continuity of evidence.
- Arrests violators ensuring rights under the Charter of Rights and Freedom Act are protected.
- Conducts bail hearings involving arrested individuals and the conditions of their release.
- Interprets legislation, case law and evidence to implement appropriate responses to correct non-compliance and provides interpretation of legislation, case law, policy and procedures to provide advice to staff, including officers and technical/biological staff.

Date: July 26, 2012

- Evaluates evidence to determine the significance of non-compliance and makes recommendations regarding approaches to resolve the non-compliance.
- Advises and assists Crown Counsel in carrying out prosecution actions, including familiarizing Counsel with applicable law and investigative techniques.
- Liaises with other government and enforcement agencies, participates on joint-agency investigations.
- Supports major inspection and audit activities where there is an anticipated need for investigative and enforcement services involving a variety of sectors.
- Contributes information to support the development of compliance reports and summaries as part of a Ministry or inter-agency team. Develops and conducts post investigative reviews and evaluations.
- Educates industry, government agencies and the public about legislation, and policy and procedures regarding compliance.
- Prepares Directors and Minister's briefing notes and letters for Superintendent, Provincial Investigations approval.
- Prepares Information Bulletins for release to the public and responds to inquiries. May issue information bulletins, provide information to the media, and respond to media inquiries.
- Develops and provides training to staff.
- Researches and presents intelligence reports and briefings to senior management on current law enforcement issues and programs and their social/economic impacts at regional and provincial levels.
- Participates in prosecutions in provincial traffic court as a prosecutor in environmental ticket matters.

JOB REQUIREMENTS

- Bachelor's degree or technical diploma from a recognized post-secondary program in Natural Resources Law Enforcement, Natural Resources Management (e.g. fisheries, wildlife, forestry, parks, environmental sciences), Police Sciences or Criminology.
- 5 years of related work experience, including experience with a municipal, provincial or federal agency in the development and implementation of compliance strategies, conducting inspections to monitor regulatory compliance, and demonstrated experience conducting complex investigations, including enforcement action to resolve issues of non-compliance with statutes, regulations and standards.

BEHAVIOURAL COMPETENCIES

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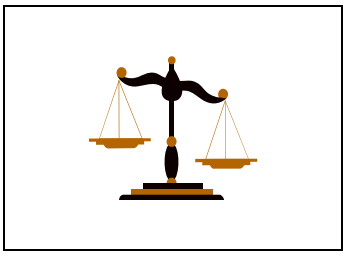
Date: July 26, 2012



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

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NUMBER OF PAGES:	490 - 491
REASON FOR REMOVAL:	Section 15(1)(a)

JOB PROFILE
Position #

TITLE: DETECTIVE SERGEANT INTELLIGENCE

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER DIVISION

SUPERVISOR TITLE: SUPERINTENDENT, PROVINCIAL INVESTIGATIONS

SUPERVISOR POSITION #:

JOB OVERVIEW

This position is responsible for collecting and analyzing of intelligence data collected from Ministry staff, other provincial enforcement agencies,, informants, sources and external clients. This position also identifies emerging non-compliance trends and issues and makes recommendations to support and improve enforcement activities of Conservation Officer Service operations.

ACCOUNTABILITIES

- Develops and implements policies and procedures for the Intelligence Analysis Program.
- Conducts program evaluation studies by identifying program evaluation tools, developing strategies to address information gaps, and developing evaluation plans and performance indicators.
- Conducts post-investigation review undercover operations and makes recommendations for new or modified policies and procedures.
- Recommends new intelligence methods, investigation and enforcement strategies used by other enforcement jurisdictions for possible use or adaptation to COS requirements.
- Collects, analyzes and disseminates intelligence data to service regional and provincial intelligence operations and for exchange with other agencies regarding natural resources abuse.
- Identifies specific collection requirements and conducts strategic intelligence gathering and data correlation as it relates to environmental crime. Determines associations between subjects.
- Responsible for the administrative management of case files and preparation of case summaries from undercover/case officer notes. Determines extent of negative impact on the resource.
- Prepares visual presentation of data for operational planning and priority setting for the Special Investigations Unit, and regional operations generally.
- Develops and maintains a network of contacts to collect intelligence from confidential sources.
- Maintains a close working relationship with district staff and other law enforcement agencies in the collection and dissemination of criminal intelligence and co-ordination of intelligence activities.
- Coordinates provincial activities to recruit, cultivate, handle and pay confidential informants.
- Acts as the primary point of contact with other agencies and departments on intelligence matters.
- Conducts surveillance operations, profiling and targeting on known or suspected offenders.

Date: November 27, 2012

- Interprets legislation, case law, policy and procedures and provides advice to COS staff.
- Develops and provides training to staff.
- Participates as a covert operative in short term investigations. Participates as an expert criminal intelligence analytical resource on investigative project teams.

JOB REQUIREMENTS

- Bachelor's degree in a related discipline (e.g. Natural Resource Management, Fisheries Resource Management, Law Enforcement, Criminology, Environmental Science) and 2 years related experience; or Technical diploma in natural resources law enforcement and 3 years related experience; or an equivalent combination of experience, education and/or training.
- Knowledge of provincial and federal environmental/natural resources legislation, principles of compliance, Criminal Justice System procedures and case law, investigative and analysis techniques, project management principles, conflict resolution and law enforcement.
- Knowledge of methods, operational and strategic intelligence and the control and execution of enforcement activities, including surveillance, apprehension, detention, interview, interrogation, charging, and prosecution of suspects and the collection, handling and preservation of evidence required to coordinate and participate in intelligence operations.

BEHAVIOURAL COMPETENCIES

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Date: November 27, 2012

Dunn, Jennifer LCTZ:EX

From: Farynuk, Barry ENV:EX
Sent: Tuesday, July 31, 2012 12:47 PM
To: Martin, Samantha PSA:EX
Subject: FW: Job Profile-S/Sgt Q & A and Professional Standards

Importance: High

Hi Sam. Great call today. Here's the JD I have for the Staff Sergeant S22 Quality and Assurance. Thanks again.

Bart

Chief Superintendent Barry Farynuk
Provincial Operations | Conservation Officer Service | Ministry of Environment
#401-333 Victoria Street Nelson BC V1L 4K3
Phone: (250) 354-6336 Fax: (250) 354-6277

From: Farynuk, Barry ENV:EX
Sent: Wednesday, January 19, 2011 9:12 AM
To: Clark, Tom D ENV:EX; Illi, Ed ENV:EX; Sundquist, Lance ENV:EX
Subject: Job Profile-S/Sgt Q & A and Professional Standards
Importance: High

Hi Tom. As per your request, please find attached the job profile for the S/Sgt S22 position that you requested in order to obtain DM approval for posting. Mike has agreed to assist with this competition, so in order to squeeze it in before he retires (Feb. 25), we will need to expedite.
Also, FYI I will be proceeding with obtaining DM approval via yourself for the FSJ Sgt position as well. Ed, Lance and I discussed this one and agreed that there is no risk or cost to the COS and since we canvassed our current list, and there were no takers, and there's no one WFA'd in the area, the next step is to proceed to external competition. I will task Insp. Ginter with this in concert with PSA.

Thanks,
Bart

CO Qual_JD_18 Feb 10v4.docx

Chief Superintendent Barry Farynuk
Provincial Operations | Conservation Officer Service | Ministry of Environment
#401-333 Victoria Street Nelson BC V1L 4K3
Phone: (250) 354-6336 Fax: (250) 354-6277

POSITION DESCRIPTION
Ministry of Environment
Conservation Officer Service

POSITION TITLE:	Conservation Officer - Quality Assurance & Professional Standards	POSITION NUMBER(S):	
DIVISION: (e.g., Division, Region, Department)	Compliance Division		
UNIT: (e.g., Branch, Area, District) APPROVED CLASSIFICATION	Conservation Officer Service	LOCATION: CLASS CODE	
SUPERVISOR'S TITLE:	Chief Conservation Officer	POSITION NUMBER	0039359
SUPERVISOR'S CLASSIFICATION:	ML 8	PHONE NUMBER:	250-391-2336

PROGRAM

Ministry of Environment, Conservation Officer Service - The Ministry of Environment provides leadership in environmental management through innovative legislation and programs, compliance activities and shared stewardship initiatives. The ministry's mandate is to protect human health and safety, and maintain and restore the diversity of native species, ecosystems and habitats in British Columbia.

The Conservation Officer Service (COS) is the enforcement program of the Ministry of Environment. The COS is involved in outreach and education, compliance monitoring and verification, public reporting, investigations and enforcement actions in order to achieve compliance with environmental regulations/standards under provincial and federal legislation,. The COS supports all divisions within the ministry and through Service Agreements and Memoranda of Understanding, works on behalf of other agencies (provincial, federal and municipal) requiring environmental compliance and enforcement services.

The COS works with industry, public associations, members of the public, First Nations peoples, RCMP, other law enforcement and government agencies to promote the protection of human health and safety, strengthen industry's sustainability by preventing unfair competition, sustain biodiversity and natural resource, protect commercial and recreational opportunities, and generate public and private sector revenue.

The quality assurance program, under the direction of the Chief Conservation Officer, reviews operational practices and programs for the purpose of improving quality of service delivery. An effective quality assurance program assists in reducing liability to government and increases public trust and confidence in the Conservation Officer Service's ability to fulfil its mandate, ensuring that the highest level of service is provided on behalf of the government of British Columbia.

PURPOSE OF POSITION

To coordinate and lead the quality assurance program. The position will conduct quality assurance inspections and evaluate unit/zone compliance with legal requirements, government and agency policies, procedures and standards to ensure and improve accountability and professional standards within the Conservation Officer Service and recommend operational and strategic direction to the Chief Conservation Officer by identifying the liability and risk to government which the public sector is exposed to by virtue of agency assets, programs and operations.

NATURE OF WORK AND POSITION LINKS

This is a senior level position reporting directly to the Director of Enforcement - Chief Conservation Officer. This position's duties are performed with a maximum of independence. In a dynamic and changing environment, the position conducts unit/zone quality assurance inspections and analyzes staff compliance with legal requirements, government, ministry and agency policies, procedures and standards. The work can be complex and controversial in view of the operational, economic, social and political factors associated with environmental compliance and law enforcement.

The incumbent must develop and maintain a high level of knowledge, skill and ability in all aspects of the program's delivery. The position requires and in-depth knowledge of legislation, regulations and policy and procedures, and is expected to authoritatively respond with knowledge, expertise and astute professional judgement. Demonstrates high level of interpersonal judgement and investigative skills.

The incumbent must be able to communicate effectively both verbally and in writing in order to gather information, write analytical reports and present findings and/or propose solutions as well as to promote awareness and participation.

The position educates staff and advises field supervisors and senior managers on mitigating risk and reducing liability to government and the agency.

Position Links:

- Executive Director, Compliance Division – as directed provides updates and responds to executive requests regarding quality assurance, levels of risk and status of program 'Complaints of Officer Conduct'.
- Chief Conservation Officer – as directed, manages quality assurance/audit activities, identifies areas of risk for COS and coordinates 'Complaints of Officer Conduct' program.
- Superintendent Provincial Investigations – per direction of the Chief Conservation Officer, forward issues discovered during quality assurance inspections to the Superintendent identifying actions that require investigation into an Officer's conduct.
- COS Management Team – working as subject matter expert, provides guidance and recommendation to COS managers on the results and levels of risk of the activities of the COS.
- Other Law Enforcement Agencies – working with provincial and federal law enforcement agencies, provincial government Compliance and Enforcement programs, represents the COS on boards and at joint meetings; and ensures compliance with direction by BC Police Board and BC Chiefs of Police.
- Public Service Agency – working with PSA ensuring specific policies and procedures meet government audit and quality assurance standards.
- Employees – working as subject matter expert, coaches and mentors staff on delivering the highest standard of service, minimizing the level of risk that the COS is exposed to, and guiding officer conduct.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

1. Plans, coordinates, leads and implements the quality assurance program for the Conservation Officer Service (60%).
    - Plans, coordinates, leads and conducts quality assurance operations audits of COS unit or field offices throughout the province;
    - Prepares quality assurance audit reports evaluating and analyzing the results of unit/zone inspections identifying gaps in procedures and standards, identifying areas of compliance and noncompliance with procedures and standards, and makes recommendations to the Chief Conservation Officer;
    - Reviews the results and recommendations of quality assurance inspections with field supervisors and provides coaching promoting a better understanding of the Field Supervisor/Sergeant's role in maintaining a professional law enforcement agency;
    - Evaluates practices and program delivery methods determining whether the COS mandate has been properly carried out relative to legislation, policy and standards;
    - Identifies learning opportunities for staff;
    - Provides a basis for informed Senior Management Team decision making which may have significant impact on staff, clients and communities served by the COS; and
    - Works with Headquarters staff to ensure the results and recommendations of the quality assurance program are integrated into COS service delivery and future strategic direction.

2. Prepares expert advice on risk management best practices, procedures and standards as identified through quality assurance audits (20%).
    - Reviews risk management concerns, recommends risk transfer where applicable, researches solutions and estimates impact on the COS relating to service delivery and budget;
    - Reviews and evaluates program content, identifying gaps in coverage, areas where coverage requires modification and making recommendations to the Chief Conservation Officer;
    - Provides advice to Senior Management and assists in the development of COS operational policies, procedures and standards;
    - Liaises and coordinates with other COS Headquarters programs (Training, Policy & Procedure) to ensure timely and accurate implementation of best business practices; and
    - Participates in the COS continuous improvement program either through liaison with or as a member of the Continuous Improvement Team.

3. Reviews and analyzes resolutions of informal public complaints of a Conservation Officer's behaviour (10%).
    - Develop and manage on behalf of the COS an Officer Complaint Program that links the *Environmental Management Act* Conservation Officer authorities as well as Police Act Special Constable appointment authorities with the Provincial Police Complaint Board.
    - Liaises with the Superintendent, Provincial Investigations on internal investigations ensuring timely and accurate information is available for investigations.
    - Reviews the resolutions of public complaints received under the 'Complaints of Officer Conduct' program, making recommendations on future actions.

4. Other related duties (10%);
    - Participates on COS staffing actions;
    - Participates in field CO activities conducting human/wildlife safety response or environmental law enforcement duties;
    - Assesses operational retention to determine and confirm issues for retention, and determine solutions that may include training, professional and competency development.
    - Develops and delivers education sessions on the quality assurance program.

FINANCIAL RESPONSIBILITY

Manages operating budget 15k & provides quality assurance analysis of COS unit or zone operating expenditures.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff		
Supervises staff through subordinate supervisors		

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role		# of FTE's	Role		# of FTE's
Supervises students or volunteers	☐		Provides formal training to other staff	☒	20
Lead project teams	☒	2	Assigns, monitors and examines the work of staff		

SPECIAL REQUIREMENTS

- Class 5 Driver's license;
- Satisfactory background and security check to qualify as Conservation Officer and Special Provincial Constable;
- Satisfactory medical examination and psychological testing;
- Pass COS physical abilities (PATCO) test (new hires);
- Maintain firearms and control tactics proficiencies via certification processes; and
- Meet standards of deportment.

TOOLS / EQUIPMENT

- Computer, PDA, scanner, printer
- Telecommunications – VHF radios, satellite phones
- Firearms
- 4x4 vehicles
- Boats, ATV's, snowmobiles
- Audio/visual equipment

WORKING CONDITIONS

- The work involves a considerable amount of time working within an office environment. Office work may be up to 95% of the position's time.
- The work requires working in a variety of conditions ranging from multi-disciplinary teams to working alone. The position is subject to minimal supervision and relies heavily on self motivation.
- The work will require extensive travel throughout the province. Travel may be up to 30% of the position's time.

WORK EXAMPLES

COMMENTS

PREPARED BY

NAME:	DATE:	
M. Krause	18 February 2010	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: **(Date)**.
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:

ORGANIZATION CHART

Doug Konkin, Deputy Minister

Tom Clark, Executive Director, Compliance Division, ML 9, 00080346

Ed Illi, Director of Enforcement, Conservation Officer Service, ML 8, 00039359

CO Quality Assurance & Professional Standards, CO 24/27, Position Number

STAFFING CRITERIA

Education/Experience:

- Technical diploma in natural resources law enforcement and 10 years related experience, including 3 years as a supervisor; or
- Bachelor's degree in a related discipline and 7 years related experience, including 3 years as a supervisor; or
- Equivalent combination of experience, education and/or training.

Examples of degrees and diplomas include the appropriate combination of the following:

- Natural Resource Management
- Fisheries Resource Management
- Law Enforcement
- Criminology

Related experience means experience involving the development and implementation of compliance strategies, inspections to confirm regulatory compliance, investigations and enforcement to resolve non-compliance.

Knowledge:

- Comprehensive knowledge of the principles of law enforcement quality assurance programs.
- Comprehensive knowledge of law enforcement legal requirements and government, ministry and agency policies, procedures and standards.
- Thorough knowledge of provincial and federal environmental, natural resources and public safety legislation.
- Thorough knowledge of the principles of compliance and enforcement.
- Thorough knowledge of the Police Act of BC and Code of Conduct Regulation.
- Thorough knowledge of the Criminal Justice System, procedures and case law.
- Thorough knowledge of investigative techniques including collection of evidence, search and seizure, surveillance, occurrence report writing and preparation of Reports to Crown Counsel.
- Working knowledge of supervision, collective agreements and human resource policies.
- Knowledge of the principals of group dynamics, mediation, conflict resolution, motivation and human behaviour.

Skills and Abilities:

- Excellent written and verbal communication skills.
- Ability to function independently and within a team environment.
- Demonstrated ability to conduct sensitive and fact finding interviews and research to gather facts, draw conclusions and make recommendations.
- Ability to develop and maintain effective relationships within the agency, with other law enforcement and government agencies to meet program objectives and influence outcomes.
- Ability to prioritize, organize and manage a workload of concurrent multi-initiatives with changing deadlines, emerging issues and conflicting demands.
- Demonstrated ability to foster the long-term learning or development of others through coaching.

COMPETENCIES

Analytical Thinking

Developing Others

Expertise

Flexibility

Holding People Accountable

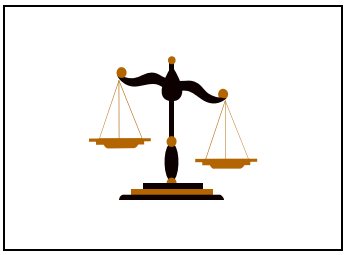
Information Seeking

Leadership

Organizational Commitment

Relationship Building

Teamwork and Co-operation



Information Access Operations

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NUMBER OF PAGES:	502 - 518
REASON FOR REMOVAL:	Sections 13, 15(1)(a), 17(1)(b) and/or 17(1)(c)

Dunn, Jennifer LCTZ:EX

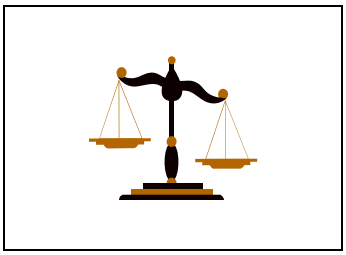
From: Struthers, Darryl J ENV:EX
Sent: Tuesday, July 24, 2012 3:21 PM
To: Martin, Samantha PSA:EX; Canuel, Aaron ENV:EX; Cox, David ENV:EX; Dahl, RK ENV:EX; Farynuk, Barry ENV:EX; Halls, Lori D ENV:EX; Melderis, Martin W ENV:EX
Subject: Professional Certification Info - Wiki Info

Quickly found this link about Professional Certification – under Economic development, it list certification for law enforcement thru the Commission on Accreditation for Law Enforcement Agencies.

http://en.wikipedia.org/wiki/Professional_certification

I will have to read thru it later.

Sergeant Darryl J. Struthers
North Coast Zone |Conservation Officer Service | Ministry of Environment
104 - 3220 Eby Street Terrace, BC V8G 5K8
Phone: (250) 638-6534 Fax: (250) 638-6539



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NUMBER OF PAGES:	520 - 524
REASON FOR REMOVAL:	Sections 13 and/or 15(1)(a)

JOB PROFILE
Position #VARIOUS

TITLE: CONSERVATION OFFICER | **CLASSIFICATION: UNDER REVIEW**

MINISTRY: ENVIRONMENT | **WORK UNIT: CONSERVATION OFFICER SERVICE**

SUPERVISOR TITLE: SERGENT | **SUPERVISOR POSITION #: VARIOUS**

JOB OVERVIEW

This position plans and conducts investigations and implements measures to address regulatory and criminal non-compliance, plans and participates in compliance activities, delivers a human/wildlife conflict program, and educates the public, industry and stakeholders about environmental legislation and methods to reduce human/wildlife conflicts.

ACCOUNTABILITIES

- Plans and conducts investigations to resolve non-compliance with environmental standards and regulations.
- Develops and implements investigative work plans ensuring that investigative techniques are appropriate, efficient and effective to meet demands. Develops investigative strategies and reports for major investigations.
- Develops sources of information to identify individuals/groups who are deliberately contravening environmental regulations.
- Develops partnerships to establish innovative compliance approaches, and establish new policies to resolve human/wildlife conflict control strategies.
- Educates industry, government agencies and the public about legislation, policies and procedures regarding investigations and participate in programs to promote compliance.
- Conducts surveillance and evaluates information to determine validity and credibility of information, including attending Coroner autopsy to collect evidence related to wildlife attacks on humans and provide expertise to Coroner.
- Makes recommendations to management, Crown Counsel and other government agencies to resolve non-compliance, mitigate impacts, and satisfy public interest.
- Conducts arrests of violators found committing offences or on outstanding warrants ensuring the arrested person's rights under the *Charter of Rights and Freedom Act* are maintained.
- Interprets legislation, case law and evidence to implement appropriate responses. Advises and assists Crown Counsel in carrying out prosecution actions. Acts as a prosecutor for Provincial Violation Ticket disputes.
- Prepares and executes search warrants to obtain and ensure security and continuity of evidence.

Date: November 27, 2012

- Liaises with other government and enforcement agencies and participates on joint agency investigations.
- Provides legal interpretations and technical investigative advice to officers and technical/biological staff and other agencies.
- Prepares and serves legal documents related to COS mandate (summonses, Appearance Notices, etc.)
- Develops and implements compliance assessment plans independently or as part of a team. Drafts compliance reports and summaries for supervisory approval.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action, and identifies and field tests new techniques and approaches for consideration for regional/provincial application.
- Prepares Minister Briefing Notes, Information Bulletins for release to the public, providing information to the media and responding to inquiries from the public. May act as the Regional Spokesperson.
- Acts as a regional trainer, e.g. decoy operations, firearms, boat operations, wildlife attack.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- May conduct undercover or duties associated to covert operations.
- Provides first responder and other assistance to the general public, other provincial and federal government agencies and ministries, and the police in accordance with COS policies and procedures.
- Undertakes enforcement duties pursuant to the Criminal Code in accordance with COS policies and procedures.

JOB REQUIREMENTS

- University degree or technical diploma in a related discipline (law, justice programs, natural resource of environmental management) and a minimum of 3 years of experience in a compliance or enforcement or regulatory environment that required the completion of investigations and resulted in the imposition of penalties or sanctions. Or, an equivalent combination of education and related experience. Related experience means involvement in the development and implementation of compliance strategies, monitoring and inspections to confirm regulatory compliance, investigations and enforcement to resolve issues of non-compliance.
- Thorough knowledge of provincial and federal environmental/natural resources legislation, of the principles of the Field of Law Enforcement including but not limited to forensics, court processes and procedures, and arrest, and of investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the principles of compliance the development of compliance strategies, inspection and audit techniques, and the principles of project management and techniques.
- General knowledge of environmental values and issues within British Columbia.

Date: November 27, 2012

BEHAVIOURAL COMPETENCIES

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Date: November 27, 2012

JOB PROFILE
Position #VARIOUS

TITLE: SEASONAL CONSERVATION OFFICER

CLASSIFICATION: UNDER REVIEW

MINISTRY: MINISTRY OF ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: CONSERVATION OFFICER

SUPERVISOR POSITION #: VARIOUS

JOB OVERVIEW

This position plans and conducts investigations and implements measures to address regulatory and criminal non-compliance, plans and participates in compliance activities, delivers a human/wildlife conflict program, and educates the public, industry and stakeholders about environmental legislation and methods to reduce human/wildlife conflicts.

ACCOUNTABILITIES

- Conducts patrols and inspections to verify compliance and take enforcement action where appropriate.
- Provides support to regular members of the COS acting as a First Responder to collect time sensitive evidence.
- Ensures investigative techniques are appropriate, efficient and effective to meet the demands.
- Develops sources of information to identify individuals/groups who are deliberately contravening environmental regulations.
- Develops partnerships to establish innovative compliance approaches, and to establish new policies to resolve human/wildlife conflict control strategies.
- Educates industry, government agencies and the public about legislation, policies and procedures regarding investigations and participate in programs to promote compliance.
- Conducts surveillance and evaluates information to determine validity and credibility of information, including attending Coroner autopsy to collect evidence related to wildlife attacks on humans and provide expertise to Coroner.
- Makes recommendations to management, Crown Counsel and other government agencies to resolve non-compliance, mitigate impacts, and satisfy public interest.
- Conducts arrests of violators found committing offences or on outstanding warrants ensuring the arrested person's rights under the *Charter of Rights and Freedom Act* are maintained.
- Interprets legislation, case law and evidence to implement appropriate responses. Advises and assists Crown Counsel in carrying out prosecution actions. Acts as a prosecutor for Provincial Violation Ticket disputes.
- Supports development of compliance assessment plans and drafts compliance reports and summaries for approval by the supervisor independently or as part of a ministry or inter-agency team.

Date: November 27, 2012

- Provides legal interpretations and technical investigative advice to officers and technical/biological staff and other agencies.
- Prepares and assists with the execution of search warrants to obtain and ensure the security and continuity of evidence.
- Liaises with other government and enforcement agencies and participates on joint agency investigations.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action and identifies and field tests new techniques and approaches for consideration for regional/provincial application.
- Prepares Minister Briefing Notes, Information Bulletins for release to the public, providing information to the media and responding to inquiries from the public.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- May conduct undercover or duties associated to covert operations.

JOB REQUIREMENTS

- University degree or technical diploma in a related discipline (law, justice programs, natural resource of environmental management) and a minimum of 2 years of experience in a compliance or enforcement or regulatory environment that required the completion of investigations and resulted in the imposition of penalties or sanctions. Or, an equivalent combination of education and related experience. Related experience means involvement in the development and implementation of compliance strategies, monitoring and inspections to confirm regulatory compliance, investigations and enforcement to resolve issues of non-compliance.
- Thorough knowledge of the principles of the Field of Law Enforcement including but not limited to forensics, court processes and procedures, and arrest, as well as investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the principles of compliance and the development of compliance strategies, inspection and audit techniques, project management and techniques
- General knowledge of environmental values and issues within British Columbia.

BEHAVIOURAL COMPETENCIES

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Date: November 27, 2012

JOB PROFILE
Position #

TITLE: SERGENT

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: INSPECTOR

SUPERVISOR POSITION #:

JOB OVERVIEW

This position manages the COS program at the field level to ensure that service plan and zone work plan objectives, policies, procedures, and legal requirements are met. Supervises a staff of District Conservation Officers to address regulatory and criminal non-compliance issues and to mitigate/remediate impacts upon human health/safety and the environment by providing technical advice and guidance to ministry staff and other government agencies regarding compliance assessments, investigations, and resolution of non-compliance.

ACCOUNTABILITIES

- Establishes priorities including compliance activities, investigations, and human/wildlife conflict activities in accordance with service plan priorities and develops the unit work plan for approval by the Inspector.
- Monitors and evaluates implementation of zone work plans and makes necessary changes on an ongoing basis to reflect changing priorities and work load pressures.
- Reviews and approves files and legal reports to ensure completeness and confirm investigative techniques are appropriate, lawful, and within policy and procedures of the ministry. Involves and liaises with Crown Counsel within this capacity.
- Reviews, modifies, and approves investigative strategies for major investigations involving other governments, crown corporations, First Nations and those involving significant environmental or human health impacts.
- Resolves administrative and legal issues by providing interpretation and advice to staff regarding legislation, case law, policy and procedures.
- Directs investigative teams involved in complex investigations and implements changes to investigational techniques to meet dynamic and changing conditions. Recommends and implements specialized investigative techniques and enforcement operations for approval of the Inspector.
- Develops strategies and evaluates trends to improve productivity and effectiveness of the program related to compliance assessment activities, enforcement actions, and human/wildlife conflicts.
- Approves action plans to resolve issues of non-compliance.
- Writes, reviews, or provides input to compliance reports, investigative reports, or operational policy and procedure either independently or as part of a ministry or inter-agency team.
- Oversees inspections of a variety of sectors.

Date: November 27, 2012

- Develops partnerships with industry, public associations, and government agencies to establish innovative compliance approaches and leads/participates on joint agency investigations.
- Informs and educates industry, government agencies and the public about environmental legislation, case law, and policies/procedures to promote compliance activities.
- Conducts work place risk assessments and monitors worker safety to ensure compliance with related policy and procedures.
- Leads and directs activities of two to nine subordinate staff within a zone (two to four districts). Works directly with staff to develop employee performance and development plans and evaluates staff performance.
- Participate on hiring panels, and assists with recruitment and deployment of staff.
- Acts as a prosecutor for Provincial Violation Tickets.
- Provides formal and informal training including providing advice and legal interpretation to other officers and technical/biological staff.
- Provides day to day supervision of administrative support staff.
- Conducts duties associated to covert operations, compliance inspections, and undertakes enforcement duties pursuant to the Criminal Code of Canada in accordance with CO Service policies and procedures.
- Provides first responder and other assistance to the general public, other provincial and federal government agencies and the police in accordance with CO Service policies and procedures.
- Responds to environmental emergencies and provides assistance to the police and Provincial Emergency Program in search and rescue operations.
- Responsible for COORS data entry/integrity and associated Ministry data entry and recording and tracking information associated with performance measures.

JOB REQUIREMENTS

- University degree or technical diploma from a recognized program in environmental law enforcement or renewable resources management.
- 5 years of related work experience in the field of compliance or enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (eg. Issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions); including 2 years of supervision experience within a large geographically dispersed organization while planning, organizing, directing, monitoring and evaluating programs and human resources, or
- 7 years of related work experience in the field of compliance and enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (eg. Issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions), or
- An equivalent combination of education and related experience.
- Thorough knowledge of provincial and federal environmental/natural resources legislation, principles of compliance and enforcement including but not limited to forensics, court processes and procedures, and arrest, compliance and enforcement and the development of compliance strategies, Criminal

Justice System, procedures and case law and investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.

- Knowledge of the fundamentals of supervision, inspection and audit techniques, and project management principles and techniques.
- General knowledge of environmental values and issues within British Columbia.

BEHAVIOURAL COMPETENCIES

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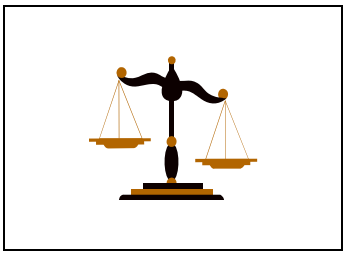
Date: November 27, 2012



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	533 - 686
REASON FOR REMOVAL:	Sections 13, 15(1)(a), 17(1)(c) and/or 22

POSITION DESCRIPTION
Ministry of Environment

POSITION TITLE:	Inspector, Staff Development, Training and Recruiting	POSITION NUMBER(S):	00039115
DIVISION: (e.g., Division, Region, Department)	BC Parks and Conservation Officer Service Conservation Officer Service		
UNIT: (e.g., Branch, Area, District)	Enforcement	LOCATION:	Victoria
SUPERVISOR'S TITLE:	Chief Superintendent, Program Governance	POSITION NUMBER:	00039089
SUPERVISOR'S CLASSIFICATION:	Business Leadership	PHONE NUMBER	250-751-3119
FOR AGENCY USE ONLY		NOC CODE:	
APPROVED CLASSIFICATION:		CLASS CODE:	
ENTERED BY:		PHONE NUMBER:	

PROGRAM

The Conservation Officer Service (COS) is a Tier 1 natural resource law enforcement agency that responds to medium, high and unknown risk situations that involve enforcement and public safety and require the use of specialized tools and training. The COS delivers a range of compliance and enforcement services, including investigations and enforcement actions in relation to 33 federal and provincial statutes. The COS is responsible for delivering a human/wildlife conflict response and reduction program.

The COS is divided into three key groups, Program Governance, Field Operations and Provincial Investigations. All groups work closely with other government stakeholders in the natural resource sector.

PURPOSE OF POSITION

The Inspector, Staff Development, Training and Recruiting is responsible for meeting current and future human capital needs by:

- Leading the development and implementation of province-wide strategic training plans and programs.
- Managing and coordinating solutions – including training, reviewing performance, accessing personnel files, and providing recommendations, including corrective actions.
- Delivering a legal updates program to meet lawful requirements to ensure currency with evolving law.
- Managing hiring and retention staff.
- Providing a leadership role in the management and implementation of multi-jurisdiction training and establishment and maintenance of standards.
- Developing and leading a team of trainers.

NATURE OF WORK AND POSITION LINKS

The Inspector leads the interpretation and evaluation of legislation to determine training, recruitment and professional development requirements, evaluations and standards, and manages the development of training policies and procedures to ensure consistency with legislation, enforcement methods, government recruitment, retention and succession directives, and safety standards. The position manages the development, implementation and evaluation of a range of enforcement, compliance, investigative, human/wildlife conflict response and reduction, and emergency training programs and policies. The position identifies core competencies based on current position requirements, and manages training

functions to address mandatory competencies.

The Inspector works independently, and in cooperation with subject matter experts such as other conservation officers and senior professionals from both post-secondary institutions and law enforcement agencies. The position identifies objectives and develops long-term business training projects and other initiatives. As the nature of compliance and enforcement work entails a diverse range of skills, the Inspector must prioritize and manage a range of competing training (e.g., policy interpretation and application, fire arms, compliance, public safety and use-of-force), recruitment, staff development and policy issues. The Inspector also works with other law enforcement agencies, and requires enhance security clearance.

Position Links:

- Chief Conservation Officer – as directed, manages training and development program for Conservation Officer Service
- Multi-agency academic advisory boards at colleges and college-universities – represents the Conservation Officer Program at international resource enforcement officer training association meetings.
- RCMP – coordinates training delivery by RCMP staff.
- Occupational Health Services – advice, determination of fitness for duty.
- Other divisions and provincial government agencies – collaborates to identify commonalities of administrative law and common compliance and enforcement, staff development principles to identify joint/complementary training initiatives.
- Affiliated agencies – develops collaborative training and working partnerships with national and international natural resource law enforcement agencies.
- Federal counterparts – liaises and incorporates federal standards for natural resource enforcement programs (e.g., boating, federal *Fisheries Act* enforcement).
- International association of Natural Resources Enforcement and Training – liaises regarding best practices, continuous improvement, assessment and standardization of Conservation Officer standards.
- PSA – develops appropriate policies and procedures to meet compliance and enforcement training, recruitment and professional development needs.
- Individual employees – working with subject matter expertise to develop programs for professional development and skills/knowledge building.
- Peers – in provincial and Canadian jurisdictions to exchange information and keep abreast of training, recruitment and development of innovations and common interests or issues.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

1. Develops and implements strategic training and professional development program supporting succession, recruitment and retention strategies.
2. Evaluates current training and development programs and identifies technical knowledge, skills and abilities required by staff to perform current functions. Identifies performance gaps, and develops and implements interventions that may include designing a training course, developing feedback systems, recommending a reassignment of job duties, requalifying for certifications, or focus groups, and advises senior management on results and recommended strategies that includes recruitment, retention, employee development and succession planning.
3. Provides leadership, specialized expertise, and strategies to initiate substantive change to existing in-house training programs. Scope includes Conservation Officer Service and other natural resource sector staff.
4. Provides leadership, specialized expertise and strategies to initiate and support substantive change to existing in-house recruit training through the participation and leadership with other provinces involved with environmental law enforcement. Ensure BC COS resources are allocated and instructors fully qualified to fulfil BC's obligations to support multi-provincial training delivery.
5. Manage COS recruitment, including hiring and assessment processes. Ensure compliance with government policy and procedures through working closely with PSA and Hiring Centre to ensure the most efficient and effective processes are used.
6. Manages security clearance and enhanced security clearance for staffing.

7. Conducts comprehensive training needs analysis for Conservation Officer staff and others designated as Auxiliary or Special Conservation Officers (e.g., Provincial Parks staff, and Agriculture, Fisheries and Food staff and Federal Department of Fisheries and Oceans staff). Conducts research and analysis, to support the development of new training standards and innovative training delivery methods (e.g., blended learning).
8. Assesses operational retention to determine and confirm issues for retention, and determines solutions that may include training, professional and competency development.
9. Has responsibility to authorize intervention in a critical incident.
10. Develops and establishes standards, evaluates and coordinates in-house training and development courses, including training materials, equipment (e.g. firearms, vehicles and protective clothing) and manuals. Identifies priorities for course design, development, content and delivery. Redesigns the training curriculum in consultation with subject-matter experts. Ensures training content supports identified competency requirements and facilitates the development of annual performance plans.
11. Front line manager for staff during training, including seasonal Conservation Officers and new recruits. Inspector is responsible to evaluate, assess and monitor performance and implement changes if required during training. Assessment includes access to medical and psychological information to assist in determination of corrective actions.
12. Conducts evaluations of officers and program to aid in the current and future performance, standards of professionalism in training and development needs. Results linked to Ministry and Government direction on recruitment, succession and detainment of staff.
13. Oversees the development, coordination, communication and implementation of training and development of policy and procedures for the delivery of effective and legally enforceable environmental legislation. Provides expertise on the interpretation and application of policy, legislation and program directives.
14. Provides advice and leadership to senior officials at colleges and university-colleges regarding the success of graduating students within the organization by identifying curriculum gaps. Identifies current business service plans, core competencies and skills requirements to affect post-secondary training curriculum.
15. Testifies in court and undergoes cross-examination under oath regarding training received by conservation officers. Accesses personnel files on medical and psychological assessments.
16. Leads provincial training implementation plans, tracking of staff training records, training delivery and budgets, scheduling and coordination of training sessions with headquarters, regional staff, and other agencies.
17. Leads a team of Sergeants and in-house trainers.
18. Ensures legal updates are regularly communicated to staff.
19. Selects contractors and negotiates design, development and delivery contracts. Ensures the Justice Institute of BC and other contractors adhere to formally developed training requirements. Develops and implements an evaluation program to assess the effectiveness of training delivered

FINANCIAL RESPONSIBILITY

Negotiates and monitors contracts with training service providers, training facility operators, hotels and consultants. Decisions affect the unit budget- $400,000.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff	2	
Supervises staff through subordinate supervisors	20	

PROJECT / TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role	# of FTE's	Role	# of FTE's
Supervises students or volunteers		Provides formal training to other staff	150+
Lead project teams	4 - 6	Assigns, monitors and examines the work of staff	20

SPECIAL REQUIREMENTS

- Satisfactory background and security screening to qualify as a Conservation Officer and Special Provincial Constable;
- Valid BC Class 5 driver's licence;
- Satisfactory medical examination and psychological testing;
- Meet standards of deportment;
- Maintain firearms and control tactics proficiencies via certification processes; and
- Experience using a wide range of software including Adobe Creative Suite and Microsoft applications.

TOOLS / EQUIPMENT

- Computer, scanner, printer, PDA
- Audio/visual equipment

WORKING CONDITIONS

- Requires testifying in court and being cross-examined under oath
- Requires travel, some of which may be out-of-province. Travel may be up to 25% of the position's time.

WORK EXAMPLES

- Chair inter-agency training teams.
- Coordinate training for new recruits and incumbents.
- Establish provincial and federal standards for natural resource enforcement programs.

COMMENTS

Supervision: Has ability to take action when non compliance of policies and procedures, personnel or public safety at risk, and is first step in grievance process.

PREPARED BY

NAME:	DATE:	
Lance Sundquist	May 13, 2011	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. The accountabilities / deliverables were assigned to this position effective: (Date).
2. The information in this position description reflects the actual work performed.
3. A copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:

ORGANIZATION CHART

Assistant Deputy Minister, BC Parks and Conservation Officer Service, Strategic Leadership
Executive Director, Conservation Officer Service, Strategic Leadership
Director of Enforcement/Chief Conservation Officer, Strategic Leadership
Chief Superintendent, Program Governance, Business Leadership
Inspector, Staff Development, Training and Recruiting, Applied Leadership
(2) Sergeant, Staff Development, Training and Recruiting, N24
(20) Trainers

SELECTION CRITERIA

Education/Experience:

- Degree, diploma or equivalent in a related discipline such as administrative law, natural resource management, natural resource enforcement, investigation and enforcement, criminology or related discipline.
- Experience in the administration of the business practices/processes of a law enforcement organization related to policies and procedures, performance management, or project management.
- Minimum of 5 years supervisory experience in a law enforcement organization.
- Experience in delivering training.
- Experience in staffing initiatives such as hiring, staff development, and staff retention.

Candidates without the educational requirement may be considered, if they have 10 years of experience in a related law enforcement or compliance and enforcement field, with at least 2 years experience as a supervisor.

Knowledge:

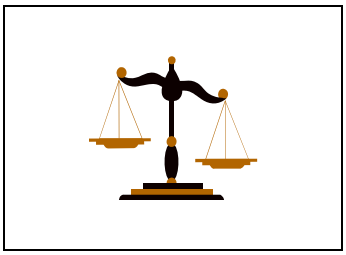
- Knowledge of adult education principles, concepts, methodologies and techniques, curriculum design and evaluation.
- Knowledge of provincial and federal environmental/natural resources legislation and resource management.
- Knowledge of project management principles and techniques.
- Knowledge of the principles of compliance and enforcement regimes and activities.
- Knowledge of the principles of law enforcement.
- Knowledge of the protocols and culture of the Conservation Officer Service.
- Knowledge of government financial fundamentals and hiring practices.

Skills and Abilities:

- Proven analytical and organizational skills.
- Seasoned presentation and facilitation skills.
- Word processing skills in a Microsoft windows environment, including advanced function spreadsheets (excel preferred).
- Excellent written and verbal communication skills.
- Ability to work independently and as part of a team, both within the ministry and with outside agencies and post-secondary institutions.
- Ability to work effectively on diverse and complex issues, often under tight deadlines and under limited direction.
- Ability to develop and maintain effective relationships with law enforcement agencies, government agencies and stakeholders such as clients and training institutions.
- Ability to prioritize, organize and manage concurrent multi-initiatives with changing deadlines, emerging issues and competing demands.
- Ability to promote team cooperation, value others input, expertise and diversity and solicit ideas and opinions to help form specific training content, decisions or plans.
- Ability to exercise good judgement, diplomacy and tact and achieve consensus amongst diverse groups.
- Ability to function independently and within a multi-disciplinary team working towards specific outcomes while implementing innovative strategies to achieve desired outcomes.
- Ability to develop and manage budgets in support of training programs.
- Ability to use firearms safely.
- Completion of Defensive Tactics training.

COMPETENCIES

Leadership, teamwork and cooperation, analytical thinking, developing others, results orientation, holding people accountable, communicating effectively.



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

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NUMBER OF PAGES:	693 - 704
REASON FOR REMOVAL:	Sections 13, 15(1)(a) and/or 17(1)(c)

IN THE MATTER OF AN ARBITRATION

BETWEEN:

THE GOVERNMENT OF THE PROVINCE OF BC ("Employer")

AND:

BC GOVERNMENT AND SERVICE EMPLOYEES' UNION ("Union")

CLASSIFICATION REFEREE:	Jo Surich
COUNSEL:	Esther Ostrower, for the Union Roz Kennedy, for the Union Peter Klassen, for the Employer Joan Lofting, for the Employer
DATE & PLACE OF HEARING:	November 15-19, 2004 in Kamloops, BC November 26-26, 2004 in Burnaby, BC

AWARD

This proceeding is concerned with a classification appeal by the Union with respect to the Air Attack Officer (AAO) position in the Provincial Air Tanker Centre of the Protection Branch of the Ministry of Forests. The positions are designed to provide services during the forest wildfire season along with a significant number of other permanent and auxiliary personnel. Currently, the Centre employs 15 AAOs for varying periods of time. Of these 15, one operates as a permanent full time AAO, attached to the Centre, approximately 5 are auxiliary employees drawn into activity during the fire season, while the remainder perform roles in the Protection Branch unless they have been drawn in to perform the duties of AAOs.

This appeal is named Westfall et al and is launched on behalf of all AAOs employed at the time of the classification appeal launch. The positions are not currently classified in their role as AAOs. The Parties agreed that the additional duties performed by Leigh Barratt outside the fire season are not germane to this Appeal.

Background:

The classification appeal was launched as the result of an agreement between the Parties to take this route in place of an original grievance filed by the Union concerning the withholding of substitution pay. That grievance arose from events originally launched in the mid-1990's. During that period, the Director of the Protection Branch determined that substitution pay one level higher than the most common base position of the AAOs on the old STO Plan would be appropriate for AAOs while they were actually performing AAO duties (STO 4, substituted to STO 5). The decision to provide substitution pay did not follow the more normal route of engaging in a classification exercise that then determines a classification level and associated pay for a position. Instead, a decision was made only to be reversed in 2001, when the Employer ceased paying substitution pay, and a grievance followed.

In September, 2001 a joint committee was struck to develop a job description the AAOs that would be used for a PSJEP classification exercise to settle the question of whether or not there was a classification basis for substitution pay. That exercise was completed on October 15 of that year and yielded a job description that forms the basis for this Hearing. Three of the members on the joint committee served as witnesses for the two sides in the Hearing.

The issue was further complicated by a decision in August 2002 to firm up the job description by the then acting Director of the Protection Branch, Peter Fuglem. Attached to the job description was a set of staffing criteria that the Union does not agree with. Staffing criteria are not subject to appeal and this Hearing process. I point to the disagreement only because it assists us in understanding the background to this Appeal. It is clear from testimony by both sides that the Acting Director's action was motivated by the desire to provide protection for existing AAOs from a bumping process that was about to be launched because of government staffing reductions.

The bumping concern flowed from the fact that other STO4 personnel with greater seniority than some of the AAOs might be able to claim their positions, leaving the Ministry without the capacity to operate the Air Tanker program in the following fire season.

The substitution pay grievance had been launched the year before, once the original substitution pay provisions had been ended by the Employer. The Parties then decided to proceed to a classification exercise to seek an end to the dispute.

Efforts to classify the positions according to their duties during the fire season led to a dispute centered on four factors in the Public Service Job Evaluation Plan (PSJEP). This Plan now applies to all BCGEU-included positions in the Public service. Throughout the Hearing, witnesses referred to the Scientific Technical Officer Plan (STO) which had been previously used to classify positions in the Ministry of Forests and elsewhere. Levels in that Plan now equate to levels in PSJEP, and references to the STO Plan are only relevant with respect to levels, not the actual classification scheme in the STO Plan.

The Parties disagreed with respect to levels for four of the factors in PSJEP:

	Union	Employer
Factor 1: Job Knowledge	H	G
Factor 3: Interpersonal Communication Skills	D	C
Factor 4: Physical Coordination and Dexterity	D	B
Factor 5: Work Assignments	F	E

The Job Description

The AAO job description was constructed through a joint exercise involving management and the Union with professional help from the Ministry HR Department.

The purpose of the position is described as follows: "Reporting to the Provincial Airtanker Centre Duty Officer, the Air Attack Officer is a highly specialized individual who is responsible for directing, executing, evaluating and supervising aerial attack actions on forest fires."

The Duty Block A provides that the position "directs, evaluates, and supervises aerial attack actions of wild fires."

Components of this Duty Block are described as follows:

> a) Diagnose fire behavior models, determine fire behavior potential and formulate appropriate airtanker response on a provincial level and within adjoining jurisdictions;
>
> b) AAO is the recognized expert on the most challenging initial attack fire actions where Air Tankers are used;
>
> c) Analyze the forest fuel complex, visualize the anticipated fire behavior, and instantly respond to new and changing circumstances;
>
> d) Evaluate the safety and efficiency of fire suppression actions, implement evacuation of ground crews, and terminate aerial fire suppression actions as determined necessary;
>
> e) Develop, implement, and evaluate fire control and air attack plans to protect life, property, timber, range, recreational and other values at risk to the Province;
>
> f) Promptly develop and implement effective Air Attack Plans in a fast moving, rapidly changing environment. Modify Air Attack Plans as conditions change;
>
> g) Direct multiple fixed and rotary wing aviation resources in the fire area during air attack operations by: controlling air traffic functions for all aircraft in the fire

vicinity and assigning airspace to each aircraft. Responsible for authoritative direction to ground forces during impending air attack action;

h) Fly low level in smoky and turbulent conditions on hot days to communicate hazards and demonstrate airtanker bombing runs on all Forest Fires;

i) Provide concise and precise direction and updates to pilots, incident commanders, and air tanker centre duty officers;

j) Maintain accurate, current target information and sketch map while working in turbulent conditions;

k) Conduct aerial actions from the confined cockpit of a small aircraft including the operation of specially installed communications and navigation equipment;

l) Direct aerial fire suppression action in close proximity to improvements where public safety may also be threatened;

m) Make, act, and adapt critical decisions with respect to personal, aircrew, ground crew and public safety;

n) Makes decisions on behalf of the Minister pertaining to tactical fire bombing operations;

o) Develops revisions to, implement and monitor improvements to: Operational Guidelines, Standard Operational Procedures, and Air Attack Training.

Under Duty Block B, the AAO acts as a "provincial air attack trainer and proficiency check rider" with the following specific duties:

a) Develop a non systematic training program to meet specific trainee Air Attack Officer needs and evaluate their performance;

b) Conduct operational evaluations of Air Attack Officers annually as provincial proficiency check rider, leading to certification, re-certification, suspension or de-certification, of Air Attack Officers or trainees as appropriate;

Under Duty Block C, the AAO acts "as Provincial Air Tanker Centre Duty Officer" with the following specific responsibilities:

a) Provide expert advice to the Provincial and Fire Centre Fire Control Officers pertaining to aerial attack;

b) Responsible for the day to day, strategic planning, logistical support, fleet level tactics fire prioritization and dispatch of aerial attack for the province;

c) Evaluate risks to ensure the use of appropriate fleet capacity and take advantage of cost recovery opportunities;

d) Make and approve fire suppression expenditures;

e) Evaluate and address concerns regarding: air crew, engineers, loaders, dispatchers, and other Tanker Base staff for individual health, safety, fatigue, and compliance with Acts and Regulations.

The final Duty Block is concerned with research and evaluation and provides the following specific duties:

a) Conducts research and evaluations on aircraft, tanking systems, and retardant types;

b) Produces and publishes technical reports.

The Provincial Air Tanker Centre

Evidence regarding the Air Tanker Centre was provided through documentation and witnesses. Jeff Berry, Manager of the Centre described the process of evolution of the Centre. Aircraft delivering retardant to contain fires have been in use in British Columbia for some time. In the mid-1990s the program was centralized in order to be able to improve efficiency over the previously decentralized operation. The Centre was then located to Kamloops, while aircraft are pre-positioned in 18 locations around the province on the basis of data about the burning conditions, weather forecasts and so on.

Performance data suggest that the centralization move yielded improvements in productivity and reductions in the extent of individual fires. Internal productivity data used to justify requests for Treasury Board support point to a 92 percent efficiency rating in terms of target costs. Air tankers are used in approximately 15 percent of fires in BC, and equipment and crews often operate to assist other provinces and states in the US. There was general consensus that air tankers engage in support activities for fires being fought by ground crews only 8 percent of all the times tankers are used.

Essentially, air tankers play an initial attack role in which they contain fires, when they are first discovered, through the use of retardants. In those cases where ground crew have arrived at a fire previously, the air tanker may be used to limit the fire's spread in a particular direction, or to cool the fire so that ground crews can fight it more effectively. There was significant divergence in witnesses estimates of the proportion of times in which the ground crew got to the fire first, with Jeff Berry, a union witness suggesting that air tankers were there first 70 percent of the time and John Tigchelaar, an Employer witness suggesting that ground crews got there first 80 percent of the time. There was agreement, however, with respect to the initial attack role of air tankers.

Air tankers are called out by Fire Control Officers in six regional fire centres who request assistance. The direct dispatch of air tankers is under the control of the Air Tanker Centre and the Duty Officer in charge, placing the Centre into the role of allocating scarce resources as efficiently as possible. Air tankers are supplied by private sector contractors, as are the crews that manage the delivery of retardant to the planes. The bird-dog aircraft on which AAOs fly are also supplied by private sector firms and are piloted by contracted staff.

Essentially the Centre provides strategic planning and logistical support to the overall fire fighting posture of the Ministry. The AAOs are charged with tactical decision-making as related to the actual air attack role of the tanker fleet. AAOs also rotate through the Air Tanker Centre as Duty Officers. Estimates suggest that about half of the AAOs perform as Duty Officers each fire season. In that role they make dispatch decisions and also engage in the pre-placement of aircraft to the air fields around the province in response to dryness estimates and to reduce travel times to potential fires. As the Centre gets busy near the height of the fire season an additional AAO may be added to the Centre to act as a 'tactics officer'. In addition, the Centre is staffed by two dispatchers.

Fire Control Organization

The Ministry of Forests maintains a Protection Branch that operates year-round but switches to Fire Control mode during the fire season, which is defined as April 1 through October 31 each year. The heaviest periods of fire-fighting activity fall into the June through early September time frame. The Protection Branch maintains six Fire Centres across the Province along with specialized organizations such as a fire equipment depot, Rapattack and Parattack organizations (able to attack fires by rappelling from helicopters or parachuting to them) and the Provincial Air Tanker Centre.

Staff in the Fire Centres perform protection-related activities as part of their normal, and classified duties and then switch to fire fighting roles as needed by the intensity of the wildfire season.

Extensive training, with detailed requirements, is provided to all staff in the Protection Branch. The total number of staff may grow to several thousand in the event of an aggressive fire season. A system of certifications required for activity at varying levels of Incident Commander (IC) is the same as that now required and used by emergency measures organizations across North America. BC Protection Branch (and other emergency organizations) operates under the continental umbrella to ensure that language and practices are readily interchanged and supported across jurisdictions.

The system has four levels of Incident Commander, from IC1 to IC4, with IC1 requiring the highest level of training and experience.

During the season, each Fire Centre pulls in a Fire Control Officer (FCO) on a rotating weekly basis from among its own staff who are certified at the IC2 level. The FCO

position has never been classified, and no substitution pay is provided. FCOs are paid at their normal, year-round rates.

The nature of the wildfire business is such that the Protection Branch has created detailed organizational templates that allow for the growth of an organization as an expanding fire demands it. Large and growing fires in areas with high values such as the interface between forest and urban land will rapidly demand a shift from a small incident response team to an organization that might include several thousand personnel in the case of events like the 2003 Kelowna fire.

These command organizations are designed to grow from the bottom up expanding into a wider range of technical roles as they get larger, even including clerical and finance units to track time worked and pay.

Fires are also classified by a complex process that takes into account a range of variables. The command organization is designed to deal with fires that are determined to be Class 1 fires. Leadership for this command organization is provided by an Incident Commander (Type One) and supported by Logistics, Operations and Planning Section Chiefs. In addition there is a Finance/Administration Section Chief. The Protection Branch maintains five groupings that fit this model, for use as needed in the event of Class 1 fires.

The Incident Commander (N27) and the Logistics, Operations and Planning Section Chiefs (N24) have separate job descriptions and have been classified for the jobs. Where warranted, substitution pay is provided during the fire season.

The rationale for the complex organizational model of the Protection Branch is driven by the seasonal nature of the fire-fighting work. Essentially, the Branch maintains an organization that will have enough trained and certified personnel around which to build a fire organization as the need arises. The core of its fire capacity lies in the leadership that full-time staff can provide. These are augmented by large numbers of auxiliary employees during the fire season. Some portion of these auxiliary employees is certified in the IC system, including the group that act as AAOs during the season.

In summary then, the Protection Branch serves as the key source of trained and certified personnel who act as needed. In addition, five skeleton command groups are maintained for Class 1 fires, and AAOs are maintained as a separate group due to the uniqueness of their skills. Two of the positions in the command groups have been classified with respect to their work with the group, while AAOs are subject to this exercise.

Recruiting and Training of AAOs

The processes of selection, training and testing of AAOs are also driven by the existence of the Air Tanker Centre. Both verbal and documentary evidence provided by the Parties described the training process. Understanding the process also requires an appreciation of the culture of the AAO grouping. Testimony by both Union and Employer witnesses

makes it clear that AAOs select AAO candidates, train or mentor them, ride in the backseat during their hands-on training with planes and fires and then act as check-riders before certification can ensue. While the training program itself and the operations of the system are driven by manuals and directives, the group operates relatively independently, essentially as a more or less elite grouping within the Protection Branch.

New candidates for AAO roles are sought informally among staff of the Protection Branch, generally among IC2 certified personnel. The Protection Program Certification Manual provides that AAOs need to be certified as IC3 while an Air Tanker Duty Officer must have been certified as AAO and have passed all the requirements for IC2. Staffing criteria presented by the Ministry call for a minimum of IC3 but 'prefers' training for IC2. Union witness Jeff Barry suggested success in the Air Attack role depends greatly in the first instance on understanding fire on the ground. He suggested that "you have to understand the ground before you can do it from the air. Potential candidates tend to have 5-10 years of hands-on fire experience.

There is no evidence of a formal recruitment process, such as would be required under the Public Service Act. Rather, the existing full-time AAOs network to identify people who might 'fit in' to the organization and have the appropriate technical skills and certifications. The process of networking also is designed to address succession planning issues created by the presence of a significant number of long-service employees.

Once selected, candidate-AAOs attend a training program that includes three levels on the road to certification as an AAO. Level 1 training may be delivered in a class-room setting to groups of trainees, including some who are sent by other jurisdictions. Training is managed and delivered by current AAOs. In the event that large groups are not available, trainees can be mentored individually. Manuals on which the training is based are revised by current AAOs. An examination at the end of Level 1 training requires a 90% score.

Level 2 training seeks to apply the principles in Level 1 to simulated fires and related activities. This level operates as a mentorship between an AAO and a candidate. At the end of the process, the AAO recommends that the candidate should move on to Level 3 training or out. The evidence suggests that the AAO recommendation is always accepted.

Finally, at Level 3 hands-on training with real fires proceeds. Initially, the trainer occupies the front seat while the trainee sits in the back observing work on a series of small fires. Over time, more complex fires are addressed, with the objective of demonstrating variability in fire behaviour. By the conclusion of this process, the trainee should have worked about 15 fires. This stage is followed by a check ride or check rides that then lead to a recommendation for certification to the Air Tanker Centre Manager.

The Employer presented evidence that this training could be completed in a single season (both Employer witnesses had done so some years ago), while the Union argued that the road to certification took up to three fire seasons. I am of the view that the key variable is

related to the availability of fires for training purposes. All of the candidates are already experienced with wild fires, while the AAO training is designed to give them an understanding of the additional layer of complexity that is created by the swiftly moving air experience. As such, length of training time from launch to completion is not an especially relevant consideration.

In summary, the AAO program is one in which the incumbents select the candidates, train the candidates, certify the candidates and check ride them from time to time. In addition, the incumbents create the manuals, and by extension the program. Any of the incumbents may be called on to act as duty officers, or tactical officers.

Initial Attack Role

Initial attack is defined as "the first actions necessary to achieve pre-defined fire assessment or control objectives. Level 1 fires [based on a different assessment scheme than the "Class" type discussed above] that can be controlled within one burning period typically qualify for initial attack."

The Protection Program operates on the basis of a full range of manuals and directives accessible to staff on an internal web site. Excerpts from the Body of Official Knowledge (The BOOK) provided by the Employer lay out strategic objectives – to provide cost effective wildfire services, to be recognized as world class in the field and to seek ways and means of reducing the dependency on direct government funding. Measures of success include documented reductions in fires caused by human activity and to "achieve initial attack success where 94 percent of all unwanted fires are contained at less than 4 hectares." The key goal is to contain most fires through an initial attack plan and to prevent them from growing.

Initial attack may include any of the 'weapons' in the fire fighting arsenal including ground crews, Rapattack, Parattack, air attack, all supported by machines, helicopters as needed and staff. The air tanker program plays an important role in this initial attack scheme. Through well-placed bombing with retardant, the air tankers can slow down fires or cool them down enough to give ground crews and opportunity to fully contain the blaze. Air tankers do not extinguish fires as a rule; rather, they make it possible for ground crews to deal with them.

The primary air tanker role is in primary attack, with only a limited number of missions that provide support to fire fighting crews faced with fires that have outgrown the Initial Attack phase. Union witness Jeff Barry, the Manager of the Air Tanker Centre suggested that the Return on Investment (ROI) for the program was significant, assisting the program in making a successful appeal for more capacity to the Government's Treasury Board.

Success in the Initial Attack role flows in part from careful planning and positioning of the air tankers as close as possible to those parts of the Province that are most threatened

due to weather conditions and other relevant factors such as the type and amount of fuel that is in the forest.

Air tanker involvement in an Initial Attack follows a request for air tanker intervention by a Fire Control Officer in a regional Fire Centre. Several requests may come in at the same time, and the Air Tanker Centre duty officer will determine which fire is attended first, and may decide to re-direct a flight already in the air, depending on the existing, and sometimes rapidly shifting strategic situation.

The AAO role in Initial Attack is essentially tactical, adjusting to the circumstances and planning the actual bombing attack once the site of the fire is reached. Time over the fire before the air tankers arrive is short, often only a few minutes. On the fire site the authority of the AAO is equivalent to the ground-based Incident Commander, usually an IC4 in the Initial Attack phase. Evidence was contradictory regarding the number of times that the AAO is above the site first. The disparity is probably not relevant, since the work of the AAO is to plan the air tanker attack, observe its effect and to communicate with personnel on the ground, if there are some. The presence of personnel on the ground adds a layer of complexity to the tactical job of determining the best way to attack the fire with retardant.

The AAO takes a number of variables into account, such as weather and wind direction, fuel type and load, the topography of the fire site (for example, fires will burn up slopes), the capacity of the available tankers, including volume and release patterns and then determines how to attack the fire. Where there is a crew on the ground, the AAO engages in a discussion with the IC in order to arrive at a consensus about the most effective way to attack, or to provide an aerial view of the fire to personnel on the ground.

Observation is undertaken from an elevation of 150 feet above the ground, and the pilot in the birddog airplane provides input for the AAO regarding the attack approach and the capabilities of the air tanker types available. The air tanker fleet includes six different kinds of aircraft with varying load capacities and with varying abilities to change drop patterns, creating a potential 99 different profiles for the drop.

The birddog plane, with its pilot and AAO stays on the scene to direct the air tanker bombing run and to assess its effectiveness. Often, additional air tanker resources may be called for. On fires that already have a ground presence and on which helicopters may already be in use, the AAO also directs traffic above the fire to ensure that bombing runs can be concluded safely.

AAOs maintain sketches and other documentation while attending a fire so that there can be a fully informed mission briefing. These are held after each mission, and are designed to ensure a sharing of information as part of the quality control processes of the air tanker centre. In terms of total numbers, Mr. Berry estimated that in an average year the air tanker centre flies 450-500 missions. Each AAO directs the dropping of $150-300 thousand dollars worth of retardant.

Analysis

The AAO position is unusual in the public service, both in the desire to classify a position which is regularly temporary and in the fact that few benchmarks are likely to comparatively address the duties of the position. Except for the five auxiliaries who are drawn to the work each summer as needed, the positions are regularly classified in the Public Service Job Evaluation Plan at N21 in their primary, full-time, protection role. The Ministry has not seen it necessary to formally classify other fire positions, except for the Command Organization discussed above. Instead, the Protection Branch employs personnel able to perform regular duties for much of the year, only to be able to shift into a position of leadership for the fire fighting organization which includes large numbers of auxiliaries. Essentially, the Protection Branch exists as a highly trained skeleton around which a fire fighting organization is built as required.

The regularly employed AAOs affected by this appeal tend to work as Forest Protection Technicians performing a range of protection duties. The primary function of Forest Protection Technicians is to serve in an "advanced technical position that assists the development, implementation and maintenance of the Protection Program within a Fire Zone." Like the AAO, the requirement for Forest Protection Technician is Incident Commander 3 (IC3), but the preferred level is IC2. In fact, testimony suggests that all the AAOs are IC2, and Mr. Barratt's testimony was that the recruiting process for AAO sought to identify potential candidate-AAOs who were already IC2. Clearly the formal and practical requirements vary from each other, leaving us of the view that IC2 provides the best foundation for any evaluation.

Job Knowledge

The Union has proposed degree H for the Job Knowledge factor against the Employer's G. The Job Knowledge factor "measures the amount of information and understanding necessary to perform the duties of the job. This knowledge can be obtained through any combination of related formal education, training, experiences or self-study." Degree G, the Employers assessment, is described as follows:

> Understand the principles of trade, craft, operational, professional or technical area(s) with the requirement to analyze, diagnose, interpret and apply that area's standards in doing the work.

In turn, Degree H reads as follows:

> Understand the theory of trade, craft, operational, professional or technical area(s) with the requirement to plan, research and review complex issues with many factors to consider.

These statements point to the following differences:

- Principles vs. Theory
- Analyze vs. Plan

The Plan Glossary assists us in distinguishing initially between "principles" and "theory". *Principles* are defined as the 'fundamental truths or laws of a trade, craft, operational, professional or technical area', while the definition of *theory* provides 'the advanced principles in an area of knowledge or a hypothesis explaining how things relate to each other and the effects of that interaction'.

Analyze is defined as 'study the parts of a problem or situation to determine the relationship and nature of the subject', as opposed to *plan*, which the Glossary defines as 'formulate an outline or proposal to fulfill the requirements and purpose of a project, program or mandate'.

The Degree G description moves from analyze to *diagnose, interpret and apply,* setting out the process by which a position would determine how best to apply the standards of an area to a situation. In the case of the Protection Branch a highly detailed set of standards has been developed through a process of training and training requirements and the achievement of consistency with other emergency preparedness organizations across North America.

The Hearing was provided with samples of a wide range of documents that set out the standards of the 'area', including the

- S-241 (BC) Fire Assessment Student Workbook;
- BC Forest Service Operations Directive for Air Attack;
- Operational Guidelines for Air Attack Officers;
- Fire Bombing Procedures Manual;
- Basic Air Attack Training Manual (Level 1);
- Air Attack Training – Level 2,3;
- Level 2 Air Attack Officer Operational Training;
- Protection Program Certification Manual;
- Duty Officer Manual.

It seems entirely reasonable to treat these documents and the full body from which they were drawn as the 'standards of the area'. In turn, Degree G of Job Knowledge is clearly designed to describe a level in which a position must understand the fundamental laws of a craft, trade etc in order to be able to go through the process of analysis and diagnosis necessary to arrive at effective and reasonable conclusions about the best way to apply the standards of the area. The examples included with Degree G further elucidate the definition:

Such as:

- *use knowledge of computerized mapping principles to compile and produce the primary land survey and cadastral base maps;*
- *use knowledge of mechanical principles to perform mechanical service maintenance and repair;*
- *use knowledge of principles of fire science to provide fire prevention, firefighting and rescue services.*

At Degree H, a greater policy orientation is assumed in the initial set of examples:

Such as:

- *plan and conduct research and develop policies on health issues;*
- *investigate complaints of child abuse/neglect;*
- *plan and conduct tax audits of businesses in a variety of industries and locations;*
- *establish ministry records policies and procedures;*
- *provide consultation and advice on land use issues.*

Or

- *use knowledge of computer science and programs to recommend areas for computerization, improvement or modification;*
- *plan communication strategies and anticipate media responses;*
- *develop work review models and methodologies.*

Or

- *use knowledge of the industrial boiler trade to inspect boilers, pressure vessels and related equipment.*

As always, the Plan allows for equivalents for all of these examples.

Degree H calls for a substantially different focus of activity than does Degree G. It is more concerned with planning, the development of policies and strategies and inspection work. The benchmark examples provided with the Plan also help us distinguish between the Degrees. Degree G provides two examples directly relevant to the issues in this case – BM048 Firefighter and BM052 Forest Protection Officer. Both of these benchmarks are directly engaged in activity to fight fires, although the BM048 Firefighter is most directly engaged in fighting fires with a traditional urban fire department.

At Degree H we are provided with one benchmark that might be instructive – BM151 Fire Safety Officer. This benchmark is essentially an inspector who ensures buildings comply with the fire code. Clearly the Plan drafters intended the difference between G and H to focus on the differences between the knowledge required to analyze a situation and then to apply understanding of the principles of an area to address the issues and a broader, more strategic orientation. We might describe the difference as that between a 'tactical' orientation and a 'strategic' one.

The documentation and verbal evidence presented in the Hearing largely points to a tactical interpretation of the AAO role. AAOs are required to analyze and diagnose a fire situation as it presents itself and then make a determination in a relatively short time frame to plan the retardant bombing runs. In doing this work they are required to understand the principles of the trade and to apply the standards. Certainly the duties listed in Duty Block A fit this view.

On the other hand, the Duty Officer activities described in Duty Block B fit a more strategic view, since the Duty Officers plan the disposition of the aircraft to minimize flight times to potential fires, using weather and other data. It is the case, however, that barely half the AAOs act as Duty Officers in a season, and then for short stretches at a time. In the context of the Protection Branch approach to staffing, the use of AAOs as Duty Officers is similar to the use of Incident Commanders to act as Fire Control Officers in the fire zones. Given the highly seasonal nature of the wildfire work, it would not be practical for the Ministry to staff these kinds of positions on a full-time basis. Instead, the choice was made to rotate people through these positions.

Another alternative that might argue for Degree H, would be to look at check-riding and associated training activities described in Duty Block C as the equivalent of an inspectional activity. Check-riding clearly is inspectional. In the case of AAOs check-rides are taken by any member of the group, suggesting that the level of check-riding activity for any one AAO is likely to be very low.

Finally, Duty Block D details some responsibility to research and evaluate. Very little evidence was led with respect to these duties, however.

Unlike most job descriptions, the AAO one does not provide a percentage breakdown of the time spent on each of the four duty blocks. We do know enough to create rough estimates from testimony at the Hearing. For example, we know that about half the AAOs act as Duty Officer during the season, and that each of those rotate through for about one week, potentially more than once in a season.

For Bart Vanderlinde, an AAO and Union witness, a typical season involves a formal commitment to six weeks of service as AAO which tends to turn into 10-11 weeks of actual activity. If we take Mr. Vanderlinde's time estimates as 'typical', about one-tenth of the time is likely to be spent at Duty Officer, with the bulk of the rest of the time spent leading air attacks. Normal check-riding activity, applied either as maintaining standards or bringing new potential AAOs up to speed cannot represent a portion of activity anywhere near as significant as the Duty Officer role. Similarly, training activity occupies a relatively small portion of total time since the Level 1 course takes 4 to 5 days, while Level two takes 6 to 7 days delivered in a mentoring style. These are followed by about fifteen flights in which the candidate-AAO watches real fire-fighting.

I have pointed out above that very little evidence was led with respect to the Duty Block D duties. I am driven to the conclusion that the overwhelming majority of the work of

this position involves serving as an AAO directing Initial Attacks using retardants delivered by air tankers *for at least half of the AAOs who do not serve as Duty Officers in a typical year.*

It is the temporary nature of the wildfire season and the allocation of resources to it that create complexity in the job evaluation. For example, a typical urban fire department would create permanent training positions and would have a permanent duty officer position because the work is of a permanent nature. That then creates a typical organization for that situation. The organization of the Protection Branch largely focuses on bringing skill levels of permanent employees up to very high levels so that this group can serve as the core around which a fire organization is built as required by the conditions. For that reason, the Ministry has not attempted to classify the fire duties of its full-time employees, with only three exceptions, of which the AAO is one.

The AAO duties in Duty Block A and the supporting evidence tabled and presented during the Hearing point to a Degree G evaluation for Job Knowledge. The work as described in that Duty Block is tactical, analytical, diagnostic and involves applying the standards of the area – the broad range of manuals and training materials prepared by the Ministry. I am convinced that most of the AAOs (and because of the nature of this appeal all of the AAOs) fit this evaluation.

What are we to do then with the Duty Officer and training components which might yield a higher evaluation of Job Knowledge? One option, which is to evaluate the whole job at this level, and all incumbents within it, would throw the AAO group out of synch with the entire Protection Branch organization. Simply put, Duty Officers serve the same way as Fire Control Officers in the fire centres. The Fire Control Officers rotate in for a week, perform duties which may or may not be higher than their normal duties and then rotate back to their regular jobs. No attempt is made to evaluate the job, and no effort is made to assess the need for substitution pay. In a different context, but within the overall fire fighting organization, Duty Officers operate on the same basis.

The Plan, however, does not allow us to simply ignore the Duty Officer role, since the Instructions provide that "credit is given for the highest typical level of knowledge required to perform the duties of the job". The highest typical level of knowledge to perform the Duty Officer role along with the training and check-riding role might well be evaluated at Degree H. As such, the role of individual AAOs in performing these duties varies significantly. I am persuaded that at least half the AAOs do not perform these duties. A sub-set of very senior AAOs perform them as needed during the fire season.

One other definition in the Glossary helps us to arrive at a conclusion. The Glossary defines 'typical', as it is used in the Instructions, as "ordinarily required and expected. Not extraordinary." What this tells us is that the Duty Officer and check-riding responsibilities of the AAO should be taken into account in the evaluation only to the extent that these are ordinary duties. To the extent that they are rare, or extraordinary, occupying a very small proportion of the total workload, they should not be given significant weight in the evaluation. All jobs call for extraordinary effort and expertise

from time to time, but this effort and expertise is not 'typical' in the sense that the day-to-day work defines the job.

The day-to-day work of the AAO is focussed on Initial Attacks on fires around the Province, other parts of Canada and parts of the US. Flying in bird dog planes under tough conditions they direct bombing activity by air tankers. That work is best evaluated as Degree G of Job Knowledge.

Benchmarks are not particularly helpful in evaluating these jobs since few positions exist in the public service that can be argued to fit the same realm as the AAOs. It is worth examining BM048 Firefighter, BM051 Forest Technician, and BM052 Forest Protection Officer.

BM048 provides fire fighting services on the University endowment lands in Vancouver, operating in a traditional fire unit that has been structured in a clearly hierarchical manner with several levels of authority. With respect to Job Knowledge, the Firefighter is evaluated at G, although his overall rating is at N18, below the AAO.

BM051 performs a wide range of duties related to the maintenance of the forest base:

a) plans silviculture activities within a geographic zone including cone collection, site preparation, planting, surveys and stand tending;

b) develops pre-harvest silviculture prescriptions to determine harvesting method, post-treatment and species planting;

c) collects and analyzes information and test results from ecological assessments;

d) analyzes licensee submissions and monitors licensees to ensure compliance with standards, policies and regulations;

e) prepares, administers and evaluates silviculture contracts and certifies completion for site specific and special circumstances;

f) adjusts pesticide application equipment, operates survey instruments and stereoscopes in field;

g) performs mathematical and statistical analysis based on field data;

h) examines tenders received on contracts, verifies compliance with guidelines, recommends awarding of contracts, explains contract standards and requirements to project contractors, monitors and verifies contract performance and compliance;

i) determines sowing requests based on previous yield, availability and ecological transferability;

j) provides technical input on silviculture programs at public meetings;

k) exchanges information with other programs or ministries to avoid or resolve conflicts;

l) discusses on-site changes to contract requirements;

m) inspects tree stands and camp conditions in remote areas;

n) assesses risks and hazards of permit applications and issues burning permits including stipulating conditions of permit.

This Benchmark is also evaluated at Degree G for Job Knowledge on the following basis:

> Understand the principles of silviculture to assess field conditions, conduct analysis on field data and plan and implement assigned activities through contractors including cone collection, site preparation, planting, surveys and stand tending in a forest district zone.

Once again, the required level of knowledge calls for analysis and diagnosis and the application of the standards of the area.

BM052 is a senior role in the Protection organization with an overall classification level of N27. With respect to Job Knowledge, however it is rated at Degree G while having planning responsibilities for the "Protection Program and conducts an annual review to make any required changes." In this case, the majority of the duties call for analysis, diagnosis and the application of standards.

On balance, we are driven to the conclusion that Degree G is the correct evaluation of Job Knowledge for the AAO position.

Interpersonal Communication Skills

The Plan defines the Communications Skills factor as follows:

> This factor measures the level of skill necessary to communicate with others in person and by telephone, to perform the duties of the job. Others may include staff, members of other organizations, clients, patients, inmates and the general public.

The Union's rating of the topic position on this factor is at Degree D:

> Persuasion required to use basic counselling skills to induce cooperation, interview for information or provide advice, or use basic negotiating skills to

reach a settlement where the parties are generally cooperative and have common interests.

In turn, the Employer's rating is Degree C, which provides as follows:

Discretion required to exchange information needing explanation.

The examples provided in the Plan under Degree D focus heavily on 'counselling' and 'negotiating' skills, while the examples under Degree C focus on activities such as

- *provide direction for completion of work tasks;*
- *explain corrective requirements regarding work quality;*
- *remove tensions from situations where clients or the public are angry or upset to gain an understanding of the situation;*
- *conduct formal group training;*
- *perform public speaking; or*
- *their equivalents*

We have detailed the regular activities of AAOs in relation to this set of skills, above. To recapitulate,

- they work in bird dog planes to determine the most effective ways of bombing a fire with retardant;
- communicate with the bird dog pilot regarding the plan and other elements of the work;
- direct air tanker pilots in the bombing run;
- direct other aircraft (helicopters, for example) in the vicinity of a fire into positions that do not interfere with the bombing run;
- communicate with ground staff where such persons got to the fire first (about 30% of the time according to Union testimony);
- participate in the mission review process after completion of a mission;
- conduct training for candidate-AAOs;
- while acting as Duty Officer, directing a large force of AAOs, aircraft and other personnel;
- along with related duties.

The communications skills required for these tasks are clearly well-anticipated by the Plan's Degree C examples. The AAO provides direction for completion of work tasks to

air tanker pilots, to helicopters, and the ground where they are in place. In the case of ground crew, the authority relationship to the on-the-ground incident commander is one of equality, so that we must treat the notion of 'direction' as involving an element of 'explanation'. The Degree C examples specifically provide for formal training. On the face of it, the AAO work best fits a Degree C rating. In order for that to become Degree D there has to be a significant counselling and negotiating content to their work.

Both Mr. Barratt and Mr. Vanderlinde provided examples of other kinds of activities that called for communications skills that might fit the Degree D requirements. Examples fit into two clusters – events related to interaction with ground-based fire-fighting units and events related to interaction with the public.

Interaction with ground units:

- In a discussion of fire #64-0189, Mr. Vanderlinde talked of a basic disagreement with ground crew regarding the materials to be used. The ground IC called for water and foam, which Mr. Vanderlinde as AAO believed to be the wrong solution. A retardant solution was adopted instead.

- During fire C50199 on Tatla Lake, ground crew and equipment were trapped by the advancing fire. Mr. Vanderlinde determined an escape route and verbally led a helicopter to pull the crew to safe ground.

- Mr. Barratt described activity at Buffalo Narrows, Saskatchewan in which he was able to warn ground crew of extreme danger from the movement of the fire and was able to provide them with a solution for getting to safety.

Interaction with the public:

- Mechanical failure caused a dump of retardant on a homeowner's backyard. Retardant struck the house, yard and dogs. Mr. Vanderlinde discussed matters with the homeowner, offered a clean-up crew from the Ministry and washing advice.

- While fighting the Penticton fire, near Oliver, retardant was dropped on a group of vehicles parked in a yard, including an 'ancient Mercedes'. The owner was distraught and focused on insurance issues when Mr. Vanderlinde arrived to persuade the owner that the best immediate course was to was the vehicles to remove retardant prior to any other action. Due to the colour of retardant, immediate washing action is critical.

- During an action near the Thompson River, retardant was dropped on an organic farm immediately prior to its certification inspection. Mr. Vanderlinde was Duty Officer at the time and immediately met with people to re-assure them, offer help of a Ministry crew for clean-up and to explain the composition of retardant (a salt), coloured by iron oxide.)

Prior to making a final determination, we examine the Glossary. 'Counselling' is defined in two ways, basic and formal. The definition of basic is "interviewing to obtain personal information and provide advice", while the definition of formal is "professional guidance of the individual by utilizing established psychological methods and techniques". Clearly the formal definition is intended for a professional counselling context such as might be found in the health and social services fields. The basic definition calls for interviewing, a technique designed to elicit information from another party. None of the interaction with the public cases involved interviewing; rather, they most effectively fit the "remove tensions from situations where clients or the public are angry or upset to gain an understanding of the situation" example from the Degree C definition.

The Glossary defines 'negotiation' in a basic and formal context. The formal definition points to situations in which parties are not cooperative and do not have common interests. This is not applicable here. The basic definition provides that it is the "ability to reach a settlement where parties are generally cooperative and have a number of common interests." None of the public interaction cases involve negotiations as it does not appear that the topic position has the authority to make settlements, even with cooperative parties, while the interactions with ground crew involved providing professional advice based on the aerial view of a situation. While it may be true from time to time that the ground sees the situation differently, there is nothing to negotiate. Instead, the topic position provides authoritative advice which may or not be heeded in such situations.

One Degree D Benchmark deserves examination. BM048 Firefighter is rated at Degree D for this factor. The description for the factor reads as follows – "persuasion required to use basic counselling skills to gain cooperation and calm emergency situations with victims and crowds." For the firefighter, the process of persuasion involves face-to-face interactions with frightened people, including children and frail elderly. The AAO interacts over the radio with people who are in the fire zone as professionals and does not interact physically with them.

The evaluation of Degree C for Interpersonal Communications Skills is correct.

Physical Coordination and Dexterity

The disagreement between Union and Employer around this factor is substantial, with the Union position at Degree D and the Employer at Degree B. The Degree B definition reads:

> Work requires some physical coordination and dexterity to use keyboards with minimum requirement for speed; or hand sort mail or materials; or use common hand or power tools; or operate stationary or light off-road equipment."

It provides examples, among others, for 'operate machinery or equipment':

- Operate:
  - radio phone, teletype or switchboard
  - audio or visual equipment
  - institutional kitchen equipment
  - light off-road equipment such as riding mowers, small front end loader

At Degree D, the definition is substantially more demanding:

> Work requires significant physical coordination and dexterity to do production keyboarding or use manual techniques to teach crafts, sports, music or artistic activities, or handle patients, or perform repetitive motion with speed and reasonable precision; or use precision tools or instruments to precise tolerances or measurements; or operate industrial, construction or surface transport equipment, vehicles or vessels; or physically respond in emergency to crisis conditions, or apply various restraint techniques.

Two elements of the AAO duties in the cockpit need to be examined for a determination with respect to this factor. Testimony provided a range of examples of the management and re-setting of radios and GPS unit during flight, sometimes under severe conditions and under significant time pressure. In addition, AAOs produce sketch maps 'on the fly' to record the dropping of retardant for review at the mission de-briefing.

It is clear the operation and adjustment of radios was contemplated by the designers of the Plan as fitting under the Degree B definition. The pure evaluation of radio and GPS adjustment falls to Degree B. Where the conditions of work are difficult, the evaluation should proceed to the Sensory Effort/Multiple Demands or Surroundings factors. Given the agreement of Employer and Union on those factors, we have to assume that the cockpit conditions are taken into account.

Let us now examine the sketch mapping requirements of the job. A number of witnesses testified to the fact that the sketch maps were frequently re-drawn after landing so as to make then more clear, just as the Air Tanker Action Reports produced for each mission were often re-drafted to ensure legibility of the material collected on those reports (including the sketch maps).

In this instance the examples and benchmarks in the Plan are not particularly helpful – the work of art therapists in "teaching art activities to psychiatric patients as part of creative art therapy" is difficult to relate to the process of swiftly producing a sketch for the record. Similarly, the use of kitchen knives and decoration of cakes is not helpful. Once again, the only benchmark that may provide some guidance is BM048 Firefighter. BM048 was evaluated at Degree D because of the need to operate emergency vehicles during fire emergencies. This does not help us either.

It does not stretch credulity, however, to postulate that producing sketch maps calls for dexterity and co-ordination at least similar to the use of a "hand operated computer mouse to produce fine work." This is cited as an example under Degree C of this factor.

A number of other examples may also serve as good examples for this evaluation. We are led to the following conclusion. The activities of AAOs do not meet the requirements of Degree D, but they may meet those for Degree C.

A further examination of the Degree B definition and associated examples finds no discussion of sketching, anymore than the Degree C definition and associated examples does. Only an over-statement of the complexity of the sketch map work makes it possible to slot into in the Degree D wordings. Given the absence of specific references anywhere, the Employer settled on Degree B, while the Union settled on D. The evidence does not support Degree D as the correct evaluation. Instead, I am driven to find that the Employer evaluation is the right one given the lack of significant evidence pointing elsewhere.

The correct evaluation of Physical Coordination and Dexterity is Degree B.

Work Assignments

Work Assignments measures the "relative importance of the job's requirement for the application of knowledge and skills, and the freedom to act to carry out the most representative duties of the job." The Instructions included with the factor provide as follows:

> In rating, consider the relative importance of the job's requirement for the application of knowledge and skills, and the freedom to act in the context of following, recognizing, selecting, varying, planning or developing instructions, procedures, operations, policies, programs or services.

The parties have agreed to a matrix that eases the process of locating the job and arriving at a Degree level. This matrix provides for two dimensions – Comparative Effects (the impact of the job) and Freedom to Act (a measure of independence of action).

Comparative Effects ranges from Level I (Minimal – has immediate impact) to Level VI (Major – has broad long-term impacts). Freedom to Act ranges from Level 1 through Level 7, where 1 means 'work is guided by set routines and 7 means work is guided by Ministry goals and objectives. In order to achieve the Union's evaluation, the job must reach Level IV on the Comparative Effects scale (Considerable – has long term impact) **and** Level 6 on the Freedom to Act scale (Work is guided by general policies, plans, guidelines or standards and requires planning, organizing or evaluating projects/cases.)

To put the matter another way, three separate intersections generate an evaluation of Degree E (although one of those has no benchmarks in it, while only one intersection will generate Degree F.

The complexity of this factor is enhanced by the options that fall within each of the Comparative effects levels. At the higher level, these are divided into Internal and external impacts. For example, under Level IV, there are five potential impacts:

Internal

a. Affects ministry/provincial programs or systems by providing direct professional services, advice or consultation.

b. Affects program delivery by managing/coordinating a considerable staff program for a ministry/region/institution.

External

c. Affects clients or resources in a region or equivalent geographic area by managing/coordinating technical line program delivery.

d. Affects clients or resources by providing professional services, or by providing advice and consultation to professional service providers.

e. Affects clients by inspecting trades, crafts, operations or services.

An appropriate strategy for evaluation a position would be to start by examining these impact statements for the highest possible level for a position. In this case, Level IV is chosen as the starting point to determine whether or not the AAO position corresponds to one of those statements. As a first step it is necessary to determine whether the impacts are Internal or External. In this case, the External options are most likely to yield results. The Union, in its closing argument pointed to IVc as the best statement of comparative effects for the AAO position:

> "Air Attach Officers are used on 15% of the total fires in the province. Those are the fires that present the greatest risk to the resources and people of British Columbia. These fires have either the potential to spread and take up more money and fire protection resources than if contained by the Air Attach Officers or they are fires that require the Air Attack Officer's resources in order to create a safe environment for ground crews to operate in."

Impacts d. and e. are concerned with professional services and inspecting responsibilities, and neither of them works in this case.

To determine the validity of the Union position, we once again start with the Glossary. The are two definitions of 'manage', but both focus on the centrality of 'plan, organize, evaluate …'. If we refer back to the discussion above, a significant element of managing involves acting in a strategic fashion. The AAO position takes a preponderantly tactical role in the overall configuration of the provincial fire management system. Air tankers are one of the tools on the toolkit, used largely in an initial attack capacity to get at fires early and contain their spread. While it plays a crucial role in the overall system for fighting wildfires, the specific role of the AAO is to formulate an attack plan quickly and get retardant on the ground. As Mr. Barratt said in direct testimony, sometimes the whole decision is made in the space of a minute.

I am not persuaded that Level IV is the correct selection for the topic positions comparative effects. Given an inability to fit the impact of this position into one of the options at this level, we are led to move up the scale and down one level. At Level III option c. appears to be the correct choice: "Affects clients or affects resources in a district or equivalent geographic area by providing technical services, advice and/or coordination." Essentially air tanker services are highly technical and time-sensitive services that serve to contain fire hazards at an early stage through the effective delivery of retardant.

At the same time, we may wish to question the 'district' limitation since the air tanker program operates on a province-wide basis. In fact, that is not a relevant consideration in this case. While the program is province-wide, the AAO work is very localized indeed – focused on fighting a fire in an initial attack role with impact on 15% of the province's fires, and is called to those fires by regional Fire Control Officers. In the case of 8% of those 15% (1.2% of all fires) there is a support role, also called by regional Fire Control Officers. The focus of AAO work is local and highly tactical 400-500 times per year according to Mr. Barry.

It is worth reminding ourselves also of the role of air tankers in the overall wildfire fighting system. The Protection Branch of the Ministry is organized around fire 6 centres that are supported as they demand the support by a toolkit of services – air tankers, Rapattack, Parattack, central equipment warehousing and so on. The impact of the program as a whole is clearly very significant. Each element of the service delivery organization contributes to that in its own way.

We now come back to the question of 'Freedom to Act'. The Matrix provides for two levels that should be examined. Level 5 provides that "work is guided by general policies, plans, guidelines or standards and requires applying accepted work methods in a different way to handle unusual problems." At Level 6, the Plan provides that "work is guided by general policies, plans, guidelines or standards and requires planning, organizing or evaluating projects/cases."

In both of these requirements, there is an expectation that there will be general policies, plans, guidelines and standards available to guide the work. That is certainly the case with respect to the topic position – we have detailed some of the many documents and training materials that are available to the AAO to guide the work. It is the case, of course that these guidelines and standards are not sufficient to do the work. Indeed, the successful execution of a retardant bombing run requires clear understanding and a further ability to create a tactical attack plan quickly and to execute.

The intent of the Plan drafters appears to represent this activity as 'applying accepted work methods in a different way to handle unusual problems'. The Level 6 alternative 'requires planning, organizing or evaluating project/cases', again pointing a more strategic direction.

I am driven to the conclusion that the correct evaluation of the AAO position in Work Assignments is 5IIIc.

Throughout this analysis we have had a very limited supply of benchmarks to refer to that could also be seen as representative of the context in which the work is performed. In part, this is a result of the majority of the Protection Branch organization. Having been established to allow for wildfire response under the leadership of the permanent staff of the Branch with an accordion-like capacity to meet resource demands as fires proliferate, the organization largely avoided classifying positions in their temporary fire duties and structured itself to avoid excessive fire-fighting leadership burdens for individual staff.

The position of Fire Control Officer in the fire centres is filled one week at a time on a rotating basis, just as the AAO Duty Officer position is filled on the same basis.

BM052 Forest Protection Officer works in the same area and is responsible "to develop, implement and coordinate the Forest Protection Program within a fire zone district to prevent, detect and suppress forest fires and to plan and direct control action when fighting fires." The duties are heavily focused on the development of plans, presentation of budgets and like activities.

With respect to Work Assignments, BM052 is evaluated at Degree F. The accompanying statement indicates that BM052 is "guided by fire protection standards and policies, plan and organize the district forest protection program and take the necessary action to fight and suppress fires." It is the responsibility to *plan and organize* (in this case in a year-round position) that drives the evaluation to Degree F. Those actions are strategic and work towards a wider goal than the tactical actions of the AAO.

BM346 Field Operations Supervisor also presents some possibilities, although there is no fire-fighting content. Like BM052 the position plans and organizes programs related to the management of the forest resource base, and like BM052 it performs a long-term planning function.

The correct evaluation of Work Assignments is Degree E.

	Factor	Degree	Classification Points
1.	Job knowledge	G	250
2.	Mental demands	G	200
3.	Interpersonal communication skills	C	30
4.	Physical coordination and dexterity	B	10
5.	Responsibility for work assignments	E	120
6.	Responsibility for financial resources	E	33
7.	Responsibility for physical assets/information	D	22.5
8.	Responsibility for human resources	B	9
9.	Responsibility for well being/safety of others	D	25
10.	Sensory effort/multiple demands	D	18
11.	Physical effort	E	24
12.	Surroundings	D	9
13.	Hazards	E	12
	Total Points		**762.5**

715-804 = N21

In light of the evidence, I am of the view that the Air Attack Officer is correctly classified at Grid N21. The Union's appeal is denied. It is so awarded.

Dated December 31, 2004 at Victoria, BC

Jo Surich
Classification Referee

BETWEEN:

THE GOVERNMENT OF THE PROVINCE OF BRITISH COLUMBIA
(MINISTRY OF FORESTS)
(the "Employer")

AND:

B.C. GOVERNMENT AND SERVICE EMPLOYEES UNION
(the "Union")

AIR ATTACK OFFICERS

EMPLOYER'S SUBMISSION

The Union has appealed the classification level assigned by the Employer when the subject positions are performing the air attack function during fire season. Since the Union is the Appellant, the onus is upon the Union to establish that:

1. The duties and responsibilities of the positions under appeal substantially do not meet the Employer's factor ratings.
2. The duties and responsibilities under appeal clearly meet the intent of the Union's proposed factor ratings.

Background Information:

A committee comprised of Phil Taubin-Chabot (Fire Centre Manager for the Coastal region and an Employer witness), Leigh Barratt (an Air Attack Officer- one of the grievors), Jeff Berry (Manager, Provincial Airtanker Centre) and Dave Langridge (Acting Manager, Fire Operations, Fire Protection Program) was mandated to create a job description (contained at tab # 17 of the Employer's evidence binder). The committee met with Scott Barillaro, Job Evaluation Analyst for the Ministry of Forests to discuss all aspects of the air attack function in order to ensure Scott had a good understanding of the job before rendering an evaluation decision (tab #18 of the Employer's evidence). The outcome was that the Air Attack Officer function, as defined by the job description and through meetings with the committee, was correctly classified at 762.5 points or pay grid N21 that is equivalent to STO4.

Since the substantive job of the incumbents is that of Forest Protection Technician, also evaluated at N21 or STO4, this confirmed that substitution pay was not warranted during fire season when the air attack function was required to be performed.

We are here today because the Employer and Union could not agree to the classification level associated with the air attack function performed during fire season (April to September) as defined in the job description of record.

Overview of duties:

The Air Attack Officer is a seasonal/rotational position and is described in the agreed to job description of record. This job description identifies the following areas of responsibilities, those being:

- Directs, evaluates and supervises aerial attack actions of wild fires
- Performs as provincial air attack trainer and proficiency check rider
- Acts as Provincial Air Tanker Centre Duty Officer (approximately one week per fire season)
- Conducts research and evaluations

The role of Air Attack Officer, similar to many of the positions within the Ministry of Forests, is not required on a year round basis but is utilized during fire season.

Organizational Structure:

The organizational structure pertinent to this appeal is the structure that is in place for the fire season and referred to as the fire control structure. This structure is contained within tab #1 of the Employer's evidence binder. The Ministry has a separate and distinct structure for the remainder of the year. It is not uncommon; in fact it is typical, that the majority if not all of the positions associated with fire control, perform different duties (often with different reporting structures) outside of fire season. The duties performed during fire season are not typically the duties required outside of fire season.

The base positions for the majority of these appellants, outside of fire season, are Forest Protection Technician. The Forest Technician is confirmed at pay grid N21 or STO 4.

The air attack function is required during the fire season months. During that period of time, incumbents performing these roles report to the Superintendent Air Tanker Operations evaluated at STO5 level. This level has not been challenged by the Union. There is a functional reporting relationship to the Tanker Centre Duty Officer. The Air Attack Officers rotate through this position at a rate of approximately one week per fire season. Therefore not all Air Attack Officers perform this function during a given fire season. However it is a

requirement of the Air Attack Officer job description and is described at duty block # C. This is not unique to the tanker centre, as positions located at the fire control centre also rotate through the Fire Control Officer position usually for a longer period of time than is associated with the Air Tanker Duty Officer position.

Depending on the fire classification (employer's evidence tab #3), Incident Command Organizations are created with an Incident Commander who reports to the Fire Centre Fire Control Officer.

The Employer has entered through documentary evidence (specifically tabs # 1 and 1A) the fire control organizational structures and the roles of the participants.

FACTOR RATING ANALYSIS

Inclusion Criteria:

The parties agree that this case will be argued using the Public Service Job Evaluation Plan (PSJEP).

Topic positions:

The following represents the summary of factor ratings for the topic positions as rated by the employer:

Factor	Rating
Job Knowledge*	G-250
Mental Demands	G-200
Interpersonal Communication Skills*	C-30
Physical Co-ordination and Dexterity*	B-10
Responsibility for Work Assignments*	E-120
Financial Responsibility	E-33
Physical Assets/Information Management	D-22.5
Human Resources	B-9
Well Being/Safety	D-25
Sensory Effort/Multiple Demands	D-18
Physical Effort	E-24
Surroundings	D-9
Hazards	E-12
Total point score	762.5 (715-804 = pay grid 21)

* Factors in dispute

Factors in dispute:

The Employer and Union agree with nine of the thirteen factors. The factors in dispute are Job Knowledge, Interpersonal Communications, Physical Coordination/Dexterity and Responsibility for Work Assignments.

Job Knowledge:

"This factor measures the amount of information and understanding necessary to perform the duties of the job. This knowledge can be obtained through any combination of related formal education, training, experiences or self-study.

In rating, consider the kind and scope of knowledge required in the context of information, methods, techniques, procedures, practice, policy, concepts, theories and principles.

Each degree describes the level of knowledge required to perform jobs acceptably; it does not consider individual education achievement not required by the job. Credit is given for the highest typical level of knowledge required to perform the duties of the job."

The topic positions are required to understand the principles of forest protection, specifically fixed wing aerial fire suppression tactics, in order to plan and lead air fire control actions. Job duties include assessing forest fire fuel components, monitoring and predicting fire behaviour, evaluating safety and efficiency of aerial fire suppression operations, amending air attack plans are required and directing aerial fire suppression activities used for the initial attack of wild fires.

The Employer has evaluated the job knowledge factor at degree G. The Plan defines degree G as:

"Understand the principles of a trade, craft, operational, professional or technical area(s) with the requirement to analyze, diagnose, interpret and apply that area's standards in doing the work."

The Plan's glossary provides some definitions:

"Principles: The fundamental truths or laws of a trade, craft, operational, professional or technical area.

Analyze: Study the parts of a problem or situation to determine the relationship and nature of the subject.

Diagnose: Determine the cause or nature of a problem, condition or situation.

Interpret: Determine the meaning or implications of a policy, regulation, law, or situation." [Note: Interpret is also used for degree F].

Degree G captures a position which is responsible for studying the facts and circumstances of an existing situation, determining the meaning and implications of the laws, regulations and policies that govern the situation, and then applying those laws, regulations and policies to the facts and circumstances before it. This work requires an understanding of the "principles" of the area. Degree H, on the other hand, captures a position, which is not so concerned with an existing situation, but instead is concerned with developing new or revised solutions to deal with such situations in the future. This focus is evident from the use of the words "plan" and "research" in degree H. This work requires a more advanced, in depth, deeper knowledge of the area that is reflected in the use of the term "theory".

The topic positions' job knowledge was deemed weaker than degree H level benchmarks because there is no need to understand the theory of a scientific and technical area in order to function. Other positions within the organization require theoretical knowledge of weather behaviour. The Employer led evidence as to the role of positions such as the Fire Weather Behaviour Specialist positions (tab # 9), Forest Protection Technician- Headquarters (tab # 15) and you heard evidence from the Employer's witness who spoke to the specialist role of the Leader, Fire Sciences.

The following benchmarks, evaluated at degree G for Job Knowledge, we say are similar to the topic positions:

Benchmark # 48:

The Firefighter is required to respond to structural, wildland and motor vehicle fires in the Endowment Lands. In addition to the firefighting duties, the benchmark provides fire prevention and rescue services.

The benchmark is providing similar duties on the ground for University Endowment Lands that the Air Attack Officers are providing in the air.

The benchmark rationale states that the position requires the understanding of the principles of fire science in order to analyze, using diagnostic techniques, assess and apply technical standards to provide fire prevention, fire fighting and rescue services.

The topic positions' primary purpose as supported by the job description (tab #17 of the Employer's evidence binder) and in witness testimony is to provide the initial aerial attack on forest fires. It was estimated that about 80% of the time, the fixed wing air attack function is used for the initial attack of fires. About 20% of the time that fixed wing airtankers go out, they are not needed.

It is difficult to justify why the topic positions would require a greater degree of knowledge than this benchmark that also is responsible for fighting fires. There are no measurable differences in Job Knowledge between jobs that fight fires from a ground perspective (Benchmark #48) or aerial perspective (topic positions).

Benchmark #51:

The Forest Technician is responsible for planning and administering the silviculture activities within a forest district zone. The benchmark plans silviculture activities, develops prescriptions, collects and analyzes information and exchanges information with other programs to avoid or resolve conflicts. Similar to the topic positions, the benchmark has to understand the principles of its related field in order to conduct assessments and analyses.

The benchmark's duties are not as an exact match to the topic positions as Benchmark #48. However, there is a comparable requirement to analyze, diagnose and interpret standards in order to perform the work.

The role of the Air Attack Officer is quite standardized. I ask you to refer to the testimony from the Employer's witnesses particularly pertaining to the following evidence:

- Employer's evidence tab #23 (Operational Guidelines for Air Attack Officers), last paragraph on page 1, "Of paramount importance to the continued success of the Air Attack program is the use of common terminology, run descriptions, flying techniques and training methods. In other words, compliance with operational guidelines is essential." It then goes on to state that should incidents arise they must be addressed and amended Guidelines initiated promptly.

- You will recall and your notes will reflect witness testimony that confirmed the work of the Air Attack Officers were covered by standardized processes, procedures and guidelines. The reason for this was it was a high-risk operation with little latitude for variances. The procedures were proven to be successful therefore following them was a proven formula for success.

- During examination in chief, our counsel led the witnesses through numerous procedural manuals (Employer's evidence tabs # 21-25) and your notes will reflect that the directions contained within these manuals and witness testimony confirmed the procedural nature of the work.

Benchmark # 52:

The Forest Protection Officer develops, implements and coordinates the Forest Protection Program within a fire zone district. Duties include coordinating, planning and directing the fire control activities and providing expert advice on fire protection to municipalities and fire protection districts (duty block #2,i).

Although the benchmark clearly identifies this position as the expert, the position does not require theoretical knowledge but rather an understanding of the principles of forest protection and fire fighting in order to plan and direct fire control action within a forest district fire zone. The topic position would not require more knowledge than that of this benchmark, and no evidence has been led by the union that would support that contention.

Benchmark #141:

The Resource Assistant performs technical duties that support forest resource planning and resource management and ensures activities relative to silviculture prescriptions are carried out.

The benchmark functions as the technical expert, which includes providing direction to field crews, inspecting logging operations to identify incidents of trespass or potential fire hazards.

The benchmark requires an understanding of the principles of silviculture and forest resource management.

Although not an identical match, there is a comparable knowledge requirement to analyze, diagnose and interpret standards in order to perform the work.

Benchmark #271:

The Special Investigation Supervisor leads specialized field investigations to ensure the enforcement of environmental legislation and international treaties which includes planning, participating and leading investigation teams in the conduct of provincial, inter-regional or international enforcement projects.

Although provincial in scope, the benchmark requires knowledge of the principles of environmental law enforcement not theoretical knowledge. The benchmark does not require lesser knowledge of environmental law enforcement than the topic position does of firefighting.

Benchmark #365:

The Ministry Investigator is investigating allegations of irregularities/fraud in the administration of income assistance programs. Although the work is quite different from the topic positions, there are similarities in that there is an inspection aspect to the work in that the topic positions have to inspect situations and report back to others as to what they observe and based on that observation, the best way to control the fire using tankers.

Benchmark #365 has a strong investigative role that is not present in the topic positions but even so, the benchmark received only degree G for understanding the principles of investigation in order to investigate allegations of irregularities.

Benchmark #368:

The Senior Forest Revenue Inspector plans, develops, implements, controls and reviews Forest Revenue Inspection activities at the regional level. The benchmark is required to analyze situations to determine the best course of action. In that regard, there are similarities between the benchmark and the topic positions.

The requirement to analyze situations and based on knowledge of principles determine a course of action also applies to **Benchmark # 369- Forest Revenue Inspector.**

The Union has argued that degree H is the more appropriate rating for this factor. The Plan defines Degree H as follows:

Understand the theory of a trade, craft, operational, professional or technical area(s) with the requirement to:

1. *plan, research and review complex issues with many factors to consider; or*
2. *adapt systems or responses to correct problems in the area(s); or*
3. *inspect trade, craft, professional or technical area(s).*

Please consider the following definitions provided in the Plan, related to this point:

Adapt: Change or alter to meet new or changed circumstances or objectives

Plan: formulate an outline or proposal to fulfill the requirements and purpose of a project, program or mandate;

Research: *investigate, analyze and interpret information to reach new or revised conclusions or facts;*
Review: *to critically evaluate or re-examine;*
Theory: *the advanced principles in an area of knowledge or a hypothesis explaining how things relate to each other and the effects of that interaction.*

The entire definition must be met in order to qualify for the degree level. As an example, if a position meets the introductory criteria but does not meet criterion #1, #2 or #3, the definition is not met and the position is not considered to meet the degree definition. We say this because if the position is actually performing #1, #2, or #3, it could not be doing it without the theoretical knowledge as defined in the glossary.

How do we know, that regardless of degree, a position must meet both the introductory and subsequent criteria in order to meet the degree definition? It is obvious when you review the statement. The Introductory phrase states, "what" a position must understand. This is followed by "what" the position must perform in order to meet the entire degree definition. You will note that the end of the introductory statement is, onto itself, an incomplete statement. It requires the subsequent criteria in order to make a complete sentence.

So, when we look at the evidence and testimony before you, can we say that the topic positions:

- Inspect trade, craft, professional or technical area(s)? We say NO. They do not do this.
- Adapt systems or responses to correct problems in the area(s)? Again, we say NO. They do not do this. And lastly,
- Plan, research and review complex issues with many factors to consider? NO, they do not.

Before proceeding with benchmark comparisons it is worth reiterating the differences between degrees G and H. Degree G captures a position which is responsible for studying the facts and circumstances of an existing situation, determining the meaning and implications of the laws, regulations and policies that govern the situation, and then applying those laws, regulations and policies to the facts and circumstances before it. This work requires an understanding of the "principles" of the area. Degree H, on the other hand, captures a position, which is not so concerned with existing situations, but instead is concerned with developing new or revised solutions to deal with such situations in the future. This focus is evident from the use of the words "plan" and "research" in degree H. This work requires a more advanced, in depth, deeper knowledge of the area that is reflected in the use of the term "theory".

The topic positions are responding for determining the facts before them (as visualized from their aerial view) and based on established guidelines and procedures that govern the work, applying them to the situation. They are not charged with the responsibility of developing new solutions to deal with situations in the future. The situations before them are immediate and must be dealt with in an expeditious manner. There are other positions within the organization that are charged with 'looking forward' to deal with situations in the future.

Again, I urge you to review the witness testimony related to other positions within the organization and tabs #21-25 of the Employer's evidence that clearly show that:

- The work is proceduralized
- The work requires the knowledge to analyze and apply those standards in order to perform the work

Benchmarks evaluated at degree H, require more than just a theoretical knowledge of their respective area. Equally important is how they are required to apply that theoretical knowledge. Positions at degree H must use that knowledge to either plan, research and review complex issues with many factors to consider; adapt systems or responses to correct problems in the area(s) or inspect trade, craft, professional or technical area(s).

Benchmarks evaluated at degree H for the requirement to apply theoretical knowledge to plan, research and review complex issues with many factors to consider (criteria #1) include the following:

Benchmark #199:

The Regional Resource Officer plans, researches and coordinates projects for the management and conservation of fish, wildlife, vegetation, water and related resources and provides expert advice on resource management practices to all levels of ministry staff.

Unlike the topic positions that apply their knowledge to plan aerial attacks for the purpose of controlling a specific situation, the benchmark is planning, developing and implementing long term plans where there are many factors to consider when assessing the impact of resource activities on protected areas.

Benchmark # 346:

The Field Operations Supervisor coordinates field operation activities in forest resource management in areas such as silviculture, timber harvesting, valuation and related forest management programs.

Similar to Benchmark #199, there is the requirement for long term planning with many factors to consider.

The second alternate criteria for degree H is the knowledge to understand the theory of trade, craft, operational, professional or technical area(s) with the requirement to adapt systems or responses to correct problems in the area(s).

Benchmarks exemplifying this level of knowledge include the following:

Benchmark #310:

The Methods and Productivity Analyst reviews and improves procedures, methods and work systems for the Office of the Public Trustee. Again, this benchmark, unlike the topic positions has the requirement to use its knowledge for the development of methods for long term planning for the future.

Benchmark # 347:

The Pollution Prevention Analyst contributes to the development of a comprehensive environmental review and pollution prevention planning process and advises ministry staff on issues related to pollution prevention programs.

Unlike the topic positions, the benchmark is required to undertake long term planning for the program. This requires a theoretical knowledge of environmental protection.

The third criteria for degree H is the requirement to understand the theory of a trade, craft, operational, professional or technical area(s) with the requirement to inspect trade, craft, professional or technical area(s). With the exception of Benchmark #151, Fire Safety Inspector (which I will address later), the benchmarks are all trades inspectors.

An examination of Benchmarks # 48- Firefighter (degree G) and #151- Fire Safety Officer (degree H) provide us with a good illustration of the difference between degrees G and H for Job Knowledge. Benchmark #48, at degree G is primarily involved in providing fire protection and rescue services. There is some "prevention" required but not "prevention" in the form of long term planning. The prevention is related to ensuring that equipment is fully operational and junior staff are well trained and prepared. The benchmark rationale for Benchmark #48 states, "Understand the principles of fire science and analyze, use diagnostic techniques, assess and apply technical standards to provide fire prevention, fire fighting and rescue services." There is also no requirement for inspection of a trade or technical area. The inspection of this job is focused towards the inspection of fire hydrants and fire equipment to ensure they are operational.

If you review the Mental Demands factor, you can ascertain that the work is focused toward the immediate situation at hand not long term assessment, development or planning.

In contrast, Benchmark # 151- Fire Safety Officer conducts investigations to determine original cause of fires and conducts fire safety inspections. This requires the benchmark to have a theoretical knowledge of fire technology in order to plan and provide fire protection and prevention safety services and perform fire inspections.

The topic positions' primarily exist to provide initial response to wildfires. They do not exist to inspect or investigate the fire, determine the cause or make long term planning to prevent future fires.

Your notes will reflect that the Union did not establish that the topic positions required theoretical knowledge nor is Incident Commander level 2 a mandatory requirement for the positions.

In particular, I bring your attention to the following:

- In examination in chief, Mr. Berry stated an Air Attack Officer must have 7-10 years experience yet the management approved qualification states 5 years.
- In cross-examination, Mr. Berry was asked if he could explain the term "advanced principles" that he had referred to in examination in chief. When you review your notes you will find that his explanation and examples do not meet the Plan's intent of "theory".
- In cross-examination, Mr. Berry agreed that an Air Attack Officer needed the same level of knowledge whether working within or outside the province.
- In cross-examination, Mr. Berry agreed that "fires are fires".
- In cross-examination, Mr. Barratt agreed that the ministry hires a specialist to evaluate retardant spills; generally the ground crews are responsible for clean up and Ministry of Water, Lands and Parks have the authority to direct them in the process.
- In cross-examination, Mr. Barratt stated that the air attack plan was created "in my head" and agreed it took, on average, a minute to create.
- The Comox Lake video from September 2004. One of the Air Attack Officers interviewed during the filming stated that an Air Attack Officer applies the fundamentals learned to literally thousands of situations. This is an accurate descriptor of degree G.
- In cross-examination, it was also put to Mr. Vanderlinde that Conair trained their pilots in fire bombing procedures prior to them providing services to the Ministry of Forests. Mr. Tigchelaar later confirmed this.
- In examination in chief, Mr. Taudin-Chabot testified that the training to achieve Air Attack Officer certification is basically the same as when he was certified. He achieved his certification within a few months. In chief, Mr. Tigchelaar responded in kind. Mr. Tigchelaar also testified in chief that he

has an employee in Valemont who took his level 1 training in May, level 2 in June and completed level 3 during the latter part of July.

- In examination in chief, Mr. Taudin-Chabot testified that he had 4 Fire Centre Control Officers and they bring their classification level with them to the job. He currently has under-implemented the position with STO3 due to a course requirement but if fully qualified, the classification level would be STO4.
- In examination in chief, Mr. Taudin-Chabot testified in detail, the large span of control of a Fire Control Officer.
- In chief, Mr. Taudin-Chabot testified that within the Incident Command structure there are 4 section chiefs-Operations, Logistics, Planning and Finance/Administration. Candidates for these positions may be STO3 or STO4 base pay. If so, they would receive substitution pay at STO5 when functioning in these roles. He went on to state that no other positions receive substitution pay moving from non-fire to fire season structure.
- In examination in chief, Mr. Taudin-Chabot testified that Conair and Airspray supply the aircraft and train the pilots.
- In re-direct, Mr. Taudin-Chabot testified that he had never paid substitution pay to any Fire Control Officer and from 2001 onwards was not aware of any Fire Control Officer receiving substitution pay for performing that role.
- In examination in chief, Mr. Tigchelaar testified that other resources are loaned outside of British Columbia and it is also reciprocated.
- In examination in chief, Mr. Tigchelaar testified that the S21 course was a requirement for Crew Leaders (STO1) and above. Whoever is there assesses the fire and determines what tactics will be used and passes along information to the Fire Control Officer. This role is not unique to the Air Attack Officers.
- In chief, Mr. Tigchelaar was asked about the "theory of flight"-a section of the Air Attack Officer level 1 training. He confirmed that it was approximately one hour in length and felt that the knowledge gained was introductory and "basic" as the training manual states.
- In chief, when asked about substitution pay from a historical perspective, Mr. Tigchelaar provided the history, which in encapsulated form, amounts to a Director paying substitution pay without any authority or previous approval to do so. The substitution pay was stopped hence the filing of the grievance.

The Employer's evaluation of this factor remains degree G.

Interpersonal Communications:

This factor measures the level of skill necessary to communicate with others in person and by telephone, to perform the duties of the job. Others may include staff, members of other organizations, clients, patients, inmates, and the general public.

In rating, consider the kind and purpose of the communication, and the extent to which courtesy, tact, persuasion, counselling or negotiation skills are required to bring about desired co-operation, or to motivate, maintain good relations, or achieve related purposes integral to the job duties.

The Employer has evaluated this factor at degree C that the Plan defines as:

Discretion required to exchange information needing explanation

The Union has evaluated this factor at degree D that the Plan defines as:

Persuasion required to use basic counselling skills to induce cooperation, interview for information or provide advice, or use basic negotiating skills to reach a settlement where the parties are generally cooperative and have common interests.

Degrees C and D do not distinguish between the types of persons contacted but rather the purpose of the contacts. The Plan directs the rater: *Credit is given for the highest typical level of interpersonal communication skill required to perform the duties of the job.* It is important to note that although the highest level is given credit, it must be **"typical"**.

The Plan's glossary provides some definitions that are critical in differentiating between degrees C and D:

Discretion: Careful deliberation as to what should be communicated and what should not or cannot be when disclosing information **(degree C)**
Explanation: Making clear using familiar language or terms **(degree C)**
Persuasion: Sufficient skill in communication to affect the behaviour, motivation, decisions, or actions of others in order to achieve and maintain cooperation **(degree D)**
Counselling (basic): Interviewing to obtain personal information and provide advice **(degree D)**
Negotiation (basic): Ability to reach a settlement where parties are generally cooperative and have a number of common interests **(degree D)**

Positions at degree C require discretion in the exchange of information, which requires an explanation whereas jobs at degree D require basic counseling or basic negotiation skills in order to persuade others.

It is also important to note that supervisory positions automatically receive degree D for their role in appraising and discussing employee performance problems.

The topic positions' communication, when performing the air attack function, is providing information to advise others of changing conditions and advising them that based on their aerial view, whether it is time to use the pre-arranged escape routes. If required, it would be expected that the topic positions would advise others of danger and assist them by directing them as to the best way to escape a dangerous situation.

Typically, ground and air personnel know each other and work as a team. Their combined efforts result in the success of the operation. It would be very atypical where the Air Attack Officers' communication skills would require persuading others to follow their advice or direction.

When you review your notes you will find that they reflect that there is no requirement to persuade, counsel or negotiate with others but rather report factual information related to conditions as viewed from an aerial perspective.

Benchmarks (evaluated at degree C) that the Employer has used for comparative purposes include the following:

Benchmark #67:

The Head, Drilling Rig Operator requires discretion to provide direction for completion of work tasks to field crew.

Benchmark #124:

The Deckhand requires discretion to exchange information needing an explanation of traffic loading procedures with the public.

Benchmark #232:

The Electronics Technician requires discretion to exchange information needing an explanation of how to operate radio equipment.

Benchmark #370:

The Snow Survey Technician requires discretion to exchange information needing explanation regarding snow survey data that is collected by others and to provide instruction on collection methodologies.

Benchmark #373:

The Regional Construction Aide requires discretion to exchange information needing an explanation of construction specifications with contractors and to explain work procedures to the crew.

It is important to note that positions that are required to remove tension from situations where people are angry or upset are also evaluated at degree C. An example of such a job is **Benchmark # 184- Registration Clerk** (refer to benchmark rationale).

All of the aforementioned benchmarks require the positions to use their discretion when exchanging information requiring an explanation. Where this exchange differs from degree D is in the requirement to use basic counseling or basic negotiation skills in order to gain cooperation or reach agreement.

Positions evaluated at degree D are stronger in that their typical communication involves using basic counseling skills to induce cooperation or provide advice or involves basic negotiation skills. Examples of benchmarks evaluated at degree D for employing basic counseling skills include the following:

Benchmark #48:

The Firefighter requires persuasion to gain cooperation and calm victims and crowds in emergency situations.

Benchmark #48 provides fire prevention, firefighting and rescue services to the University Endowment Lands. This benchmark is in the midst of victims and crowds in emergency situations. In this role the position, as stated in duty block #1, task statement 'l',"calms and reassures victims and exercises crowd control in emergency situations."

This benchmark is not only directly 'on the scene" but is dealing directly with members of the public who do not know this individual and are panicked.

Typically, the topic positions are conferring with their colleagues, also seasoned in fire fighting, and are relaying information as they view it from their aerial perspective.

Benchmarks #51 and # 141:

The Forest Technician (BM #51) and the Resource Assistant (BM #141) use basic counseling skills to deal with incidents of antagonism while enforcing conditions of the Forest Practices Code.

Both benchmarks are in an enforcement role. In particular to Benchmark #51, I refer you to duty block #1, task statement 'd' which states, "analyzes licensee submissions and monitors licensees to ensure compliance with standards, policies and regulations." I also refer you to duty block #2, task statement 'a', "monitors, enforces and reports on violations of the Forest Practices Code."

I also refer you to two statements contained within Benchmark 141:

- Duty block #1,h-"Monitors illegal activities... and takes appropriate action.
- Duty block #2,c-"Issues, suspends, cancels or restricts burning permits

Benchmark #151:

The Fire Safety Officer uses basic counseling skills to encourage engineers and architects to comply with fire regulations before issuing orders and to interview victims, families and the public to determine the cause of fires.

Benchmark #151 performs a compliance role when performing fire safety inspections and investigations, which requires the position to use persuasion to influence engineers and architects to conform to regulations in order to avoid issuing orders. The persuasion comes into effect when trying to persuade these parties to conform without the necessity of the formal issuance of orders. In addition, the benchmark when conducting fire investigations has to use persuasion when interviewing victims, families and the public in order to gather all necessary details to determine the cause of the fires.

Benchmark #198:

The Senior Park Ranger uses basic counseling skills to encourage park users to comply with conditions of various acts within parks including public behavior and security issues.

Benchmark #198 has a compliance role and is the front line contact with the public and contractors. Duty block #3 refers to the requirement to issue tickets and citations and enforce park rules. There is a requirement (as stated in the rationale for Interpersonal Communications) for the benchmark to persuade others to comply with the conditions of various acts.

Benchmark #271:

The Special Investigations Supervisor uses basic counseling skills to deal with incidents of antagonism while acting in an enforcement capacity.

This is another example of a position required to act in an enforcement role. Duty block #1 of the job description refers to the role of enforcing environmental legislation.

Benchmark # 280:

The Manager, Crown Victim Witness Services uses basic counseling skills to provide counseling to victims/witnesses of violent crimes.

This benchmark does not function in an enforcement role but functions as a counselor to victims, witnesses and their family involving a fatality, serious bodily harm or emotional trauma. In order to ensure the clients' ability to testify in court, the benchmark is using counseling techniques to assess their needs and their ability to testify.

Benchmark #369:

The Forest Revenue Inspector uses basic counseling skills in acting in an enforcement capacity and in dealing with incidents of antagonism.

The Forest Revenue Inspector is acting in an enforcement capacity. The 'Primary Function' statement of the job description in part states, "To provide enforcement services for acts and legislation relating to forest revenue, conduct field investigations and initiate prosecution for non-compliance ..."

Benchmark #406:

The Licensed Practical Nurse uses basic counseling skills to encourage cooperation and motivate clients to accept care plans.

All of the aforementioned benchmarks are required to use basic counseling skills in order to gain agreement or provide counseling to others. This is simply <u>not</u> a typical requirement of the topic positions. Their role is one of providing and receiving information with involved parties to ensure that everyone has the best "picture" of the fire situation in order to contain it as safely and efficiently as possible.

Positions may also be evaluated at degree D based on the requirement to exercise basic negotiation skills. The Plan's glossary provides a definition for basic negotiation:

Ability to reach a settlement where parties are generally cooperative and have a number of common interests

Benchmarks evaluated at degree D for exercising basic negotiating skills include the following:

Benchmark #50:

The Waste Management Officer uses basic negotiation skills to gain consensus on controversial waste management plans.

Benchmark #50 supervises enforcement services for the management of municipal wastes ('Primary Function') and enforces a variety of acts and regulations (duty block # 4). In its role as enforcer, the benchmark is required to negotiate for additional information or modifications of facilities (duty block #1,task statement 'e').

Benchmark # 52:

The Forest Protection Officer uses basic negotiation skills to gain agreement on contract terms with fire suppression contractors.

The benchmark is required to discuss contracts and monitor compliance of contract terms and as such requires negotiation skills to gain agreement.

It is important to note that this benchmark receives degree 'D' for gaining agreement on contract terms (refer to benchmark rationale) not for directing fire crews and equipment (duty block #2, task statement 'b')

Benchmark # 344:

The Wildlife Specialist uses basic negotiation skills to induce cooperation across related provincial and federal resource agencies and stakeholder groups.

The benchmark requires basic negotiation skills because it is responsible for ensuring consistency in the application of policies and procedures among stakeholder groups.

All of the aforementioned benchmarks have the requirement to negotiate to gain agreement on issues. Again, this is not a requirement of the topic positions.

Your notes will reflect that the Union has not proven its case-that is, Air Attack Officers need level "d" communication skills. In fact the Union led evidence that supported the contrary.

- In examination in chief, Mr. Barratt stated that they didn't often have to use negotiation and counselling skills. I remind you of the Plan's requirement to measure "typical".
- In cross-examination, Mr. Barratt agreed that it took a couple of weeks for an Air Attack Officer to achieve certification. The reason that is usually spread over a couple of fire seasons was logistics not course material.
- In cross-examination, Mr. Barratt agreed that all Incident Commander 2s retained their base classification.
- In examination in chief, Mr. Vanderlinde testified that interaction with the public was primarily with people who want to go on tours of the base.

- In examination in chief, Mr. Vanderlinde gave examples of angry/upset property owners. However his evidence supported "calming angry or irate people" which is indicative of degree C (the Employer's rating).
- In examination in chief, Mr. Vanderlinde's examples of evacuation crews was clearly one of directing them to safety. He provided no examples of "counselling or negotiating" with them.

The Employer's evaluation of this factor remains degree C.

Physical Coordination/Dexterity:

This factor measures the physical ability and dexterity required to perform the duties of the job. In rating, consider the kind and scope of the physical co-ordination, dexterity and eye-hand and body movement, required to perform the job duties, including manual techniques, the use of tools, instruments and equipment and the need to respond to changing physical conditions.

Each degree describes the level of physical coordination and dexterity skills required to perform jobs acceptably; it does not consider individual achievement or skill not required by the job. ***Credit is given for the highest typical level of physical coordination and dexterity required to perform the duties of the job. [Bolding is mine]***

It is important to recognize that this factor does not measure the surroundings under which the job duties are performed. Factor 12, 'Surroundings" measures the disagreeable elements such as vibration, noise, weather extremes, confined spaces etc. I refer you to the Plan's instructions for rating factor #12 (not in dispute).

The Employer has evaluated this factor at degree B based upon the requirement to use radio communication and audio/visual equipment while conducting aerial operations.

The topic positions also operate a camera for taking aerial photographs and are required to draw rough sketch maps of the surrounding area.

The Plan defines degree B as:

Some coordination and dexterity.

Some activities associated with degree B include using hand signals, using common hand or power tools to perform rough work, using a hand operated computer mouse to perform rough work, operating stationary equipment such as a radio phone, and/or operating light off-road equipment.

Benchmarks evaluated at degree B exhibit similar requirements for physical coordination and dexterity as the topic positions:

Benchmark #147:

The Anthropology Collections Technician is required to use common hand and power tools such as a table saw to build crates.

Benchmark # 197:

The Radio Operator is required to operate a radiophone to provide road condition and weather information.

Benchmark #246:

The Coordinator, Technology Management is required to use computer keyboard and mouse with a minimum requirement of speed to prepare reports and policies.

Neither party has argued that degree C is the appropriate rating but since there remains two degrees difference in the parties' ratings, I will address degree C.

The Plan defines degree C as:

Moderate coordination and dexterity

Benchmarks evaluated at degree C for this factor include:

Benchmark #17:

The Editorial Assistant is required to use a hand-operated mouse to prepare layout designs and camera-ready copy for printing, with some speed to meet project deadlines.

Benchmark #82:

The Fisheries Biologist is required to snorkel and swim to collect fish data and to set and pull gillnets from boats.

Benchmark #151:

The Fire Safety Officer is required to use precision detectors, cameras and video equipment to inspect fire scenes and drives vehicle to fire sites. The key word is "precision"—not a requirement of the topic positions.

Benchmark #198:

The Senior Park Ranger is required to use hand or power tools to refinish lettering on park signs.

Benchmark #214:

The Development Technician is required to operate survey equipment and use drafting tools to prepare drawings.

Benchmark #227:

The Terminal Attendant is required to handle mooring lines during berthing and unberthing of vessels.

The Plan defines degree D (the Union's proposed rating) as:

Significant coordination and dexterity

The Union has argued that degree D is the appropriate rating based on the requirement to sketch maps while riding in aircraft in turbulent weather. It would be interesting to ask the Union what their proposed rating for this factor would be if the incumbents were not riding in an aircraft in turbulent conditions. While the Union may think that it an irrelevant question, we say it is not, for that is what this factor considers. It considers the coordination and dexterity required to product the drawing. That notwithstanding, the Employer disagrees with this rating for the following reasons:

- The sketch maps are crude drawings only (refer to witness testimony and Employer evidence tab #20)
- More detailed quality maps used for court purposes are drawn by staff delegated the responsibility to undertake investigations and
- The Surroundings factor measures disagreeable surroundings such as turbulence. This factor does not measure disagreeable surroundings

Benchmarks evaluated at degree D include:

Benchmark #25:

The Compilation Technician is required to use a computer to prepare cadastral data bases and maps, which requires precise manipulation with a computer mouse and/or hand drawings.

Benchmark #43:

The Laboratory Technician is required to operate a microscope and to weigh minute amounts of chemical preparations.

Benchmark #48:

The Firefighter is required to operate emergency vehicles to respond to fires and other emergencies.

Benchmark #63:

The Trade Supervisor, Electrical is required to perform precise calibrations on equipment.

Benchmark #200:

The Photo Arts Technician is required to calibrate and repair precision computer controlled photographic equipment.

Benchmark #272:

The Supervisor, Industrial Investigations is required to calibrate and adjust sensitive surveillance and testing equipment

Benchmark #350:

The Regional Air Monitoring Technician calibrates and adjusts electronic monitors and measurement equipment to fine tolerances.

Benchmark #359:

The Curator, Historical Collections is required to handle and preserve fragile and valuable historical objects.

Benchmark #370:

The Snow Survey Technician uses precision snow survey station equipment to precise tolerances.

Benchmark #372:

The Geotechnical Assistant is required to test, repair and set-up sensitive data collection equipment.

Benchmark #410:

The GIS Technician uses a computer to prepare cartographic and graphical products that require fine manipulation with a computer mouse.

Benchmark #411:

The Spatial Data Analyst is required to use a computer to prepare cartographic products that require fine manipulation with a computer mouse with no tolerance for error.

There is a recurring theme as the degrees increase from B (the Employer's rating) to D (the Union's proposed rating) and that is the increased precision required to perform the duties of the job. As an example at degree B, the Radio Operator (Benchmark #197) is required to operate a radiophone—a communication device not requiring a great deal of precision. At degree C, the Fire Safety Officer (Benchmark # 151) is required to use equipment required for inspection purposes. The end result of the use of this equipment results in the requirement for more precision. At degree D, the Photo Arts Technician (Benchmark #200) is required to calibrate and repair precision computer controlled photographic equipment.

Other illustrations include computer keyboard operators. At degree B there is the requirement to use keyboards with a minimal requirement for speed so the requirement for physical coordination and dexterity is minimal. At degree C, there is the requirement for speed to meet deadlines therefore the requirement for physical coordination and dexterity is increased. At degree D, there is the requirement for speed and accuracy therefore there is a greater degree of physical coordination and dexterity required.

The question then becomes, does the surroundings in which a position operates, affect the Physical Coordination and Dexterity factor? We say it does not as Factor #12, Surroundings measures these disagreeable elements of the job. I refer you to the Instructions for the Surroundings factor, which in part, states:

In rating, consider the intensity, frequency and duration of the following:

-disagreeable elements such as: odours, fumes, dust, vermin, bodily fluids, vibration, noise, weather extremes, overnight traveling, working in areas without privacy or in awkward positions in confined spaces…

I suggest to you that the Union's reasoning for proposing degree D for this factor (as stated in the Part 3 form) is flawed in that they state, " The position is required to sketch maps while riding in aircraft in turbulent weather." The conditions under which the maps are "sketched" is irrelevant as those conditions are measured under factor #12 which is not in dispute.

Could one argue that the degree of physical coordination and dexterity increases if the surroundings are not optimum? The guide to raters does not direct the rater to consider this and the benchmarks do not support it. The Benchmarks when addressing the Physical Coordination and Dexterity factor do not mention the surroundings under which the benchmarks are operating.

Your notes will reveal that the Union ignored this factor and instead focused on examples that illustrated "Multiple Demands"-a factor not in dispute.

- In chief, evidence was given (primarily by Mr. Vanderlinde) as to operating multiple radio sets, GPS system etc. This addresses multiple demands not Physical Coordination and Dexterity. There was no evidence as to the precision required to physically manipulating dials etc. In fact, there was mention of "pushing buttons".
- In examination in chief, Mr. Tigchelaar also testified that ground crews use radios and GPS.
- In examination in chief, Mr. Vanderlinde addressed the use of digital cameras and the pictures used in court cases. However, the Employer led evidence to the contrary. Although the pictures and sketch maps form part of the file, the documents, at best, would be only part of the documents used during court cases.
- In examination in chief, Mr. Vanderlinde referred to the sketch maps as "rough sketch maps".
- During examination in chief, Mr. Tigchelaar stated that indeed they were rough sketches and the Air Attack Officer has the opportunity to re-do maps and reports on the ground.

The Employer's evaluation of this factor remains degree B.

Responsibility for Work Assignments:

This factor measures the relative importance of the job's requirement for the application of knowledge and skills, and the freedom to act to carry out the most representative duties of the job.

In rating, consider the relative importance of the job's requirement for the application of knowledge and skills, and the freedom to act in the context of following, recognizing, selecting, varying, planning or developing instructions, procedures, operations, policies, programs or services.

The Work Assignments factor is displayed as a two dimensional grid—Freedom to Act and Comparative Effects.

The Employer has evaluated this factor as a whole at degree E. This degree is a combination of the elements Freedom to Act and Comparative Effects.

Freedom to Act:

The Employer has evaluated this element at level 5 which the grid defines as:

Work is guided by general policies, plans, guidelines or standards and requires applying accepted work methods in a different way to handle unusual problems.

Comparative Effects:

In looking at the grid, you will note that the majority of benchmarks evaluated at level 5 for Freedom to Act have a level iii (moderate) impact. There are a few benchmarks with a level iv (considerable) impact but the majority has a moderate impact.

This is simple logic—the majority of positions whose work is guided by general policies and guidelines would not have a considerable impact. There is not usually enough freedom (due to the presence of procedural guidelines) given to such positions to allow their decisions to warrant a considerable impact. You have heard direct testimony that supports such a contention and the documentary evidence is equally overwhelming in that regard.

The Employer has found the following benchmarks to have similar Freedom to Act and Comparable Effects (Degree E, level 5, iii Moderate comparative effects) as the topic positions:

Benchmark #51:

The Forest Technician plans and administers the silviculture activities within a forest district zone.

Although the work is not the same as the topic positions, both are guided by general procedures with the freedom to apply accepted work methods in a different way in order to complete the work.

Benchmark #141:

The Resource Assistant performs technical duties that support forest resource planning and resource management. Benchmark # 141 has a compliance roll not present in the topic positions' role as Air Attack Officers but there is similarity in that the benchmark's work is guided by general procedures and plans with requirement to apply these in different ways to complete the work.

Benchmark # 272:

The Supervisor, Industrial Investigations also has an investigative/compliance role not present in the topic positions' role. Similar to the topic positions, the work is guided by general policies and guidelines with the requirement to apply these in a different way to accomplish the work.

Benchmark #365:

The Ministry Investigator investigates allegations of irregularities/fraud. Although the topic positions do not have an investigative role, they have an inspection role. Both the topic positions and the benchmark have procedures and standards to guide them but there is the requirement to apply accepted methods in a different way depending on the circumstances.

Benchmark # 369:

The Forest Revenue Inspector has an enforcement role that is not present in the topic positions' roles. However, there are similarities in that both sets of work are governed by standardized procedures with the requirement for the positions to use these in a different way in order to accomplish the tasks.

Benchmark #370:

The Snow Survey Technician coordinates the operation of the provincial manual snow survey data collection network. In addition (refer to duty block #2) the benchmark monitors and assesses the manual snow survey operations, which includes the physical inspection of snow courses.

The requirement to inspect the field site locations is similar to the requirement of the topic positions to travel to inspect and report on fire situations.

The benchmark's work, similar to the work of the topic positions, is guided by guidelines and standards and requires the benchmark to apply the work methods in a different way to collect information and determine new course and requirements.

The Union has argued that level 6; degree F is the more appropriate rating for this factor. The description for level 6 is:

Work is guided by general policies, plans, guidelines or standards and requires planning, organizing or evaluating projects/cases

The difference between the wording for degree E (level 5) and degree F (level 6) is the requirement to plan, organize or evaluate projects/cases.

The Plan's glossary provides definitions for 'plan', 'organize' and 'projects':

Plan/Planning: Formulate an outline or proposal to fulfill the requirements and purpose of a project, program or mandate.

Organize: Arrange the operations or set up the implementation of a plan of action.

Projects: A planned undertaking requiring the understanding of the principles of a trade, craft, technical area or profession.

As the grid indicates, positions evaluated at degree F (level 6) have a comparative effects impact that was level iv—Considerable—has long term impact.

At degree F, positions have a planning aspect to their work. This planning, as exemplified by the benchmarks is usually related to long term planning not short term related to a particular situation.

All of the benchmarks that receive degree F (level 6) have a comparative effects element of degree iv—considerable-has long term impact either internal or external. The grid does not allow for the combination of degree F (level 6) with less than degree iv (considerable, long term) impact. Therefore in order for you to consider degree "F"- level 6 for the topic positions, you must also determine that the degree of impact is at least "considerable, long term impact).

There are a number of features that impact the positions' freedom to act and impact of action:

- The proceduralized nature of the work. The Employer led evidence to this effect. The work is high risk and it is necessary, by its very nature, to follow proven successful procedures in order to minimize risk.
- The roles of others involved in fire fighting such as the Fire Centre Fire Control Officer, the Tactics Officer, the Incident Commander on the ground, Section Chiefs- Logistics, Operations and Planning, Forest Protection Officer, Fire Weather Behaviour Specialist, Manager, Provincial Airtanker Centre and the Superintendent, Provincial Airtanker Centre.

The Employer offers the following benchmarks as examples of degree F (level 6) with comparative effects of iv-considerable—has long term impact:

Benchmark #52:

The Forest Protection Officer develops, implements and coordinates the Forest Protection Program within a fire zone district to prevent, detect and suppress forest fires and to plan and direct control action when fighting fires.

Key to explaining why this job is evaluated at degree F and the topic positions are not, is the benchmark's role in planning the program. The benchmark is involved in preventative long term planning of the program, which is simply not a requirement of the topic positions.

I also direct your attention to the benchmark organization chart. This benchmark supervises other Forest Technicians (the topic positions' substantive roles) and supervises the Crew Bosses of the Initial Attack team.

The topic positions are used primarily for initial attack when it is determined (by others) that fixed wing aerial attack is necessary. They do not determine if they should be involved, who should be involved or how many should be involved. If there are multiple Air Attack Officers dispatched to a fire, the first Air Attack Officer present will usually take the lead and may direct the others. However, they do not proceed independently. They would be in constant communication with the Air Tanker Centre and the Incident Commander for the ground crews.

Benchmark #55:

The Area Supervisor plans, implements and administers contracted visitor services for Manning Provincial Park. Unlike the topic positions, the benchmark has a long term planning aspect to it. The benchmark plans and organizing the delivery of services for the Front Country program of Manning Park and is responsible for inspecting all park operations to ensure the proper delivery of programs.

Benchmark #271:

The Special Investigations Supervisor leads specialized field investigations of major offenses. Unlike the topic positions the benchmark is responsible for long term planning with regards to all specialized investigations in the province.

There are three sets of benchmarks I wish to bring to your attention that I believe clearly illustrate the difference between degrees E (level 5) with Comparative Effects of iii as opposed to degree F (level 6) with Comparative Effects of iv:

1st set:
Benchmarks #346 and #51:

Benchmark #346 is a Field Operations Supervisor evaluated at degree F (level 6) with a Comparative Effects rating of iv. Benchmark #346 is responsible for coordinating field operation activities in forest resource management for a number of programs. It participates in planning processes (duty block #2).

Benchmark #51 is a Forest Technician (the substantive job of the topic positions) and reports to Benchmark #346. Although this benchmark plans activities within its zone, it is not in charge of long term planning, as that is the role of the supervisory position, Benchmark #346. In contrast to Benchmark #346, the Forest Technician is involved in the daily more immediate planning activities and this warrants degree E (level 5) with a Comparative Effects rating of iii.

2nd set:
Benchmarks #368 and #369:

Benchmark #368 is a Senior Forest Revenue Inspector and is responsible for the long term planning of Forest Revenue Inspection at the regional level. Duty block #1 addresses the planning aspect of the job.

In contrast, Benchmark # 369- the Forest Revenue Inspector reports to Benchmark #368 and is involved in the more immediate planning associated with providing enforcement services for revenue related offences.

Benchmark #368,the supervisory position receives degree F (level 6), iv Comparative Effects whereas; Benchmark #369 receives degree E (level 5), iii Comparative Effects.

3rd set:
Benchmarks #270 and #274:
Benchmark #270, the Senior District Conservation Officer coordinates the delivery of the conservation program. As such, there is the requirement to produce annual plans and recommend program changes. These types of duties speak to a long term planning role.

In contrast, Benchmark #274, the District Conservation Officer, reporting to a position like Benchmark #270, is involved in the day-to-day enforcement activities. There is obviously a planning aspect to the job—planning the investigations but it is short term planning not the long term planning associated with Benchmark #274.

Benchmark #274 received degree F (level 6), Comparative Effects iv and Benchmark #270 received degree E (level 5), Comparative Effects iii.

Your notes will reflect the following:

- In terms of "controlling a stack", in cross-examination, Mr. Barratt agreed that it is a layering process—every 500 feet and the deviation would be horizontal stacking rather than vertical.
- In examination in chief, Mr. Vanderlinde stated that the attack plan is discussed with the pilot.
- During examination in chief, Mr. Vanderlinde supported Mr. Barratt's claim that there is an established formula for stacking aircraft in the air. He also stated that if helicopters are involved, the methods for stacking are contained in existing procedures.
- During examination in chief, Mr. Vanderlinde testified that if a pilot said a procedure was unsafe, this would necessitate a different approach.
- During examination in chief, Mr. Taudin-Chabot spoke to the role of the Fire Control Officer and the huge span of control and decisions they make including whether or not to use fixed wing aircraft.
- During examination in chief, Mr. Tigchelaar provided numerous examples, based on the multiple program manuals that clearly illustrated the procedural nature of the work.
- In examination in chief, Mr. Tigchelaar also stated that the Fire Control Officer makes the decision to use fixed wing air resources.
- During examination in chief, Mr. Tigchelaar testified (as did Mr. Berry) that the Air Attack Officer's role is not to extinguish the fires. They assist in controlling the fire. The basic principle is keeping the fire small so the ground crews can deal with them.
- During examination in chief, Mr. Tigchelaar stated that he agreed with Mr. Taudin-Chabot's descriptor of the daily routine of a Fire Control Officer.
- During examination in chief, Mr. Tigchelaar testified that the Air Attack Officers did not have to provide their assessment of the fire with any greater speed than any other group within the fire organization (i.e. ground, helitack etc.).
- In examination in chief, Mr. Tigchelaar stated that although the Air Attack Officer's aerial perspective is relied upon, the reverse is also true. The ground crews have a perspective not afforded the Air Attack Officer. The person on the ground makes the decision concerning the ground action.
- During examination in chief, Mr. Klassen introduced Exhibit #12-two Fire Classification System sheets which represent hypothetical yet realistic examples of Class 2 and 3 fires. Example #1 represented a Class 3 fire and Example #2 represented a Class 2 fire. Example #1 would be assigned to an IC3. Example #2 would be assigned to an IC2. In particular, Mr. Tigchelaar addressed the complexities of a Class 2 fire. The fire might be near houses, people would be observing, verbal abuse from homeowners, people panicking, evacuations, safety concerns for the crews, and multiple resources such as backhoes, tankers, helicopters, bulldozers etc. The crews on the ground see the panic first hand and this can lead to abuse.

- In chief, Mr. Klassen asked Mr. Tigchelaar to compare a Duty Officer of the Provincial Airtanker Centre with a Duty Officer from the Fire Centre. In response to that question, Mr. Tigchelaar testified that the Air Tanker Duty Officer was responsible for one resource only who were involved in 15% of the fires whereas the Fire Centre Duty Officer was responsible for all other resources and 100% of the fires. He went on to state the magnitude for the Fire Centre Duty Officer was much greater.
- In examination in chief, when asked about procedures governing the function of the Air Attack Officer, Mr. Tigchelaar testified that there are proven fire control techniques taught all firefighters. Fire Crew and up have to know the fire techniques. With regards to the Air Attack Officers, all guidelines are in place to cover almost all situations. There will be times when guidelines need to be varied but the guidelines cover most of the situation they encounter.
- In examination in chief, Mr. Klassen asked Mr. Tigchelaar to elaborate about debriefing sessions. Mr. Tigchelaar's response was that the debriefings were not much different than fire crew debriefings. The Air Attack Officer was not responsible for disciplining others including contractors.

The Employer's evaluation of this factor remains degree E (level 5), Comparative effects iii d.

In summary, the evidence and testimony you have heard during this hearing your notes will reveal the following:

The Union has provided no evidence to support that the positions require a theoretical knowledge with the requirement to plan, research and review complex issues with many factors to consider or the requirement for theoretical knowledge to adapt systems or response to correct problems in the area. However, the Employer has led testimony to identify other positions within the organization that do require theoretical knowledge and identified benchmarks at degrees G and H that show that these positions do not require theoretical knowledge as defined by the Plan.

The Air Attack Officers use discretion to exchange information requiring explanation. There is no requirement to use basic counseling skills to persuade others. Employer testimony has proven that the parties work as a team and know each other. The Air Attack Officers report on what they see from their aerial perspective but there is no requirement to persuade others as to what they see or what action should be taken based on what they see. Procedures are in place that determine what course of action is taken in any given circumstance. Typically the Air Attack Officer is not in charge of the fire. They may be for short periods of time until the ground crews arrive on the scene then the Incident Commander takes over the lead role and makes the decisions.

There is a requirement to draw very basic sketch maps while in the aircraft. However, as Employer testimony showed, there is no requirement for the sketches to be detailed, they can be re-sketched in the office and others are responsible for the detailed maps used for investigations.

Due to the high risk nature of the job, the Ministry has gone to considerable lengths to document procedures that cover the majority of circumstances. As you heard our witnesses testify, they follow proven methods that have been successful in the past in order to achieve a high level of safety. If you review the procedural manuals contained at tabs # 21-25 and review your notes from witness testimony, you will find that almost all actions are governed by a proven procedural method that the Air Attack Officers are expected to follow.

In conclusion, I ask that you find in favour of the Employer.

Respectfully submitted,

Original signed by:

_____

Peter W. Klassen, Employer's Counsel

15(1)(a)

Effective Dates for Reclassified Employees

This guideline is intended to help managers determine the effective date for an employee when their position is reclassified.

Guidelines:

Managers may initiate job classification reviews when they believe positions have undergone significant content change that could affect compensation. Such reviews should be undertaken in a timely fashion to ensure employees are paid at a level commensurate with their duties and to avoid retroactive salary costs.

Assigning and Effective Date
Typically, the effective date of a reclassification will coincide with the submission of a revised job description to the Public Service Agency. Where due to operational circumstances, preparation and/or submission of the job descriptions is delayed, a retroactive effective date may result. In such circumstances, the retroactive date may be no sooner than the date the actual duties that resulted in the classification change were assigned.

Deputy Ministers have authority to determine effective dates for approved reclassifications. This authority may be delegated in turn to excluded line managers.

In establishing an appropriate effective date delegated managers need to use their knowledge and understanding of when the assignments and duties of staff change. Because not all changes are significant enough to result in a reclassification, it is recommended that managers consult with classification advisors at the Public Service Agency to gain an understanding of the specific job element(s) that resulted in the reclassification.

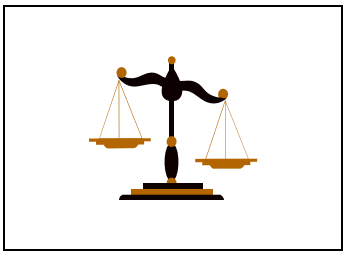
Financial Considerations:
When significant retroactive costs are anticipated, managers should consult their Senior Financial Officer (SFO) so that any financial requirements, such as setting up an accrual to cover retroactive costs, are considered.

Other Circumstances:
- There may be situations where the assignment of an effective date will be affected due to contract language for new salary or classification initiatives (e.g., introduction of new classification plan language, etc.). In these cases, Classification staff can provide advice on the possible impacts of these changes to any proposed effective date.

- Employees may initiate reviews through the formal classification appeal process. The appeal process, and the effective date for any resulting classification change, is governed by the applicable collective agreement or the terms and conditions of employment for excluded employees.

For More Information Contact:

Classification Services, BC Public Service Agency



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	766 - 780
REASON FOR REMOVAL:	Sections 13, 15(1)(a) and/or 17(1)(c)

POSITION DESCRIPTION
Ministry of Environment

POSITION TITLE:	Detective Sergeant, Special Investigations Unit (SIU)	POSITION NUMBER(S):	00064306 00039287
DIVISION: (e.g., Division, Region, Department)	Compliance Division		
UNIT: (e.g., Branch, Area, District)	Special Investigations Unit – Conservation Officer Service	LOCATION:	Okanagan
SUPERVISOR'S TITLE:	Superintendent, Provincial Investigations	POSITION NUMBER	00087325
SUPERVISOR'S CLASSIFICATION:	Business Leadership	PHONE NUMBER:	
FOR AGENCY USE ONLY		NOC CODE:	
APPROVED CLASSIFICATION:		CLASS CODE:	
ENTERED BY:		PHONE NUMBER:	

PROGRAM (OPTIONAL)

The Ministry of Environment is responsible for environmental protection of water, land and air quality, environmental stewardship of biodiversity including fish, wildlife and protected areas, park and wildlife recreation management, environmental monitoring and enforcement, and State of the Environment reporting.

The Conservation Officer Service (COS) develops and delivers compliance services (information and education, inspections, monitoring, public reporting, investigation and enforcement) on behalf of ministry divisions and other agencies through Service Agreements and Memoranda of Understandings to achieve compliance with environmental regulations and standards.

The COS works with industry, aboriginals, public associations, members of the public, non-government and government agencies to promote the protection of human health and safety, strengthen industry's sustainability by preventing unfair competition, sustain biodiversity and natural resources, protect commercial and recreational opportunities, and generate public and private sector revenue.

The Conservation Officer Service develops and delivers a human/wildlife control program to reduce risks to human safety and property and responds to and mitigates instances of dangerous human/wildlife conflict.

PURPOSE OF POSITION

This position is one of two (2) Senior Investigator positions reporting directly to the Superintendent, Provincial Investigations. The position is responsible for delivering a compliance program involving provincial wide covert inspections and investigations conducted by specially trained staff including defining priorities and goals, developing budgets, staff and equipment plans.

The incumbent oversees, monitors and evaluates the field component and all aspects of covert operations and investigations within the province. The incumbent provides expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations and human/wildlife conflicts.

NATURE OF WORK AND POSITION LINKS

This is a senior level position reporting directly to the Superintendent, Provincial Investigations.. This position's duties are performed with a maximum of independence. In a dynamic and changing environment, the position analyzes trends impacting on compliance with environmental standards and regulations and dangerous human/wildlife conflict matters. The work can be complex and controversial in view of the operational, economic, social and political factors associated with environmental compliance actions and carries a high consequence of error.

The position develops, implements, monitors and reports out on strategies and activities aimed at gaining compliance with environmental standards. The position provides leadership, mentoring, supervision, training, and expert technical advice to staff in the operation of COS and other regulatory enforcement and compliance programs within the province. The position conducts audits to evaluate the effectiveness and efficiency of COS covert operations and to ensure adherence with legislative requirements, COS policy and procedures and equipment and facility needs. The position functions through the development and maintenance of senior level links with:

- Managing and directing the implementation of the Special Investigations Unit field operations throughout the province.
- Developing, planning and leading investigative teams in the conduct of major enforcement projects and covert investigations to enforce environmental legislation.
- Government and law enforcement agencies (internally and externally) – to collect and convey information, promote partnerships, develop strategies and joint working agreements and work plans to achieve compliance.
- Superintendent, Provincial Investigations and Section Heads and Managers of Environmental Protection and Environmental Stewardship Divisions and Water Stewardship – to provide trend analyses, technical expertise and recommendations on the development and the monitoring of compliance plans and strategies and human/wildlife conflict enforcement and compliance resolution.
- Aboriginal contacts – to convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnership and strategies to achieve compliance, respond to issues, and negotiate alternative justice programs.
- Provincial Crown Counsel with case processing and prosecution.

The incumbent is required to maintain extensive knowledge of computer operations, data base applications and operational practices to access computerized systems and manipulate data. The incumbent is also required to maintain knowledge of problem solving, analytical and interpretative methods required to evaluate and synthesize large quantities of complex, sometimes conflicting information from a variety of sources and processes in order to prepare option analyses with recommended courses of action and/or to prepare briefing materials on complex issues and politically sensitive matters for COS management.

Tight work deadlines are often imposed to provide intelligence information that will facilitate ongoing investigations and/or to prepare strategic intelligence on a crime group that poses a serious threat to BC's environment and/or natural resources.

Proactively develops intelligence that may lead to investigations not normally examined during day to day activities undertaken by uniformed COS personnel.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

1. **Oversees, monitors and evaluates the field component and all aspects of covert operations and investigations within the province.**
   - Manages day–to-day activities to ensure effective delivery of SIU operational objectives.
   - Provides expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of

environmental regulations.

- Maintains a thorough knowledge and understanding of legislation, law enforcement and compliance practices, and legal requirements including;(rules of evidence, lawful searches, seizures, inspections, arrest, court procedures, overt and covert investigation methods, forensic evidence collection techniques, confidential source development and handling, preparing related legal documents, recommend charges and provide expert testimony in court (e.g. covert techniques, trends in criminal activity as they pertain to environmental issues) and successfully prosecute violators.
- Work can be complex and controversial in view of the operational, economic, social and political factors associated with environmental compliance actions and carries a high consequence of error.
- Supervises and directs the implementation of Special Investigation projects throughout the province.
- Develops innovative ideas and methods to improve productivity and effectiveness of the enforcement program, including in the areas of compliance and enforcement.
- Develops and negotiates MOU's, enforcement protocols, joint forces operations, work plans and directs COS staff involvement to create effective partnerships with other agencies and stakeholders.
- Develops, implements, interprets and monitors COS operational policy and procedure on a provincial level.
- Develops and manages numerous operational budgets and monitors and approves investigational expenditures, approves staff overtime and has full spending authority within a budget.
- Conducts fiscal analysis and forecasting for Special Investigations Unit operations.
- Assists in the development of provincial compliance priorities and objectives by conducting risk assessments, considering emerging trends and issues, and evaluating compliance data.

2. Coordinates administration of Special Investigations.

- Develops undercover operational plans independently and as part of a provincial /multi-agency team.
- Assigns staff to act as project lead/co-lead for the development of undercover operational plans. Approves undercover operational plans developed by project coordinator.
- Evaluates effectiveness of undercover operations and develops methods and strategies to improve outcomes.
- Reviews and provides input to compliance reports and summaries. Approves undercover operational conclusion reports and summaries from subordinate staff.
- Participates in the development and approval of strategies and action plans to resolve non-compliances identified at a sector or industry level.
- Makes recommendations to COS corporate group, Ministry Executive, other program Managers and Section Heads, Crown Counsel and other government agencies regarding responses to resolve non-compliance, mitigate human health, safety and environmental impacts, resolve human/wildlife conflicts and/or satisfy public interest for major issues.
- Researches, evaluates and recommends new intelligence methods, and investigative and enforcement strategies used by international, national and provincial law enforcement agencies related to the compliance and enforcement program, and identifies research needs and parameters on emerging compliance and enforcement topics (i.e. aboriginal law, jurisdictional legislation differences, and policy and agreements from other jurisdictions that affects operational enforcement and the enforcement program).
- Researches and presents intelligence reports and briefings to senior management for presentation to the Deputy Minister and the Minister on current law enforcement issues and programs and their social/economic impacts at regional and provincial levels. This information is used to develop departmental enforcement policies and strategies, and provides alerts and/or updates to COS staff on a provincial basis.
- Through intelligence analysis advises both COS and program managers of the latest trends, developments and methods in criminal and illegal activities and proposes counter measures to improve all compliance and enforcement activities. This information is used by managers to keep up-to-date on situations they or their staff may potentially encounter and to assist them in improving their effectiveness.
- Develops partnerships with industry/public associations, and government agencies to establish innovative compliance strategies, and flow of intelligence information.
- Accountable for the preparation and approval of reports by staff making recommendations for prosecution/

administrative action/mitigation/remediation in all undercover investigations.

- Interprets legislation, case law, policy and procedures to provide advice to COS staff, and other government agencies.
- Develops and implements strategies (recruitment and deployment) to address human resource and staffing needs for all undercover operations in the province.

3. **Provides team leadership, mentoring and direction to subordinate, seconded and contracted staff on covert or special investigations**.

- Leads and/or participates in screening, hiring, and plans and facilitates training and evaluates seconded program staff, contract employees, and other staff from other government agencies.
- Works with, counsels and mentors sub-ordinate staff to develop personal performance planning and technical competency in undercover operations and other investigational techniques.
- Approves and conducts assessments of subordinate staff employee performance during undercover operations.
- Resolves administrative and legal matters by interpretation of legislation, case law, policy/procedures and provides advice to COS staff.
- Assigns work load priorities for, monitors and evaluates staff activities. Ensures adherence to all applicable safety procedures and requirements.
- Conducts audits on COS undercover operations to evaluate operational effectiveness and to ensure statutory and procedural adherence. Inspects and monitors COS equipment and facilities to ensure ministry/program standards are being met.
- Mediates conflict between staff, initiates the Employee Assistance Program.
- Develops and provides training to staff (i.e. undercover investigative techniques, search warrant drafting and application process, major case file management, development of confidential sources, legislation, policy and procedure, and specialised equipment)
- Directs investigative teams involved in complex covert investigations and implements changes to investigational techniques to meet dynamic and changing conditions. Interprets evidence and develops appropriate responses to correct non-compliance.
- Participates as a covert operative in short term and long-term covert investigations within the province, and other jurisdictions provincially, inter-provincially and internationally.
- Designs, developments and specialized undercover investigative techniques, undercover scenarios, and specialized enforcement operations (i.e. provincial, Inter-provincial and international covert operations, major search warrant execution)

4. **Perform other related duties.**

- Liaison with Provincial and Federal Crown prosecutors.
- Maintain proficiency in use of firearms, defensive tactics and surveillance equipment.
- Represents the ministry as ad hoc legal counsel in administrative hearings.
- Maintains proficiency in the operation and use of all COS equipment and instruments, often in adverse conditions

FINANCIAL RESPONSIBILITY

This position negotiates contracts with firms and individuals to conduct covert investigations, intelligence analysis and reviews and/or provide specialized training. This position may be responsible for monitoring contracts and has spending authority up to 50K.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly provides functional supervision to seconded staff	2	
Supervises staff through subordinate supervisors	4	

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role		# of FTE's	Role		# of FTE's
Supervises students or volunteers	☐	0	Provides formal training to other staff	☒	40
Lead project teams	☒	1-5	Assigns, monitors and examines the work of staff	☒	1-5

SPECIAL REQUIREMENTS

- Class 5 Driver's license
- Satisfactory background and security screening to qualify as Conservation Officer and Special Provincial Constable
- Pass COS Physical Abilities (PATCO) test (new hires).
- Satisfactory medical examination and psychological testing (new hires)
- Maintain firearms and control tactics proficiencies to full COS requirements. Obtain Possession and Acquisition Licence.
- The ability and desire to conduct in-depth and complex environmental, fish and wildlife investigations, and to critically analyze other's investigations, and to guide colleague's improvements in investigations, and analyze information in a proactive, positive manner.
- The ability to communicate clearly, both written and orally, and to critically analyze and recommend improvements in other's written work.
- Goal and service orientated – "a team player".
- Travel in fixed wing or rotary aircraft, snowmobiles, boats and ATV's.
- Meet standards of deportment
- Successful completion of an accredited undercover training course.
- Must complete COS Willingness Statement

TOOLS / EQUIPMENT

- Computer, PDA, scanner, printer, fiscal accounting, word processing and spreadsheet software programs.
- Firearms
- 4x4 vehicles
- Boats
- Snowmobiles
- ATV's
- Audio/visual equipment
- Specialized enforcement/investigative equipment (i.e.: tracking devices, monitoring devices, active and passive surveillance equipment, night vision, digital photography, data loggers, digital voice recorders).
- Telecommunications – VHF radios, satellite phones
- Global positioning

WORKING CONDITIONS

- The work involves a considerable amount of time working within an office environment. Office work may take up to 50% of the position's time.
- The work requires working in a variety of conditions ranging from directing multi-disciplinary teams to working alone. The position is subject to minimal supervision and relies heavily on self-motivation.
- Exposure to hazards from inspecting and investigating activities of toxic and hazardous substances/situations including PCBs and dioxins, air pollution, water pollution, contaminated sites, municipal refuse, sewage or emergency response situations
- The work involves direct contact with diverse communities and a range of population densities from remote to highly urbanized.
- The work involves dealing with a diverse range of clients including, potentially dangerous and organized crime criminal elements, government executive and officials, company executives, lawyers, media, advocates, irate and angry persons, ethnic and First Nation cultures.
- The work involves investigative fieldwork under conditions ranging from impoverished urban areas to remote locations, all requiring the need to adapt to ever changing socio-economic conditions.
- The work requires testifying in court and being cross-examined under oath.
- Work under challenging weather conditions and irregular work schedules (after hours and weekends). Irregular work schedules may be up to 60% of the position's time.
- The work requires travel throughout the province, other provinces and on occasion internationally. Travel may take up to 60% of the position's time.

WORK EXAMPLES

- The Detective Sergeant, Special Investigations Unit (SIU) may sit as a strategic member of Provincial Management Teams (comprised of EP, ES, WS, CSD, MAL Managers) within Ministry headquarters. These teams meet to discuss Ministry issues of provincial importance, implement workplace efficiencies and plans. This position is responsible for active participation, direction and decision making as the Superintendent, Provincial Investigations proxy in this setting. The role of the Detective Sergeant is to plan, direct and ensure effective delivery of all aspects of COS covert operations and special investigations, and service delivery within this group. The Detective Sergeant, SIU also provides input, advice and actively participates, as an integral management team member, in dealing with provincial issues including facilities/space management, Ministry service delivery (Intra-Ministry and Cross-Ministry work issues), Business Continuation Plans, asset management issues (capital expenditures, computers), change management and reorganization, joint budget/funding issues (supplies, fixed CITS, library), staff wellness and recognition, employee safety (evacuation, panic buttons, violence in the workplace), overt and covert vehicle fleet management (replacements, reductions), etc. This role assures effective and efficient strategic planning, management and support for Ministry Programs and issues, ensures the maintenance of effective working relationships within MOE, and provides provincial leadership and guidance in order to ensure a coordinated and integrated approach to Ministry initiatives.

- The Detective Sergeant, SIU provides advice and direction in matters of operational enforcement and overt and covert investigational techniques. The role of the Detective Sergeant, SIU is to ensure that operational enforcement plans submitted by conservations officers who plan to conduct specialized investigations and undertake complex investigations are well planned, properly equipped, and conducted in a safe and appropriate manner. The Detective Sergeant, SIU must consider officer and public safety, ministry mandate, COS policy and procedures, (legislative authorities, statutory requirements, legal precedent) WCB rules and regulations and proper use of equipment. Specific involvement includes; multiple covert investigations of environmental and criminal activity, search warrant planning and execution, human/wildlife conflict investigations and multi-agency enforcement and compliance projects.

- The Detective Sergeant, SIU is trained in specialized enforcement and covert investigational methods that provides safe, legal and socially acceptable enforcement methods specific to undercover work. This entails infiltration of various criminal milieus to gain their confidence and rapport while gathering evidence of illegal acts

Surreptitiously. The Detective Sergeant, SIU takes on a persona of various persons from a broad spectrum of socio-economic conditions and monitors other undercover operatives engaged in that task. The Detective Sergeant, SIU interacts with persons obtaining a livelihood through questionable or illegal activities, people with significant dysfunction, and without the benefit of collaboration with supervision while deployed. The Detective Sergeant, SIU must remain objective and observant to gather necessary evidence against these people, and must observe and

subsequently testify in provincial, federal and international courts. The Detective Sergeant, SIU also must be wary of physical and mental injury to themselves and team members under their supervision while working in this highly evolving, mobile and potentially dangerous context.

COMMENTS

PREPARED BY

NAME:	DATE:	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: (Date).
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:

ORGANIZATION CHART:

Executive Director, Compliance Division, Strategic Leadership, 00080346
Chief Conservation Officer/Director of Enforcement, Strategic Leadership, 00039359
Superintendent, Provincial Investigations, Business Leadership, 00087325
Detective Sergeant, CEIU (8 positions), CO 24,
Detective Sergeant, Intelligence Analyst, CO 24, 000084836
Detective Sergeant, SIU (2 positions)

SELECTION CRITERIA

Education:

Bachelor's degree or technical diploma from a recognized post-secondary program in Natural Resources Law Enforcement, Natural Resources Management (e.g. fisheries, wildlife, forestry, parks, environmental sciences), Police Sciences or Criminology.

Accredited and recognized undercover operators course.

Preferred Experience:

8 years of related work experience. Related work experience must include:

- experience with a municipal, provincial or federal agency involving the development and implementation of compliance strategies, conducting inspections to monitor regulatory compliance, and/or conducting investigations and enforcement actions to resolve issues of non-compliance with statutes, regulations, and standards, and;
- a minimum of 5 years experience conducting complex environmental and/or fish and wildlife investigations, and;
- a minimum of 2 years direct involvement in the conduct of undercover operations.

Minimum Experience:

5 years of related work experience. Related work experience must include:

- experience with a municipal, provincial or federal agency involving the development and implementation of compliance strategies, conducting inspections to monitor regulatory compliance, and/or conducting investigations and enforcement actions to resolve issues of non-compliance with statutes, regulations, and standards, and;
- a minimum of 2 years experience conducting complex investigations including direct involvement in undercover operations.

NOTE – The selection panel may limit the number of short-listed applicants to those individuals who clearly demonstrate they meet both the Education and Preferred Experience criteria.

Knowledge:

- Provincial and federal environmental/natural resources legislation.
- Knowledge of the relationship of statues, regulations, polices and procedures within an enforcement program.
- Principles of compliance.
- Criminal Justice System, procedures and case law.
- Investigative techniques.
- Intelligence analysis techniques.
- Project management principles.
- Law enforcement.
- Principals of group dynamics, mediation, conflict resolution, motivation and human behaviour.
- A good working knowledge of computer software and applications, such as MS Word, Excel and PowerPoint.
- Major case management.
- Forensic computer seize and analysis.

Abilities/Skills:

- Ability to conduct interviews and interrogations, and analyze statements.
- Time management skills.
- Strong oral and written communication skills.
- Ability to lead and conduct investigations.
- Ability to work in a corporate environment.
- Ability to prioritize and multi-task.
- Ability to function effectively independently or within a multi-disciplinary team.
- Ability to develop and maintain effective relationships with law enforcement agencies, government agencies and stakeholders.

COMPETENCIES

Core Competencies
Expertise
Integrity
Organizational Commitment
Self Confidence
Self Control
Self Development
Listening, Understanding and Responding
Flexibility
Reflecting on Difficulties
Information Seeking
Service Orientation

Key Position Specific competencies
Teamwork and Co-operation
Leadership
Innovation
Relationship Building
Results Orientation
Partnerships with stakeholders
Developing others
Analytical thinking
Organizational skills
Decisive Insight
Concern for Image Impact

POSITION DESCRIPTION
Ministry of Environment
Conservation Officer Service

POSITION TITLE:	Inspector	POSITION NUMBER(S):	various
DIVISION: (e.g., Division, Region, Department)	Conservation Officer Service		
UNIT: (e.g., Branch, Area, Region)	Conservation Officer Service	LOCATION:	various
APPROVED CLASSIFICATION	Business Leadership	CLASS CODE	
SUPERVISOR'S TITLE:	Chief Superintendent	POSITION NUMBER	00100710
SUPERVISOR'S CLASSIFICATION:	Business Leadership	PHONE NUMBER:	various

PROGRAM

Ministry of Environment, Conservation Officer Service - The Ministry of Environment provides leadership in environmental management through innovative legislation and programs, compliance activities and shared stewardship initiatives. The ministry's mandate is to protect human health and safety, and maintain and restore the diversity of native species, ecosystems and habitats in British Columbia.

The Conservation Officer Service (COS) is the enforcement program of the Ministry of Environment and responsible for conservation and resource management enforcement for the natural resource sector. To achieve compliance with environmental regulations and standards under provincial and federal legislation, the COS is involved in outreach and education, compliance monitoring and verification, public reporting, investigations and enforcement actions. The COS supports all divisions within the Ministry and, through Service Agreements and Memorandum of Understanding (MOU), works on behalf of other agencies (provincial, federal and municipal) requiring environmental compliance and enforcement services.

PURPOSE OF POSITION

The Inspector provides leadership to a team of Sergeants to ensure that operational initiatives and compliance/enforcement programs are successfully implemented and delivered within eight regions of the Province. This includes leading and/or participating in operational planning and development initiatives with Ministry program managers, defining priorities and goals, developing budgets, managing human resources, and being responsible for the coordination of resources in order to deliver the program. The Inspector provides high-level advice related to operational compliance and enforcement strategies within the Ministry and also acts as a primary liaison to other government agencies and stakeholder groups.

NATURE OF WORK AND POSITION LINKS

Reporting to the Chief Superintendent, the Inspector works closely with all COS Managers, Provincial Partners, and other Divisional Managers to promote the effective delivery of the COS. The Inspector directly oversees and manages a number of Sergeants and subordinate staff within a region.

Ministry Executives, Directors, and Program Managers – provides expert advice on operational enforcement legislation, policy, standards, and procedures. Provides strategic advice and guidance on the direction and impacts of sub-regional compliance and enforcement programs, resources, priorities, and delivery.

Other Government Ministries and Agencies – Ensures the successful integration and implementation of compliance and enforcement programs and to minimize the risk of overlap and misuse of resources. Provides management level decisions and advice on compliance and enforcement implementation strategies.

Federal Government – Work with federal agencies and counterparts to ensure that initiatives are linked, risks are appropriately shared, and opportunities are maximized.

Internal and External Committees – Represents the Ministry on various Inter-Ministry and external Ministry committees pertaining to compliance planning and implementation processes with senior officials of other organizations.

BC Public Service Agency – Consults with Agency staff on managing Human Resource issues pertaining to performance management, recruitment and selection, labour relations, occupational health and safety, disability case management, and classification/compensation.

First Nations – Represents the COS in discussions and consultations on Aboriginal issues ensuring Provincial mandates are fulfilled within the intent of the law.

Stakeholder Groups/Media/Public – Provide information that raises awareness and understanding of COS initiatives, attend meetings, answer inquiries, resolve problems and develop strategic responses to emerging issues.

Municipalities/Mayors/Counsellors and Staff – Ensure that community input is integrated into compliance and enforcement priorities/direction and to ensure public awareness of the COS mandate with regards to environmental interests.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

- Manages and directs the compliance and enforcement of environmental legislation, policies and standards within a region, ensuring compliance with standards, permit conditions, enforcement practices and procedures are consistent with the Ministry of Environment service plan;
- Co-chairs the Coordinated Compliance Team responsible for the development of region compliance and enforcement plans for the natural resource sector;
- Develops, negotiates, and approves MOUs enforcement protocols, joint forces operations, and work plans within the sub-region and ensures all staff engage in effective partnerships with involved agencies and stakeholders;
- Provides supervision through leadership, mentoring, coaching and counselling to 12-22 employees, 2-4 of whom are direct reports;
- Is responsible for human resources management including hiring, development of EPDPs, monitoring workloads and evaluating performance, providing direction on dealing with performance/operational issues, identifying staffing issues and formulating strategies to deal with them, authorizing leave, and providing staff training and professional development opportunities;
- Is responsible for maintaining effective labour relations and has the delegated authority to respond to grievances, issue written reprimands, disciplinary suspensions and make recommendations to the Deputy Minister for employee termination;
- Manages the delivery of the Ministry of Environment's Human/Wildlife Management Program for the region. Ensures a professional response to serious incidents such as human injury and fatality;
- Utilizing the Investigation Approval Review Process, independently decides whether to investigate, present a case before an administrative law body or recommend formal charges. Prepares responses to Ministers letters for the Chief Superintendent's approval and briefs Senior Management and Ministry Executive on sensitive cases; and
- Resolves complex compliance and enforcement issues utilizing a variety of legal methods including administrative penalties, sanctions, and criminal proceedings and provides advice to CO staff, other programs, agencies, and stakeholders.

- Conduct inspections of Zone Operations to evaluate operational effectiveness and to ensure staff are compliant with the COS mandate and statutory policies and procedures. Makes recommendations to the Chief Superintendent on improvements to operational practices and COS policies and procedures;
- Manages and controls operational budget within a region. Holds expense authority for all operational expenditures and ensures that effective fiscal analysis and forecasting is utilized to meet financial goals;
- Manages and evaluates all information systems, facilities, operational equipment, and vehicles and makes or recommends necessary improvements; and
- Investigates public complaints about CO behaviour and provides recommendations to the Chief Superintendent.

FINANCIAL RESPONSIBILITY

Manage an operational budget of $150,000 to $300,000;
Negotiate and monitor contracts up to $50,000; and
Negotiates multi-party agreements that commit program resources (financial, staff and asset) to specific activities.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff	2-4	0
Supervises staff through subordinate supervisors	10-18	1-4

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role		# of FTE's	Role		# of FTE's
Supervises students or volunteers	☐		Provides formal training to other staff	☒	various
Lead project teams	☒	various	Assigns, monitors and examines the work of staff	☒	various

SPECIAL REQUIREMENTS

- Class 5 Driver's license;
- Meet qualification requirements for appointment as a Special Provincial Constable under the *Police Act;*
- Satisfactory medical examination and psychological testing (for new hires);
- Maintain firearms and control tactics proficiencies to full COS requirements;
- Goal and service orientated – "a team player";
- Travel in fixed wing or rotary aircraft, snowmobiles, boats and ATV's;
- Satisfactory background and security screening to qualify as a CO and Special Provincial Constable for new hires; and
- Complete and agree to CO Service Willingness Statement and Standards of Personal Deportment for new hires.

TOOLS / EQUIPMENT

- Computer, PDA, scanner, printer, word processing software, audio/visual equipment, and spreadsheet software programs;
- Firearms; and
- 4X4 vehicles.

COMMENTS

PREPARED BY

NAME:	DATE:	
Lance Sundquist	March 18, 2011	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: March 2011.
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:
Lance Sundquist		

ORGANIZATION CHART

Executive Director, Strategic Leader, Compliance Division, 00080346
Chief Conservation Officer, Director of Enforcement, Strategic Leader, COS, 00039359
Chief Superintendent, Business Leader, 100710
Inspector, Business Leader, 8 Positions
Sergeant, CO24, Various Locations
Conservation Officer, CO 21, Various Locations

Education and Experience

- Degree, diploma or equivalent in a related discipline such as administrative law, natural resource management, natural resource enforcement, investigation and enforcement, criminology or related discipline.
- Experience in the administration of the business practices/processes of a law enforcement organization related to policies and procedures, performance management, or project management.
- Minimum of 5 years supervisory experience in a law enforcement organization.

Candidates without the educational requirement may be considered, if they have 10 years of experience in a related law enforcement or compliance and enforcement field with at least 2 years experience as a supervisor.

Related Experience means:

- Experience in a position with law enforcement powers specializing in the enforcement of a broad legislative mandate, such as environmental law;
- Management experience in a large, geographically dispersed organization developing, managing, and directing programs, including a professional and technical work force; and
- Management experience with planning and monitoring program effectiveness, establishing priorities, and managing human and fiscal resources.

Knowledge

- Thorough knowledge of enforcement and compliance programs including Provincial COS policies, procedures and practices;
- Extensive knowledge of specialized legislation, policies, court processes, legal procedures, case law, techniques and training with regard to undercover, covert, human source handling, informant protection, surveillance, specialized investigative techniques and intelligence gathering;
- Thorough knowledge of all Provincial and Federal related environmental enforcement Legislation and Regulations;
- Thorough knowledge of the criminal justice and administrative law systems, procedures, case law and court preparation of cases;
- Organizational knowledge of all Ministry programs, policies and procedures including the mandate, strategies, and strategic issues within the Ministry of Environment;
- Organizational knowledge of other Ministries programs that have overlapping mandates with Ministry of Environment, such as Ministry of Agriculture, Ministry of Forests, Lands and Mines, Oil and Gas Commission, etc.;
- Expert knowledge of when and how to take prosecutorial action;
- Extensive knowledge and application of investigative techniques; and
- Knowledge of management of human/wildlife conflict.

Skills and Abilities

- Ability to analyze and interpret legislation, policy and guidelines related to enforcement programs;
- Ability to translate the Ministry service plan into program and section work plans and priorities;
- Ability to address the media surrounding sensitive issues relating to various programs;
- Plan, organize and direct professional staff team including administrative and contract staff; evaluate staff performance, provide coaching and training; recommend and carry out discipline as required;
- Ability to work in a large organization interacting with various levels of government with senior staff;
- Ability to communicate clearly, both written and orally, and to critically analyze and recommend improvements to other's written work;
- Effective interpersonal skills to explain enforcement actions and policies to Conservation Officers (COs), government employees, the public and stakeholders; answering complaints, inquiries and explaining legislation to the public and industry; liaising with other ministries and enforcement agencies;
- Strategic thinking skills to set priorities and develop goals for the special investigations program and to contribute to the strategic direction and coordination for the delivery of an integrated compliance assurance program that focuses on planning, promotion, monitoring, training and enforcement aspects of natural resources management;
- Ability to manage conflicts and demonstrate diplomacy in controversial situations;
- Ability to address problems through innovative and imaginative solutions to meet complex and specialized enforcement and officer safety issues;
- Ability to oversee in-depth and complex and covert environmental, fish and wildlife investigations, and to critically analyze other's investigations, and to guide colleagues, improvements in investigations, and analyze information in a proactive, positive manner;
- Political astuteness to recognize and manage potential issues or concerns;
- Good decision making, judgment and leadership skills;
- Strong analytical abilities;
- Demonstrated ability to effectively lead and manage change;
- Budget management skills including budget estimating, monitoring and forecasting expenditures;

- Computer Skills - ability to utilize keyboard, word processing, data base and other standard computer applications and the ability to utilize/manipulate and analyze information in a data base; and
- Ability to give credible court evidence in high profile and demanding cases.

POSITION DESCRIPTION
Ministry of Environment,
Conservation Officer Service

POSITION TITLE:	Training Officer	POSITION NUMBER(S):	
DIVISION: (e.g., Division, Region, Department)	Compliance Division, Conservation Officer Service, Headquarters		
UNIT: (e.g., Branch, Area, District)	Conservation Officer Service, Planning and Business Practices, Victoria	LOCATION:	Victoria
SUPERVISOR'S TITLE:	Manager, Traning and Professional Development	POSITION NUMBER	00039115
SUPERVISOR'S CLASSIFICATION:	Applied Leadership	PHONE NUMBER:	250-952-4658
FOR AGENCY USE ONLY		NOC CODE:	
APPROVED CLASSIFICATION:		CLASS CODE:	
ENTERED BY:		PHONE NUMBER:	

PROGRAM

The Ministry of Environment is responsible for environmental protection of water, land and air quality, environmental stewardship of biodiversity including fish, wildlife and protected areas, park and wildlife recreation management, environmental monitoring and enforcement, and State of the Environment reporting. The ministry is responsible for developing programs and initiatives that protect and enhance the province's natural environment. As a regulatory agency, the ministry's objective is to produce a new legislative and regulatory framework that incorporates world-leading practices for compliance, enforcement and effectiveness monitoring, public reporting and analyses. The ministry advocates a science-based and principled approach to environmental management that includes partnering with other stakeholders to protect and preserve the Province's environment, reducing regulatory requirements, increasing scientific information that supports policy and legislative development and seeking innovative opportunities for economic development.

The Conservation Officer Service (COS) develops and delivers compliance services (information and education, inspections, monitoring, public reporting, investigation and enforcement) on behalf of ministry divisions and other agencies through regional Compliance Planning, Service Agreements and Memoranda of Understandings to achieve compliance with environmental regulations and standards.

The COS develops and delivers a human/wildlife conflict control program to reduce risks to human safety and property and responds to and mitigates occurrences instances of dangerous human/wildlife conflict.

The COS works with industry, aboriginals, public associations, members of the public, RCMP, other law enforcement agencies, non-government and government agencies to promote the protection of human health and safety, strengthen industry's sustainability by preventing unfair competition, sustain biodiversity and natural resources, protect commercial and recreational opportunities, and generate public and private sector revenue.

The Enforcement Branch is one of two branches within the ministry's Compliance Division. The Branch provides leadership and direction in the development of new legislation initiatives or amendments to existing regulatory requirements to ensure effective enforceability of environmental protection laws. The Branch is responsible for the Conservation Officer Service (COS) within three regions, which delivers Province-wide environmental enforcement services and also manages undercover investigations. The Enforcement Program provides leadership in the development of provincial and area compliance plan strategies and involves significant inter-agency and intergovernmental liaison, partnership and joint enforcement efforts. The Branch works with the Environmental Stewardship, Environmental Protection, Oceans and Marine Fisheries, and Water Stewardship Divisions on policy direction, legislative change, partnership development and compliance planning aimed at reducing and resolving environmental resource related conflicts to ensure public safety and minimize human-wildlife conflicts.

PURPOSE OF POSITION

The Training Officer assists the Manager, Training and Professional development in:

- Leading the development, evaluation, setting of standards and implementation of province-wide strategic training plans and programs to ensure staff receive optimum technical and general management skills training to perform their enforcement and compliance roles.
- Managing and coordination of solutions – including training, reviewing performance, accessing personnel files, and providing recommendations, including corrective actions, impacting staff's ability to perform COS job duties.
- Supporting learning to ensure that staff are provided best opportunity to develop compliance and enforcement skills and enhance career development;
- Providing specialized expertise and advice to manage and implement important enforcement, compliance, investigative and emergency program policies to support the goals and objectives of the Conservation Officer Service and the implementation of changes in legislated Acts and regulations.

NATURE OF WORK AND POSITION LINKS

The Training Officer works with the Manager, Training and Professional Development in the interpretation and evaluation of legislation to determine training and development requirements, evaluations and standards, and the development of training policies and procedures to ensure consistency with legislation, enforcement methods, government recruitment, retention and succession directives, and safety standards. The position supports the development, implementation and evaluation of a range of enforcement, compliance, investigative and emergency training programs and policies. The position identifies core competencies based on current position requirements, and supports training functions to address mandatory competencies.

The Training Officer works independently, and in cooperation with subject matter experts such as other Conservation officers and senior professionals from both post-secondary institutions and law enforcement agencies. The position supports long-term business training projects and other initiatives. The Training Officer also works with other law enforcement agencies, and requires police security clearance to access enforcement procedure databases.

The Chief Conservation Officer is responsible, (Section 106 (3) (e) of *Environmental Act*) for establishing standards and procedures, including, but not limited to, establishing training and retraining standards and specifying operational procedures for the efficient discharge of duties and functions by the Conservation Officer Service and its members.

Position Links:

- Manager, Training and Professional Development – as directed, supports the training program and meets expected deliverables
- Chief Conservation Officer – as directed, supports training and development program for Conservation Officer Service
- Multi-agency academic advisory boards at colleges and college-universities – represents the Conservation Officer Program at resource enforcement officer training association meetings.
- Ministry of Forests and other branches of Ministry of Environment – collaborates to identify commonalities of administrative law and common compliance and enforcement, to identify joint/complementary training initiatives.
- Affiliated agencies – identifies commonalities and opportunities for joint initiatives
- Federal counterparts – liaises on federal standards for natural resource enforcement programs (e.g., boating, federal *Fisheries Act* enforcement).
- International association of Natural Resources Enforcement and Training – participates on initiatives regarding best practices, continuous improvement, assessment and standardization of Conservation Officer standards
- PSA – supports policies and procedures to meet compliance and enforcement training and professional development needs.
- Individual employees – working with subject matter expertise to develop programs for professional development and skills/knowledge building.

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SPECIFIC ACCOUNTABILITIES / DELIVERABLES

- Support the implementation, delivery and evaluation of current training and staff development programs, for individuals and COS, and identifies technical knowledge, skills and abilities required by staff to perform current functions. Tracks results of delivery and records information.
- Provides leadership and specialized expertise to existing in-house training programs. Conducts training and development needs analysis for Conservation Officer Service staff and others designated as Auxiliary or Special Conservation Officers (e.g., Provincial Parks staff, Agriculture, Fisheries and Food staff; and Federal Department of Fisheries and Oceans staff). Conducts research and analysis, to support the development of new training content standards and innovative training delivery methods (e.g., blended learning).
- Supports the assessments of productivity and work environment factors to develop longer- term action plans. Assists in the development and implementation of a comprehensive mentoring program to build an infrastructure supporting mentors responsible for the development and evaluation of recruits and their mentors for up to a three-year timeframe.
- Supports or leads the development and establishment of standards, evaluates and coordinates in-house training and development courses, including training materials, equipment (e.g., firearms, vehicles and protective clothing) and manuals. Identifies priorities for course design, development, content and delivery. Redesigns the training curriculum in consultation with subject-matter experts.
- Leads or support development, coordination, communication and implementation of training and development policy and procedures for the delivery of effective and legally enforceable environmental legislation. Provides expertise on the interpretation and application of policy, legislation and program directives.
- Supports or leads the recruitment process for seasonal and full time officers through the participation in the competition process, coordination of assessments, and coordination of equipment, uniforms and associated documentation (e.g. badge, powers and authority cards). Participates in the review of COS recruitment process and provides recommendations, in coordination with Public Service Agency.
- Provides advice to officials at colleges and university-colleges regarding the success of graduating students within the organization by identifying evident skills gaps. Identifies current business service plans, core competencies and skills requirements to affect post-secondary training curriculum.
- Testifies in court and undergoes cross-examination under oath regarding training received by conservation officers under scrutiny.
- Develops training implementation plans, including budgets. Leads the scheduling and coordination of training sessions with headquarters, regional staff, and other agencies.
- Represents the program on multi-agency academic advisory boards at colleges and college-universities at resource enforcement officer association meetings.
- Provides advice and leadership to officials at colleges and university colleges regarding the success of graduating students within the organization, by identifying skill gaps (if evident) and by outlining how the job is/has changed and what new core competencies and skills the agency is seeking.
- Develops, coordinates and evaluates in-house training courses for new conservation officers and incumbents and creates all training materials.
- Schedules and coordinates provincial training programs in conjunction with headquarters, regional staff and other agencies.
- Monitors contracts to ensure training standards are met, delivered on time, and within budget.
- Evaluates training delivery and content through analysis of course critiques and formal evaluations.
- Re-writes training curriculum in consultation with subject matter experts and either arranges for or presents the revised information to staff.
- Acts for the Manager, Training and Professional Development.

FINANCIAL RESPONSIBILITY

This position monitor contracts with training service providers, training facility operators, hotels, and consultants.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

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Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff		
Supervises staff through subordinate supervisors		

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role		# of FTE's	Role		# of FTE's
Supervises students or volunteers	☒		Provides formal training to other staff	☒	
Lead project teams	☒		Assigns, monitors and examines the work of staff	☒	0

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SPECIAL REQUIREMENTS

- Class 5 driver's licence
- Satisfactory background, psychological, medical and security check
- Eligible to be designated as a Conservation Officer under the *Environmental Management Act*,
- Hold Special Provincial Constable appointment under the *Police Act*.
- Must be willing to agree to the terms and conditions of the willingness statement and Standards of Personal Deportment Agreement

TOOLS / EQUIPMENT

- Computer, scanner, printer, PDA
- 4 wheel drive vehicle
- Audio/visual equipment

WORKING CONDITIONS

- The work involves working within an office environment as well in training environments.
- The work requires working in a variety of conditions ranging from multi-disciplinary teams to working independently. The position is subject to minimal supervision and relies heavily on teamwork and co-operation.
- The work requires testifying in court and being cross-examined under oath.
- The work will require travel, some of which may be out of the province. Travel may be up to 40% of the position's time.

WORK EXAMPLES

- Chairing interagency training teams.
- Coordinating training for new recruits and incumbents.
- Establish federal standards for natural resource enforcement programs.

PREPARED BY

NAME:	DATE:	
Joanne Bowden	September 14, 2007	

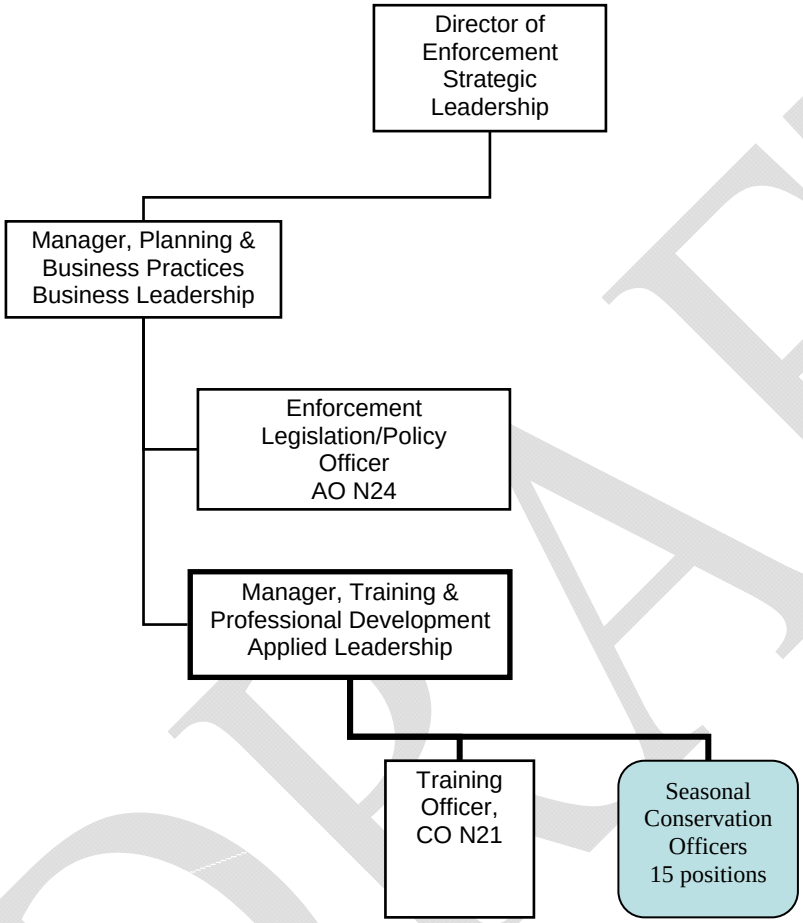
EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: .
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:

DRAFT


Director of Enforcement Strategic Leadership
Manager, Planning & Business Practices Business Leadership
Enforcement Legislation/Policy Officer AO N24
Manager, Training & Professional Development Applied Leadership
Training Officer, CO N21
Seasonal Conservation Officers 15 positions

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SELECTION CRITERIA

Education:

University degree, from a recognized university in a related discipline (e.g. environmental education, law, justice programs, adult education, natural resource or environmental management) and a minimum of two years related natural resource law enforcement experience including experience in coordination training programs; or a two year diploma in natural resource management program and five years related natural resource law enforcement experience including experience in coordinating training programs.

Knowledge:

- Knowledge of adult education principles, concepts, methodologies and techniques.
- Knowledge of curriculum design and evaluation thorough knowledge of provincial and federal environmental/natural resources legislation and resource management.
- Knowledge of project management principles and techniques.
- Knowledge of the principles of compliance and enforcement regimes and activities.
- Knowledge of principles of law enforcement.

Skills and Abilities:

- Proven analytical and organizational skills.
- Seasoned presentation and facilitation skills.
- Word processing skills in a Microsoft windows environment, including advanced function spreadsheets (excel preferred).
- Excellent written and verbal communication skills.
- Ability to work independently and as part of a team, both within the ministry and with outside agencies and post-secondary institutions.
- Ability to work effectively on diverse and complex issues, often under tight deadlines and under limited direction.
- Ability to develop and maintain effective relationships with law enforcement agencies, government agencies and stakeholders such as clients and training institutions.
- Ability to prioritize, organize and manage concurrent multi-initiatives with changing deadlines, emerging issues and competing demands.
- Ability to promote team cooperation, value others input, expertise and diversity and solicit ideas and opinions to help form specific training content, decisions or plans.
- Ability to exercise good judgement, diplomacy and tact and achieve consensus amongst diverse groups.
- Ability to function independently and within a multi-disciplinary team working towards specific outcomes while implementing innovative strategies to achieve desired outcomes.
- Ability to develop budgets in support of training programs.
- Ability to use firearms safely.
- Completion of Protective Safety Systems training.

Core Competencies	**Key Position Specific competencies**
Expertise	Analytical thinking
Flexibility	Concern for Image Impact
Integrity	Decisive Insight
Listening, Understanding and Responding	Developing others
Organizational Commitment	Innovation
Reflecting on Difficulties	Relationship Building
Self Confidence	Results Orientation
Self Control	Teamwork and Co-operation

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POSITION DESCRIPTION

Ministry of Environment, Conservation Officer Service

POSITION TITLE:	Conservation Officer	POSITION NUMBER(S):	various
DIVISION: (e.g., Division, Region, Department)	Conservation Officer Service		
UNIT: (e.g., Branch, Area, District)	Regional Operations	LOCATION:	Various
SUPERVISOR'S TITLE:		POSITION NUMBER	
SUPERVISOR'S CLASSIFICATION:		PHONE NUMBER:	
FOR AGENCY USE ONLY		NOC CODE:	
APPROVED CLASSIFICATION:		CLASS CODE:	
ENTERED BY:		PHONE NUMBER:	

PROGRAM (OPTIONAL)

The Ministry of Environment is responsible for environmental protection of water, land and air quality, environmental stewardship of biodiversity including fish, wildlife and protected areas, park and wildlife recreation management, environmental monitoring and enforcement, and State of the Environment reporting.

The Conservation Officer Service (COS) develops and delivers compliance services (information and education, inspections, monitoring, public reporting, investigation and enforcement) on behalf of ministry divisions and other agencies through Service Agreements and Memoranda of Understandings to achieve compliance with environmental regulations and standards.

The COS develops and delivers a human/wildlife conflict control program to reduce risks to human safety and property and responds to and mitigates occurrences of dangerous human/wildlife conflict.

The COS works with industry, aboriginals, public associations, members of the public, non-government and government agencies to promote the protection of human health and safety, strengthen industry's sustainability by preventing unfair competition, sustain biodiversity and natural resources, protect commercial and recreational opportunities, and generate public and private sector revenue.

PURPOSE OF POSITION

To plan and conduct investigations and implement measures including enforcement actions to address regulatory and criminal non-compliance and mitigate/remediate impacts upon human health and the environment. Provides advice to ministry staff and other government agencies regarding investigations and resolution of non-compliance. Works in partnership with the Investigations Unit.

To develop sources of information within other agencies and stakeholders to identify specific individuals or companies that are deliberately contravening environmental regulations.

To plan and participate in compliance activities to protect human health and safety, prevent unfair competition and business practices, sustain biodiversity and natural resources, protect commercial and recreational opportunities, and generate public and private sector revenue. To monitor and support reporting on compliance with regulatory standards.

To deliver a human/wildlife conflict program to protect human safety and reduce conflicts between humans and wildlife. Liaises with local government and stakeholder groups to promote community involvement and programs to reduce conflicts. Evaluates information on human/wildlife conflicts, implements appropriate action including education, proactive measures, capture, relocation and destruction.

To educate the public, industry and stakeholders about environmental legislation and methods to reduce human/wildlife conflicts.

NATURE OF WORK AND POSITION LINKS

The Conservation Officer works independently and in a team environment often involving a variety of technical/professional team members. The Conservation Officer works under the limited direction of the Field Supervisor in a dynamic and changing environment where industry practices are constantly evolving to take advantage of market conditions and respond to legislative change.

The implications to an individual or corporation subject to investigation by a Conservation Officer includes fines and penalties ranging up to several hundreds of thousands of dollars, stop work orders, and remediation/mitigation measures requiring the expenditure of several hundreds of thousands of dollars, imprisonment, and public exposure.

Inappropriate business practices placing human health and safety at risk and non-compliant commercialization of natural resources impacting upon the sustainability of the province's biodiversity are constant challenges. This position in partnership with other divisions and agencies analyzes information regarding business practices and compliance trends to develop regional and provincial compliance strategies.

Position Links:

- Industry contacts – to ensure operations comply with regulatory standards, convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies to achieve compliance.
- Public associations and members of the public – to ensure operations/individuals comply with regulatory standards, convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies to achieve compliance and resolve human/wildlife conflicts.
- Other provincial and federal agencies, local government, crown corporations – coordinate, compliance, investigations and enforcement activities, participate in joint forces operations, provide specialized services, e.g. surveillance.
- Aboriginal contacts –to convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies to achieve compliance, respond to issues.
- Conservation Officer, i/c Field Operations, Senior Conservation Officer, COS Manager, Section Heads, Managers, and Technical staff of Environmental Protection and Environmental Stewardship Divisions – to provide input on district, regional and provincial compliance strategies and recommend case specific enforcement actions.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

50% - Plans and conducts investigations to resolve non-compliance

- Plans and conducts investigations of businesses, government agencies and individuals who are in non-compliance with environmental standards and regulations.
- Develops for approval by the supervisor and implements investigative work plans establishing objectives, standards, schedules for an investigative team that includes investigators, technical and biological staff. As Team leader is responsible for the progress and quality of work.
- Ensures investigative techniques are appropriate, efficient and effective to meet the demands of dynamic conditions where the suspected parties alter their modus operandi constantly to evade detection.
- Develops for the approval of the supervisor investigative strategies and reports for major investigations involving municipal/regional governments, other government or crown corporations, First Nations, or those involving significant environmental or human health impacts.
- Develops sources of information within industry, aboriginal communities, public associations, citizens and government agencies to identify individuals/groups who are deliberately contravening environmental regulations.
- Conducts surveillance to gather information under changing operational conditions.
- Reviews surveillance information and evaluates information from a variety of sources to determine the validity and credibility of the information.
- Conducts arrests of violators found committing offences or on outstanding warrants in accordance with COS policy ensuring the arrested person's rights under the *Charter of Rights and Freedom Act* are maintained.
- Interprets legislation, case law and evidence to implement appropriate responses to correct non-compliance.
- Prepares detailed reports making recommendations to management, Crown Counsel and other government agencies regarding responses to resolve non-compliance, mitigate human health, safety and environmental impacts, and satisfy public interest.
- Advises and assists Crown Counsel in carrying out prosecution actions, including familiarizing counsel about the applicable law and investigative techniques. Acts as a prosecutor for Provincial Violation Ticket disputes.
- Prepares and executes search warrants to obtain and ensure the security and continuity of evidence.
- Liaises with other government and enforcement agencies, participates on joint agency investigations and provides legal interpretations and technical investigative advice to staff and other agencies.
- Prepares and serves legal documents related to COS mandate (summonses, Appearance Notices, etc.)

25% - Plans and conducts compliance assessment activities:

- Develops for the approval of the supervisor and implements compliance assessment plans independently or as part of a team, including setting objectives, goals, and schedules in accordance with regional compliance priorities.
- Plans and conducts inspections of a variety of sectors including manufacturing, agriculture, aquaculture, waste storage, transportation and disposal, forestry, oil and gas sector, commercial and private recreation.
- Drafts compliance reports and summaries for approval by the supervisor independently or as part of a ministry or inter-agency team.
- Develops action plans for approval by the supervisor to resolve specific issues of non-compliance.
- Develops partnerships with industry/public associations and government agencies to establish innovative compliance approaches.
- Interprets legislation, case law, policy and procedures to provide advice to staff.
- Educates industry, government agencies and the public about legislation, and policies and procedures regarding investigations and participate in programs to promote compliance.

15% - Delivers a human/wildlife conflict program

- Participates in the delivery of a human/wildlife conflict program involving stakeholders to protect human safety and reduce conflicts between humans and wildlife.
- Meets with local government and stakeholder groups to promote local involvement.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action including education, proactive measures, capture, relocation and destruction.
- Identifies and field tests new techniques and approaches for consideration for regional/provincial application.
- Develops partnerships with industry/public associations and government agencies to establish new approaches to resolving human/wildlife conflict control strategies.
- Attends Coroner autopsy to collect evidence related to wildlife attacks on humans and provide expertise to the Coroner.

10% - Performs other related duties:

- Prepares Minister Briefing Notes.
- Prepares Information Bulletins for release to the public. Under emergent conditions may issue Information Bulletins, provides information to the media and responds to media inquiries. May act as the Regional Spokesperson.
- Responds to inquiries from the public.
- Acts as a regional trainer, e.g. decoy operations, firearms, boat operations, wildlife attack.
- Reviews and provides input on legislation, policy and procedure as required.
- Provides technical advice and legal interpretation to officers and technical/biological staff.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- May conduct undercover or duties associated to covert operations.
- Provide first responder and other assistance to the general public, other provincial and federal government agencies and ministries, and the police in accordance with COS policies and procedures.
- Undertake enforcement duties pursuant to the Criminal Code in accordance with COS policies and procedures.

FINANCIAL RESPONSIBILITY

Qualified Receiver for the purchase of goods and services. Authorizes repairs on equipment up to $500.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff		
Supervises staff through subordinate supervisors		

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role		# of FTE's	Role		# of FTE's
Supervises students or volunteers	x	2	Provides formal training to other staff	☒	20
Lead project teams	☒	5	Assigns, monitors and examines the work of staff	☐	

SPECIAL REQUIREMENTS

- Class 5 Driver's license
- Satisfactory background and security check to qualify as Conservation Officer and Special Provincial Constable
- Satisfactory medical examination and psychological testing
- Pass COS physical abilities (PATCO) test (new hires)
- Maintain firearms and control tactics proficiencies
- Travel in fixed wing or rotary aircraft
- Meet standards of deportment

TOOLS / EQUIPMENT

- Computer, PDA, scanner, printer
- Telecommunications – VHF
- Surveillance - night vision, remote infrared cameras
- Global positioning
- Firearms
- 4x4 vehicles
- Boats
- ATV's, snowmobiles
- Controlled substances - anaesthetics (e.g. Telazol, Ketamine)
- Audio/visual equipment

WORKING CONDITIONS

- The work may involve working within an office environment up to 40% of the position's time.
- The work requires working in a variety of conditions ranging from multi-disciplinary teams to working independently. The position is subject to minimal supervision and relies heavily on teamwork and co-operation.
- The work involves contact with diverse communities and a range of population densities from remote to highly urbanized.
- The work involves responding to human/wildlife conflicts where unanticipated variables with the potential of causing serious/grievous harm to the public, officer(s), or significant damage to public/private property develop quickly
- The work involves dealing with a diverse range of clients including company executives, lawyers, media, advocates, irate, angry and hostile persons, ethnic and aboriginal cultures, and criminal elements.
- The work involves surveillance work under field conditions ranging from impoverished urban areas to remote locations requiring adapting to socio-economic conditions.
- The work requires testifying in court and being cross-examined under oath.
- Work under challenging weather conditions and irregular work schedules (after hours and weekends). Irregular work schedules may be up to 30% of the position's time.
- The work will require travel, some of which may be out of the region. Travel may be up to 15% of the position's time.
- The work requires good physical conditioning to meet the demands of manipulating equipment, responding to human/wildlife conflicts, making arrests, etc.

WORK EXAMPLES

- Respond to a pulp mill facility to investigate an incident of non-compliance impacting upon human health and safety and biodiversity. Develop an operational plan involving a multi-disciplinary team of professionals to gather and interpret evidence. Implement, monitor and modify the operational plan and investigative techniques to meet operational requirements. Lead a multi-disciplinary team to achieve the outcomes of the operational plan. Interact with company officials including executives and lawyers, government officials, affected citizens, and media. Make recommendations to mitigate potential impacts upon human health and the environment. Produce a report outlining the findings of the investigation and make recommendations to address the non-compliance. Potential penalties ranging in the hundreds of thousands of dollars with impacts upon market share and company certification.
- Participate in the development of a compliance and enforcement program for commercial and recreational activities associated to blue listed fish species . Participate in the production of a compliance report for public release outlining compliance rates and trends, recommended compliance strategies and potential partnership opportunities. Ensuring compliance with the regulations maintains recreational/commercial opportunities which generate millions of dollars in revenue and license fees essential to support the ministry's operations

PREPARED BY

NAME:	DATE:	
Lance Sundquist	March 11, 2004	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: (Date).
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:

ORGANIZATION CHART

Deputy Minister – Gordon Macatee

Assistant Deputy Minister

Director - Mark Hayden

Manager –

Senior Conservation Officer –

Conservation Officer, i/c Field Operations

Conservation Officer, Field Operations

SELECTION CRITERIA

Education:

University degree or technical diploma in a related discipline (law, justice programs, natural resource of environmental management) and a minimum of 3 years of experience in a compliance or enforcement or regulatory environment that required the completion of investigations and resulted in the imposition of penalties or sanctions. Or, an equivalent combination of education and related experience. Related experience means involvement in the development and implementation of compliance strategies, monitoring and inspections to confirm regulatory compliance, investigations and enforcement to resolve issues of non-compliance.

Knowledge:

- thorough knowledge of provincial and federal environmental/natural resources legislation.
- Thorough knowledge of the principles of the Field of Law Enforcement including but not limited to forensics, court processes and procedures, and arrest.
- Knowledge of the principles of compliance the development of compliance strategies.
- Thorough knowledge investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of inspection and audit techniques.
- Knowledge of the principles of project management and techniques
- General knowledge of environmental values and issues within British Columbia.

Skills and Abilities:

- Excellent written and verbal communication skills.
- Ability to function independently and within a multi-disciplinary team working towards specific outcomes while implementing innovative strategies to achieve the outcomes.
- Ability to develop and maintain effective relationships with law enforcement agencies, government agencies and stakeholders.
- Ability to prioritize, organize and manage the workload of self including concurrent multi-initiatives with changing deadlines, emerging issues and conflicting demands.
- Ability to identify issues and alert the manager, staff and colleagues of the issue and progress.
- Ability to assist, coordinate and where applicable, monitor individuals who you may not supervise, but on whose output you depend.

Core Competencies	**Key Position Specific competencies**
Expertise	Analytical thinking
Flexibility	Concern for Image Impact
Information Seeking	Decisive Insight
Integrity	Innovation
Listening, Understanding and Responding	Partnerships with stakeholders
Organizational Commitment	Relationship Building
Reflecting on Difficulties	Results Orientation
Self Confidence	Teamwork and Co-operation
Self Control	
Self Development	

POSITION DESCRIPTION
Ministry of Environment
Conservation Officer Service

POSITION TITLE:	Detective Sergeant, Commercial Environmental Investigative Unit (CEIU)	POSITION NUMBER(S):	Various 00089059,00089058, 00089056, 00089057 00088903, 00088904 00088905, 00087337
DIVISION: (e.g., Division, Region, Department)	Conservation Officer Service		
UNIT: (e.g., Branch, Area, District)	Commercial Environmental Investigations Unit (CEIU)	LOCATION:	Various
SUPERVISOR'S TITLE:	Superintendent, Provincial Investigations	POSITION NUMBER	00087325
SUPERVISOR'S CLASSIFICATION:	Business Leadership	PHONE NUMBER:	250-354-6336
FOR AGENCY USE ONLY		NOC CODE:	
APPROVED CLASSIFICATION:		CLASS CODE:	

PROGRAM (OPTIONAL)

The Ministry of Environment is responsible for environmental protection of water, land and air quality, environmental stewardship of biodiversity including fish, wildlife and protected areas, park and wildlife recreation management, environmental monitoring and enforcement, and State of the Environment reporting.

The Conservation Officer Service (COS) develops and delivers compliance services (information and education, inspections, monitoring, public reporting, investigation and enforcement) on behalf of ministry divisions and other agencies through Service Agreements and Memoranda of Understandings to achieve compliance with environmental regulations and standards.

The COS works with industry, aboriginals, public associations, members of the public, non-government and government agencies to promote the protection of human health and safety, strengthen industry's sustainability by preventing unfair competition, sustain biodiversity and natural resources, protect commercial and recreational opportunities, and generate public and private sector revenue.

The Conservation Officer Service develops and delivers a human/wildlife control program to reduce risks to human safety and property and responds to and mitigates instances of dangerous human/wildlife conflict.

PURPOSE OF POSITION

Reports directly to the Superintendent, Provincial Operations. Leads large, complex, multifaceted and sometimes politically sensitive province-wide commercial cases that involve businesses, municipal/provincial/federal government agencies, Crown Corporations, and individuals who are in significant non-compliance with the full array of environmental standards and regulations falling within the law enforcement mandate of the Ministry of Environment.

Leads and manages investigations that cross regional, provincial and international boundaries, or are of a sufficiently complex nature that district officers require assistance, or are of sufficient public interest that a senior investigator is required.

Defines priorities and goals, and develops budgets, staff and equipment plans.

The incumbent oversees monitors and evaluates the CEIU field component and all aspects of complex environmental investigations undertaken within the province by the CEIU. Provides expert technical, legal, policy and procedural advice to ministry staff and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigative techniques used to ensure compliance and obtain evidence of major violations of environmental legislation.

NATURE OF WORK AND POSITION LINKS

This is a senior level investigative position reporting directly to the Superintendent, Provincial Operations for the province. This position's duties are performed with a maximum of independence and limited direction. In a dynamic and changing environment, the position analyzes trends impacting on compliance with environmental standards and regulations. The work is complex and controversial in view of the operational, economic, social and political factors associated with environmental compliance actions and carries a high consequence of error.

The incumbent is required to maintain extensive knowledge of computer operations, data base applications and operational practices to access computerized systems and manipulate data. The incumbent is also required to maintain knowledge of problem solving, analytical and interpretative methods required to evaluate and synthesize large quantities of complex, sometimes conflicting information from a variety of sources and processes in order to prepare option analyses with recommended courses of action and/or to prepare briefing materials on complex issues and politically sensitive matters for COS management.

Tight work deadlines are often imposed to provide intelligence information that will facilitate ongoing investigations and/or to prepare strategic intelligence on a crime group that poses a serious threat to BC's environment and/or natural resources.

The position develops, implements, monitors, and reports out on strategies and activities aimed at gaining compliance with environmental standards, and provides leadership, mentoring, supervision, training, and expert technical advice to staff in the operation of COS and other regulatory enforcement and compliance programs within the province.

Proactively develops intelligence that may lead to investigations not normally examined during day to day activities undertaken by uniformed COS personnel.

The position functions through the development and maintenance of links with:

- Conservation Officers - managing and directing the implementation of complex environmental field operations throughout the province, provides expert advice and direction in the obtaining of information from a variety of sources; provides intelligence to assist in operational activities. Developing, planning and leading investigative teams in the conduct of major enforcement projects to enforce environmental legislation, which on occasion can involve covert operations.
- Commercial/Industrial Contacts – to ensure operations comply with regulatory standards, convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies.
- Provincial Crown Counsel – case processing and supports Crown with prosecution
- Government and law enforcement agencies (internally and externally such as RCMP, Federal Department of Fisheries and Oceans, Canadian Wildlife Service, Environment Canada, Ministry of Forests, Ministry of Environment (Environmental Protection Division, Water Stewardship Division, Environmental Division and Oceans and Marine Fisheries Division), Canada Customs and Revenue Agency, local government, Crown Corporations and US Environmental Protection Agency) – to coordinate compliance, investigations and enforcement activities, resolve inter-jurisdictional issues, participate in the development of joint strategies and plans, participate in joint forces operations, and provide specialized investigating, audit or inspection services.
- Aboriginal contacts – to convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnership and strategies to achieve compliance, respond to issues, and negotiate alternative justice programs.
- Chief Conservation Officer, Deputy Chief Conservation Officer, Superintendents, Provincial Operations, Inspector Conservation Officers, Sergeants, Section Heads and Managers and technical staff of Environmental Protection, Environmental Stewardship, Water Stewardship, and Oceans and Marine Fisheries Divisions – to provide input on regional and provincial compliance strategies and recommend case specific enforcement actions.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

75% - Plans and conducts investigations to resolve commercial, high-priority non-compliance.

- Maintains a thorough knowledge and understanding of legislation, law enforcement and compliance practices, and legal requirements including;(rules of evidence, lawful searches, seizures, inspections, arrest, court procedures, overt and covert investigation methods, forensic evidence collection techniques, confidential source development and handling, preparing related legal documents, recommends charges and provides expert testimony in court and in administrative determinations (e.g. covert techniques, trends in criminal activity as they pertain to environmental issues). This requires ongoing interaction between the incumbent and various senior staff within provincial, federal and state law enforcement agencies, their legal representatives and ministry legal counsel.
- Plans and leads investigations of businesses, municipal/provincial/federal government agencies, Crown Corporations, Aboriginals and individuals who are in major non-compliance with provincial environmental legislation, including the collection of evidence (all media).
- Develops and implements investigative work plans establishing objectives, standards, schedules that include investigators, seconded uniformed COS personnel, technical and biological staff with responsibility for progress and quality of work. Develops and manages numerous CEIU operational budgets and monitors and approves CEIU investigational expenditures, approves staff overtime and has full spending authority within a budget.
- Ensures investigative techniques are appropriate, efficient and effective to meet the demand of dynamic conditions where suspected parties alter their modus operandi constantly to evade detection.
- Develops investigative strategies and reports for commercial, major investigations involving municipal/regional governments, other government or Crown operations, Aboriginals, or those involving significant environmental, human health and conservation impacts.
- Develops sources of information within industry, Aboriginal communities, public associations, citizens and government agencies to identify individual/groups who are contravening environmental regulations.
- Conducts surveillance to gather information under changing operational conditions. Reviews surveillance information and evaluates information from a variety of sources to determine the validity and credibility of the information.
- Prepares complex multifaceted information to obtain search warrants, executes related search warrants on buildings, residences, government and/or corporate offices, and ensures the security and continuity of evidence.
- Arrests of violators found committing offences ensuring an arrested person's rights under the *Charter of Rights and Freedom Act*, are protected.
- Conducts bail hearings involving arrested individuals and the conditions of their release.
- Collects information regarding parties responsible for violations throughout the province.
- Interprets legislation, case law and evidence to implement an appropriate response to correct non-compliance.
- Evaluates evidence to determine the significance of non-compliance from the perspective of economic, public safety, environmental, conservation and public interest, and makes recommendations regarding approaches to resolve the non-compliance which can include mitigation/remediation, education, voluntary compliance, administrative penalties, stop work orders, or prosecutions.
- Prepares detailed reports making recommendations to management, Crown Counsel, and other government agencies regarding responses to resolve non-compliance, mitigate human health, safety and environmental/conservation impacts, and satisfy public interest.
- Advises and assists Crown Counsel in carrying out prosecution actions, including familiarizing Counsel with applicable law and investigative techniques.
- Liaises with other government and enforcement agencies, participates on joint-agency investigations and provides legal interpretations and technical investigative advice to staff and other agencies.
- Works with, counsels and mentors COS staff to develop investigative performance planning and technical competency in complex commercial investigative techniques.
- Approves and conducts assessments of uniformed staff when seconded to CEI investigations.

15% - Plans and conducts compliance assessment activities

- Supports major inspection and audit activities where there is an anticipated need for investigative and enforcement services involving a variety of sectors including manufacturing, agriculture, aquaculture, waste storage, transportation and disposal, forestry, oil and gas, commercial recreation, and fish and wildlife.
- Contributes information to support the development of compliance reports and summaries as part of a Ministry or inter-agency team.
- Interprets legislation, case law, policy and procedures to provide advice to staff.
- Educates industry, government agencies and the public about legislation, and policy and procedures regarding compliance.
- Assists in the development of provincial compliance priorities and objectives by conducting risk assessments, considering emerging trends and issues, and evaluating compliance data.

10% - Performs other related duties

- Prepares Directors and Minister's briefing notes and letters for Superintendent, Provincial Investigations approval.
- Prepares Information Bulletins for release to the public.
- Under emergent conditions, may issue information bulletins, provide information to the media, and respond to media inquiries.
- Responds to inquiries from the public.
- Develops and provides training to staff (i.e. major commercial investigative techniques, search warrant drafting and application process, major case file management, development of confidential sources, legislation, policy and procedure, and specialised equipment).
- Reviews and provides input to officers and technical/biological staff on commercial environmental investigations and case files, legislation, policy and procedure.
- Identifies and field tests new techniques and innovative approaches for consideration for provincial application.
- Provides technical advice and legal interpretation to officers and technical/biological staff.
- Researches, evaluates and recommends new intelligence methods, investigation and enforcement strategies and identifies research needs and parameters on emerging compliance and enforcement topics (i.e. aboriginal law, jurisdictional legislation differences, and policy and agreements from other jurisdictions that affect operational enforcement and the enforcement program).
- Manages COS assets and budgets.
- Presents intelligence reports and briefings to senior management for presentation to the Deputy Minister and the Minister on current law enforcement issues and programs and their social/economic impacts at regional and provincial levels. This information is used to develop departmental enforcement policies and strategies.
- Through intelligence analysis advises both COS and program managers of the latest trends, developments and methods in criminal and illegal activities and proposes counter measures to improve compliance and enforcement activities. This information is used by managers to keep up-to-date on situations to assist them in improving their effectiveness.
- Designs, develops and approves specialized investigative techniques and enforcement operations (i.e. major search warrant execution).
- Develops and conducts post investigative reviews and evaluations and manages and compiles data for continuing development of in-service training, criminal trends and research.
- Assists in the development of operational plans as part of a provincial/multi-agency team.
- Participates in prosecutions in provincial traffic court as a prosecutor in environmental ticket matters.

FINANCIAL RESPONSIBILITY

This position negotiates contracts with firms and individuals to conduct investigations, intelligence analysis and reviews and/or provide specialized training. Compiles cost estimates for investigations, is responsible for monitoring contracts, and has spending authority up to $10,000.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly provides functional supervision to seconded staff	4	
Supervises staff through subordinate supervisors	0	

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role		# of FTE's	Role		# of FTE's
Supervises students or volunteers	☐	0	Provides formal training to other staff	☒	
Lead project teams	☒	1-5	Assigns, monitors and examines the work of staff	☒	1-5

SPECIAL REQUIREMENTS

- Class 5 Driver's license
- Satisfactory background and security screening to qualify as a Conservation Officer and Special Provincial Constable
- Satisfactory pre-placement medical examination and psychological testing
- Maintain firearms and control tactics proficiencies to full COS requirements
- The ability and desire to conduct in-depth and complex environmental, fish and wildlife investigations, and to critically analyze other's investigations, and to guide colleague's improvements in investigations, and analyze information in a proactive, positive manner
- The ability to communicate clearly, both written and orally, and to critically analyze and recommend improvements in other's written work
- Goal and service orientated – "a team player"
- Travel in fixed wing or rotary aircraft, snowmobiles, boats and ATV's
- Meet standards of deportment

TOOLS / EQUIPMENT

- Computer, PDA, scanner, printer, fiscal accounting, word processing and spreadsheet software programs.
- Firearms
- 4x4 vehicles, Boats, Snowmobiles, ATV's
- Audio/visual equipment
- Specialized enforcement/investigative equipment (e.g. tracking devices, monitoring devices, active and passive surveillance equipment, night vision, digital photography, data loggers, digital voice recorders).
- Telecommunications – VHF radios, satellite phones
- Global positioning

WORKING CONDITIONS

- The work involves a considerable amount of time working within an office environment. Office work may take up to 50% of the position's time.
- The work requires working in a variety of conditions ranging from directing multi-disciplinary teams to working alone. The position is subject to minimal supervision and relies heavily on self motivation.
- Exposure to hazards from inspecting and investigating activities of toxic and hazardous substances/situations including PCBs and dioxins, air pollution, water pollution, contaminated sites, municipal refuse, sewage or emergency response situations
- The work involves direct contact with diverse communities and a range of population densities from remote to highly urbanized.
- The work involves dealing with a diverse range of clients including, potentially dangerous and organized crime criminal elements, government executive and officials, company executives, lawyers, media, advocates, irate and angry persons, ethnic and First Nation cultures.
- The work involves investigative field work under conditions ranging from impoverished urban areas to remote locations, all requiring the need to adapt to ever changing socio-economic conditions.
- The work requires testifying in court and being cross-examined under oath.
- Work under challenging weather conditions and irregular work schedules (after hours and weekends). Irregular work schedules may be up to 60% of the position's time.
- The work requires travel throughout the province, other provinces and on occasion internationally. Travel may take up to 60% of the position's time.

WORK EXAMPLES

- CO identifies significant amounts of pollutants in the local watershed where no obvious sources can be found. Following a preliminary investigation, the CO contacts the CEIU to discuss as the investigation is complex and will require multiple technical and investigation resources to complete. Using a risk based decision model (considerations of impact to the environment and public health, frequency, volume, toxicity, proximity to communities, special designations such as sensitive fish habitat, political sensitivity, probability of success, and resources required), the CEIU Investigator(s) assumes control of the investigation. Consultations are held with the Superintendent, Provincial Investigations, and regional Director/Section Heads from Environmental Protection, and Water Stewardship Divisions to confirm priority and availability of resources.
- The investigator(s) develops and modifies an operational plan as required involving seconded COS and or a multi-disciplinary team of technicians and professionals to gather and interpret evidence. Plan includes time lines, deployment of resources, collection of evidence, budget development, statement taking, swearing and execution of warrant(s), and preparation of reports to Crown Counsel for the laying of charges. CEIU Investigator(s) implements and monitors plan as well participates in activities to obtain evidentiary information, and is responsible for the quality, timeliness, compliance with rules of law, and conducts legal research and seeks legal opinion as required.
- At the field level, the CEIU is involved with analyzing the evidence to develop leads on identifying the non-compliance and responsible party. The Investigator would be working with members from all levels of the business community and at times would be assuming a professional persona and business attire. Travel is a significant part of the duties, and may be required to travel to other districts and provinces.
- Investigator is responsible for ongoing communications with other law enforcement agencies, other government agencies, regional managers, Public Affairs Bureau, Superintendent, Provincial Investigations, COS Special Investigations Unit, team members and with COS district personnel. Consultations are ongoing with other CEIU Investigators and team.
- Investigator acts as liaison with Crown Counsel and will be required to give testimony in legal proceedings.

PREPARED BY

NAME:	DATE:	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: (Date).
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:

Executive Director, Compliance Division, Strategic Leadership, 00080346
Chief Conservation Officer/Director of Enforcement, Strategic Leadership, 00039359
Superintendent, Provincial Investigations, Business Leadership, 00087325
Detective Sergeant, CEIU (8 positions), CO 24,
Detective Sergeant, Intelligence Analyst, CO 24, 000084836
Detective Sergeant, SIU (2 positions)

SELECTION CRITERIA

Education

Bachelor's degree or technical diploma from a recognized post-secondary program in Natural Resources Law Enforcement, Natural Resources Management (e.g. fisheries, wildlife, forestry, parks, environmental sciences), Police Sciences or Criminology.

Minimum Experience

5 years of related work experience, which must include:

- Experience with a municipal, provincial or federal agency in the development and implementation of compliance strategies; experience conducting inspections to monitor regulatory compliance; and demonstrated experience conducting complex investigations, including enforcement action, to resolve issues of non-compliance with statutes, regulations, and standards.
- Complex investigations means conducting multi-faceted investigations that include three or more of the following:
  - Search warrant preparation, application, and execution
  - Intelligence gathering
  - Operational planning
  - Interview and interrogation, and
  - Major case file management
  - Overseeing and assigning investigative tasks to multiple investigators

Preferred Experience

5 years of related work experience, which must include:

- Experience with a municipal, provincial or federal agency in the development and implementation of compliance strategies; experience conducting inspections to monitor regulatory compliance; and demonstrated experience conducting complex investigations, and taking enforcement action, to resolve issues of non-compliance with statutes, regulations, and standards related to environmental protection and/or fish and wildlife.
- Complex investigations means conducting multi-faceted investigations that include three or more of the following:
  - Search warrant preparation, application, and execution
  - Intelligence gathering
  - Operational planning
  - Interview and interrogation, and
  - Major case file management
  - Overseeing and assigning investigative tasks to multiple investigators

NOTE – The selection panel may limit the number of short-listed applicants to those individuals who clearly demonstrate they meet both the Education and Preferred Experience criteria.

Knowledge:

- Provincial and federal environmental/natural resources legislation
- Knowledge of the relationship of statues, regulations, polices and procedures within an enforcement program
- Principles of compliance and Law enforcement
- Criminal Justice System, procedures and case law
- Investigative techniques
- Intelligence analysis techniques
- Project management principles
- Principals of group dynamics, mediation, conflict resolution, motivation and human behaviour
- A good working knowledge of computer software and applications, such as MS Word, Excel and PowerPoint.
- Major case management
- Forensic computer seize and analysis

Abilities/Skills:

- Ability to conduct interviews and interrogations, and analyze statements
- Time management skills / ability to prioritize and multi-task
- Strong oral and written communication skills
- Ability to lead and conduct investigations
- Ability to work in a corporate environment
- Ability to function independently or within a multi-disciplinary team
- Ability to develop and maintain productive relationships with law enforcement agencies, government agencies and stakeholders

COMPETENCIES

Core Competencies
Expertise
Integrity
Organizational Commitment
Self Confidence
Self Control
Self Development
Listening, Understanding and Responding
Flexibility
Reflecting on Difficulties
Information Seeking
Service Orientation

Key Position Specific competencies
Teamwork and Co-operation
Leadership
Innovation
Relationship Building
Results Orientation
Partnerships with stakeholders
Developing others
Analytical thinking
Organizational skills
Decisive Insight
Concern for Image Impact

ORGANIZATION CHART:

POSITION DESCRIPTION
Ministry of Environment, Conservation Officer Service

POSITION TITLE:	Seasonal Conservation Officer	POSITION NUMBER(S):	various
DIVISION: (e.g., Division, Region, Department)	Compliance Division		
UNIT: (e.g., Branch, Area, District)	Conservation Officer Service	LOCATION:	Various
SUPERVISOR'S TITLE:	Conservation Officer I/C, Field Operations	POSITION NUMBER	Various
SUPERVISOR'S CLASSIFICATION:	N21	PHONE NUMBER:	
FOR AGENCY USE ONLY		NOC CODE:	
APPROVED CLASSIFICATION:		CLASS CODE:	
ENTERED BY:		PHONE NUMBER:	

PROGRAM (OPTIONAL)

The Ministry of Environment is responsible for environmental protection of water, land and air quality, environmental stewardship of biodiversity including fish, wildlife and protected areas, park and wildlife recreation management, environmental monitoring and enforcement, and State of the Environment reporting.

The Conservation Officer Service (COS) develops and delivers compliance services (information and education, inspections, monitoring, public reporting, investigation and enforcement) on behalf of ministry divisions and other agencies through Service Agreements and Memoranda of Understandings to achieve compliance with environmental regulations and standards.

The COS develops and delivers a human/wildlife conflict control program to reduce risks to human safety and property and responds to and mitigates occurrences of dangerous human/wildlife conflict.

The COS works with industry, aboriginals, public associations, members of the public, non-government and government agencies to promote the protection of human health and safety, strengthen industry's sustainability by preventing unfair competition, sustain biodiversity and natural resources, protect commercial and recreational opportunities, and generate public and private sector revenue.

PURPOSE OF POSITION

To plan and conduct investigations and implement measures including enforcement actions to address regulatory and criminal non-compliance and mitigate/remediate impacts upon human health and the environment. Provides advice to ministry staff and other government agencies regarding investigations and resolution of non-compliance.

Provides support to regular members acting as a First Responder to collect time sensitive evidence.

To develop sources of information within other agencies and stakeholders to identify specific individuals or companies that are deliberately contravening environmental regulations.

To plan and participate in compliance activities to sustain biodiversity and natural resources, protect commercial and recreational opportunities, and generate public and private sector revenue. To monitor and support reporting on compliance with Environmental Stewardship regulatory standards.

To deliver a human/wildlife conflict program to protect human safety and reduce conflicts between humans and wildlife. Liaises with local government and stakeholder groups to promote community involvement and programs to reduce conflicts. Evaluates information on human/wildlife conflicts, implements appropriate action including education, proactive measures, capture, relocation and destruction.

To educate the public, industry and stakeholders about environmental legislation and methods to reduce human/wildlife conflicts.

NATURE OF WORK AND POSITION LINKS

The Seasonal Conservation Officer works independently and in a team environment often involving a variety of technical/professional team members. The Seasonal Conservation Officer works under the direction of the Conservation Officer, i/c Field Operations in a dynamic and changing environment.

The implications to an individual or corporation subject to investigation by a Conservation Officer include fines and penalties ranging up to several hundreds of thousands of dollars or imprisonment.

Non-compliant commercialization of natural resources impacting upon the sustainability of the province's biodiversity is constant challenges. This position in partnership with other divisions and agencies analyzes information regarding compliance trends to develop regional and provincial compliance strategies.

Position Links:

- Public associations and members of the public – to ensure operations/individuals comply with regulatory standards, convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies to achieve compliance and resolve human/wildlife conflicts.
- Other provincial and federal agencies, local government, crown corporations – coordinate investigations and enforcement activities, resolves inter-jurisdictional issues, participate in the development of joint strategies and plans, participate in joint forces operations, provide specialized services, e.g. surveillance.
- Aboriginal contacts –to convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies to achieve compliance, respond to issues.
- Investigator, Investigations Unit, Conservation Officer, i/c Field Operations, Senior Conservation Officer, COS Manager, Section Heads, Managers, and Technical staff of Environmental Protection and Environmental Stewardship Divisions – to provide input on district, regional and provincial compliance strategies and recommend case specific enforcement actions.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

75% - Conducts inspections and investigations to resolve non-compliance

- Conducts patrols and inspections to verify compliance and take enforcement action where appropriate, e.g. commercial or private recreation activities.
- Provides support to regular members of the COS acting as a First Responder to collect time sensitive evidence.

- Ensures investigative techniques are appropriate, efficient and effective to meet the demands of dynamic conditions where the suspected parties alter their modus operandi constantly to evade detection.
- Develops sources of information within industry, aboriginal communities, public associations, citizens and government agencies to identify individuals/groups who are deliberately contravening environmental regulations.
- Conducts surveillance to gather information under changing operational conditions.
- Reviews surveillance information and evaluates information from a variety of sources to determine the validity and credibility of the information.
- Conducts arrests of violators found committing offences ensuring the arrested person's rights under the *Charter of Rights and Freedom Act* are maintained.
- Interprets legislation, case law and evidence to implement appropriate responses to correct non-compliance.
- Evaluates evidence to determine the significance of the non-compliance from the perspectives of economic, public safety, environmental, and public interest and makes decisions regarding approaches to resolve the non-compliance which could include mitigation/remediation, education, voluntary compliance, administrative penalties, stop work orders, or prosecution.
- Prepares detailed reports making recommendations to management, Crown Counsel and other government agencies regarding responses to resolve non-compliance, mitigate human health, safety and environmental impacts, and satisfy public interest.
- Advises and assists Crown Counsel in carrying out prosecution actions, including familiarizing counsel about the applicable law and investigative techniques. Acts as a prosecutor for Provincial Violation Ticket disputes.
- Prepares and assists with the execution of search warrants to obtain and ensure the security and continuity of evidence.
- Liaises with other government and enforcement agencies and participates on joint agency investigations.
- Supports the development of compliance assessment plans in accordance with regional Environmental Stewardship's compliance priorities.
- Drafts compliance reports and summaries for approval by the supervisor independently or as part of a ministry or inter-agency team.
- Develops partnerships with public associations and government agencies to establish innovative compliance approaches.
- Interprets legislation, case law, policy and procedures to provide advice to staff.
- Educates government agencies and the public about legislation, and policies and procedures regarding investigations and participates in programs go promote compliance.

15% - Delivers a human/wildlife conflict program

- Participates in the delivery of a human/wildlife conflict program involving stakeholders to protect human safety and reduce conflicts between humans and wildlife.
- Meets with local government and stakeholder groups to promote local involvement.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action including education, proactive measures, capture, relocation and destruction.
- Identifies and field tests new techniques and approaches for consideration for regional/provincial application.
- Develops partnerships with industry/public associations and government agencies to establish new approaches to resolving human/wildlife conflict control strategies.

10% - Performs other related duties:

- Prepares Information Bulletins for release to the public. Under emergent conditions may issue Information Bulletins, provides information to the media and responds to media inquiries.
- Responds to inquiries from the public.
- Attends Coroner autopsy to collect evidence related to wildlife attacks on humans and provide expertise to

the Coroner.

- Provides technical advice and legal interpretation to officers and technical/biological staff.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- May conduct undercover or duties associated to covert operations.

FINANCIAL RESPONSIBILITY

None

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff	0	0
Supervises staff through subordinate supervisors	0	0

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role	# of FTE's	Role	# of FTE's
Supervises students or volunteers ☐	0	Provides formal training to other staff ☐	0
Lead project teams ☐	0	Assigns, monitors and examines the work of staff	0

SPECIAL REQUIREMENTS

- Class 5 Driver's license
- Satisfactory background and security check to qualify as Conservation Officer and Special Provincial Constable
- Satisfactory medical examination and psychological testing
- Pass COS physical abilities (PATCO) test (new hires)
- Maintain firearms and control tactics proficiencies
- Travel in fixed wing or rotary aircraft
- Meet standards of deportment

TOOLS / EQUIPMENT

- Computer, PDA, scanner, printer
- Telecommunications – VHF, satellite phones
- Surveillance - night vision, remote infrared cameras
- Global positioning
- Firearms
- 4x4 vehicles
- Boats
- ATV's, snowmobiles
- Controlled substances - anaesthetics (e.g. Telazol, Ketamine)
- Audio/visual equipment

WORKING CONDITIONS

- The work may involve working within an office environment up to 40% of the position's time.
- The work requires working in a variety of conditions ranging from multi-disciplinary teams to working independently. The position is subject to minimal supervision and relies on teamwork and co-operation.
- The work involves contact with diverse communities and a range of population densities from remote to highly urbanized.
- The work involves responding to human/wildlife conflicts where unanticipated variables with the potential of causing serious/grievous harm to the public, officer(s), or significant damage to public/private property develop quickly
- The work involves working around hazardous materials in circumstances where the hazardous materials may not be appropriately stored.
- The work involves dealing with a diverse range of clients including company executives, lawyers, media, advocates, irate, angry and hostile persons, ethnic and aboriginal cultures, and criminal elements.
- A portion of the work involves dealing with individuals who display a combative attitude towards an Officer, requiring the Officer to quickly evaluate the level of risk to the suspect, Officer(s) and the public, and to deploy appropriate control measures (e.g. pepper spray) commensurate with the level of risk.
- The work involves surveillance work under field conditions ranging from impoverished urban areas to remote locations requiring adapting to socio-economic conditions.
- The work requires testifying in court and being cross-examined under oath.
- Work under challenging weather conditions and irregular work schedules (after hours and weekends). Irregular work schedules may be up to 30% of the position's time.
- The work will require travel, some of which may be out of the region. Travel may be up to 15% of the position's

time.

- The work requires good physical conditioning to meet the demands of manipulating equipment, responding to human/wildlife conflicts, making arrests, etc.

WORK EXAMPLES

- Participate in the development of a compliance and enforcement program for commercial and recreational activities associated to blue listed fish species. Participate in the production of a compliance report for public release outlining compliance rates and trends, recommended compliance strategies and potential partnership opportunities. Ensuring compliance with the regulations maintains recreational/commercial opportunities which generate millions of dollars in revenue and license fees essential to support the ministry's operations

PREPARED BY

NAME:	DATE:	
Mark Hayde	February 18, 2005	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: February 21, 2005.
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:
Mark Hayden		

ORGANIZATION CHART

Deputy Minister – Gordon Macatee

Executive Director – Brian Rendell

Director - Mark Hayden

Regional Manager –

Senior Conservation Officer –

Conservation Officer, i/c Field Operations

Seasonal Conservation Officer, Field Operations

SELECTION CRITERIA

Education:

University degree or technical diploma in a related discipline (law, justice programs, natural resource of environmental management) and a minimum of 2 years of experience in a compliance or enforcement or regulatory environment that required the completion of investigations and resulted in the imposition of penalties or sanctions. Or, an equivalent combination of education and related experience. Related experience means involvement in the development and implementation of compliance strategies, monitoring and inspections to confirm regulatory compliance, investigations and enforcement to resolve issues of non-compliance.

Knowledge:

- thorough knowledge of provincial and federal environmental/natural resources legislation.
- Thorough knowledge of the principles of the Field of Law Enforcement including but not limited to forensics, court processes and procedures, and arrest.
- Knowledge of the principles of compliance and the development of compliance strategies.
- Thorough knowledge investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of inspection and audit techniques.
- Knowledge of the principles of project management and techniques
- General knowledge of environmental values and issues within British Columbia.

Skills and Abilities:

- Excellent written and verbal communication skills.
- Ability to function independently and within a multi-disciplinary team working towards specific outcomes while implementing innovative strategies to achieve the outcomes.
- Ability to develop and maintain effective relationships with law enforcement agencies, government agencies and stakeholders.
- Ability to prioritize, organize and manage the workload of self including concurrent multi-initiatives with changing deadlines, emerging issues and conflicting demands.
- Ability to identify issues and alert the manager, staff and colleagues of the issue and progress.
- Ability to assist, coordinate and where applicable, monitor individuals who you may not supervise, but on whose output you depend.

Core Competencies	**Key Position Specific competencies**
Expertise	Analytical thinking
Flexibility	Concern for Image Impact
Information Seeking	Decisive Insight
Integrity	Innovation
Listening, Understanding and Responding	Partnerships with stakeholders
Organizational Commitment	Relationship Building
Reflecting on Difficulties	Results Orientation
Self Confidence	Teamwork and Co-operation
Self Control	
Self Development	

POSITION DESCRIPTION
Ministry of Environment
Conservation Officer Service

POSITION TITLE:	Sergeant	POSITION NUMBER(S):	various
DIVISION: (e.g., Division, Region, Department)	Compliance Division		
UNIT: (e.g., Branch, Area, District) APPROVED CLASSIFICATION	Conservation Officer Service	LOCATION: CLASS CODE	various
SUPERVISOR'S TITLE:	Inspector	POSITION NUMBER	various
SUPERVISOR'S CLASSIFICATION:	Business Leadership	PHONE NUMBER:	

PROGRAM

Ministry of Environment, Conservation Officer Service - The Ministry of Environment provides leadership in environmental management through innovative legislation and programs, compliance activities and shared stewardship initiatives. The ministry's mandate is to protect human health and safety, and maintain and restore the diversity of native species, ecosystems and habitats in British Columbia.

The Conservation Officer Service (COS) is the enforcement program of the Ministry of Environment. To achieve compliance with environmental regulations and standards under provincial and federal legislation, the COS is involved in outreach and education, compliance monitoring and verification, public reporting, investigations and enforcement actions. The COS supports all divisions within the ministry and, through Service Agreements and Memoranda of Understanding, works on behalf of other agencies (provincial, federal and municipal) requiring environmental compliance and enforcement services.

PURPOSE OF POSITION

The Sergeant is responsible to ensure the effective delivery of the Conservation Officer Service compliance and enforcement program by overseeing and planning compliance and enforcement activities at the zone level (2-4 districts). This involves supervising a team of Conservation Officers to address regulatory and criminal non-compliance issues and to mitigate/remediate impacts upon human health/safety and the environment by providing technical advice and guidance to ministry staff and other government agencies regarding compliance assessments, investigations, and resolution of non-compliance.

NATURE OF WORK AND POSITION LINKS

The Sergeant directly supervises a team of up to 9 Conservation Officers who work independently and in a team environment often involving a variety of technical/professional team members. The Sergeant works under the limited direction of the Inspector in a dynamic and changing environment.

The implications to an individual or corporation subject to investigation by a Conservation Officer includes fines and penalties, stop work orders, and remediation/mitigation measures requiring the expenditure of several hundreds of thousands of dollars, imprisonment, and public exposure.

Inappropriate business practices placing human health and safety at risk and non-compliant harvesting of the provinces fish and wildlife resources impacts sustainability and are constant challenges. The position in partnership with other divisions and agencies analyzes information regarding business practices and compliance trends to develop district, regional and provincial compliance strategies.

Position Links:

- **Industry contacts** – to ensure operations comply with regulatory standards, convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies to achieve compliance.
- **Public associations and members of the public** – to ensure operations/individuals comply with regulatory standards, convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies to achieve compliance and resolve human/wildlife conflicts.
- **Other provincial and federal agencies, local government, crown corporations** – coordinate compliance, investigations and enforcement activities, resolves inter-jurisdictional issues, participate in the development of joint strategies and plans, participate in joint forces operations, provide specialized services, e.g. surveillance.
- **Aboriginal contacts -** to convey information on regulations and compliance, and collect information on companies/individuals circumventing regulatory controls, respond to issues and promote partnerships and strategies to achieve compliance, respond to issues and negotiate alternate justice programs.
- **Inspector, Superintendent, Section Heads, Managers, and Technical staff of Environmental Protection, Environmental Stewardship, Water Stewardship Divisions** – to provide recommendations on multi-district compliance strategies and case specific enforcement actions.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

Manage the COS Program at the field level to ensure that service plan and zone work plan objectives, policies, procedures, and legal requirements are delivered.

- Establishes priorities including compliance activities, investigations, and human/wildlife conflict activities in accordance with service plan priorities and develops the unit work plan for approval by the Inspector.
- Monitors and evaluates the implementation of the zone work plans and makes necessary changes on an ongoing basis to reflect changing priorities and work load pressures.
- Reviews and approves files and legal reports of subordinate staff to ensure completeness and to confirm that investigative techniques are appropriate, lawful, and within the policy and procedures of the ministry. Involves and liaises with Crown Counsel within this capacity.
- Reviews, modifies, and approves investigative strategies of subordinate officers for major investigations involving other governments, crown corporations, First Nations and those involving significant environmental or human health impacts.
- Resolves administrative and legal issues by providing interpretation and advice to staff regarding legislation, case law, policy and procedures.
- Directs investigative teams involved in complex investigations and implements changes to investigational techniques to meet dynamic and changing conditions.
- Recommends and implements specialized investigative techniques and enforcement operations (eg. CEIU or SIU operations, plain clothes operations, decoy operations and search warrant execution) for approval of the Inspector.
- Develops strategies and evaluates trends to improve productivity and effectiveness of the program related to compliance assessment activities, enforcement actions, and human/wildlife conflicts.
- Approves action plans developed by subordinate staff to resolve issues of non-compliance.
- Writes, reviews, or provides input to compliance reports, investigative reports, or operational policy and procedure

either independently or as part of a ministry or inter-agency team.
- Oversees inspections of a variety of sectors including manufacturing, agriculture, aquaculture, waste storage, transportation and disposal, forestry, mining, oil and gas, commercial and private recreation (angling, hunting and outdoor recreation).
- Develops partnerships with industry, public associations, and government agencies to establish innovative compliance approaches and leads/participates on joint agency investigations.
- Informs and educates industry, government agencies and the public about environmental legislation, case law, and policies/procedures to promote compliance activities.
- Conducts work place risk assessments and monitors worker safety to ensure that subordinates are following all safety related policy and procedures.

Supervise a staff of District Conservation Officers

- Leads and directs the activities of two to nine subordinate staff within a zone (two to four districts).
- Coaches, mentors, and works directly with subordinate staff to develop technical and behavioural competencies.
- Works with staff to develop employee performance and development plans that are consistent with Ministry service objectives and evaluates staff performance.
- Participate on hiring panels, and assists with recruitment and deployment of staff.
- Monitors progress and quality of work performance of subordinate staff and implements necessary strategies to address work load and service plan priorities.
- Ensures staff are appropriately and consistently trained.
- Mediates conflict between staff, initiates the Employee and Family Assistance Program, implements corrective action and makes recommendations to the Inspectorpertaining to progressive discipline.

Performs other related duties

- Acts as a prosecutor for Provincial Violation Tickets.
- Provides formal training (eg. Firearms instructor, decoy coordinator, predator attacks) and informal training such as coaching and mentoring – including providing advice and legal interpretation to other officers and technical/biological staff.
- Determines equipment needs and ensures assets and facilities are appropriately maintained.
- Provides day to day supervision of administrative support staff.
- Conduct duties associated to covert operations, compliance inspections, and undertakes enforcement duties pursuant to the Criminal Code of Canada in accordance with CO Service policies and procedures.
- Provide first responder and other assistance to the general public, other provincial and federal government agencies and the police in accordance with CO Service policies and procedures.
- Responds to environmental emergencies and provides assistance to the police and Provincial Emergency Program in search and rescue operations.
- Responsible for COORS data entry/integrity and associated Ministry data entry and responsible to record and track information associated with performance measures.

FINANCIAL RESPONSIBILITY

Responsible for monitoring contracts, manage project budgets, and has spending authority up to $5,000.

Plan and monitors staff expenditures using the Financial Forecasting System to ensure appropriate use of budget allocations.

Evaluates zone budgetary needs and makes recommendations to the Inspector.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff	2-9	1-3

Supervises staff through subordinate supervisors		

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role		# of FTE's	Role		# of FTE's
Supervises students or volunteers	☐		Provides formal training to other staff	☒	5
Lead project teams	☒	5	Assigns, monitors and examines the work of staff	☒	5

SPECIAL REQUIREMENTS

- Class 5 Driver's license
- Meet special qualifications requirements for appointment as a Special Provincial Constable under the *Police Act*
- Satisfactory medical examination and psychological testing (for new hires)
- Maintain firearms and control tactics proficiencies to full COS requirements
- Obtain Possession and Acquisition Firearms License (POL/PAL)
- The ability and desire to conduct and/or oversee in-depth and complex/covert environmental, fish and wildlife investigations, and to critically analyze other's investigations, and to guide colleague's improvements in investigations, and analyze information in a proactive, positive manner.
- The ability to communicate clearly, both written and orally, and to critically analyze and recommend improvements in other's written work.
- Goal and service orientated – "a team player".
- Travel in fixed wing or rotary aircraft, snowmobiles, boats and ATV's.
- Satisfactory background and security screening to qualify as a Conservation Officer and Special Provincial Constable.
- Complete and agree to CO Service Willingness Statement and Standards of Personal Deportment
- Pass Physical Abilities Test for Conservation Officers exam (for new hires)

TOOLS / EQUIPMENT

- Computer, PDA, scanner, printer, fiscal accounting, word processing and spreadsheet software programs.
- Firearms
- 4x4 vehicles
- Boats
- Snowmobiles
- ATV's
- Audio/visual equipment
- Specialized enforcement/investigative equipment (i.e.: tracking devices, monitoring devices, active and passive surveillance equipment, night vision, digital photography, data loggers, and digital voice recorders).
- Telecommunications – VHF radios, satellite phones
- Global positioning systems

WORKING CONDITIONS

- The work requires working in a variety of conditions ranging from multi-disciplinary teams to working independently. The position is subject to minimal supervision and relies on teamwork and co-operation.
- The work involves responding to human/wildlife conflicts where unanticipated variables with the potential of causing serious/grievous harm to the public, officer(s), or significant damage to public/private property develop quickly
- The work involves working around hazardous materials in circumstances where the hazardous materials may not

be appropriately stored.

- The work involves contact with diverse communities and a range of population densities from working alone in remote areas to urban centres.
- The work involves dealing with a diverse range of clients including company executives, lawyers, media, advocates, irate, angry and hostile persons, ethnic and aboriginal cultures, and criminal elements.
- The work involves dealing with individuals who display a combative attitude towards an Officer, requiring the Officer to quickly evaluate the level of risk to the suspect, Officer(s) and the public, and to deploy appropriate control measures (e.g. pepper spray) and to take the appropriate action in resolving non-compliance of environmental standards or regulations.
- The work involves surveillance work under field conditions ranging from impoverished urban areas to remote locations requiring adapting to socio-economic conditions.
- The work requires testifying under oath in court and in quasi-judicial hearings.
- Work under challenging weather conditions and irregular work schedules (after hours and weekends). Irregular work schedules may be up to 30% of the position's time.
- The work will require travel, some of which may be out of the region. Travel may be up to 40% of the position's time.
- The work requires good physical conditioning to meet the demands of operating and handling equipment, responding to human/wildlife conflicts, making arrests, etc.

COMMENTS

PREPARED BY

NAME:	DATE:	
Aaron Canuel	November 29, 2006	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: **(Date)**.
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:
Joanne Bowden		March 2010

ORGANIZATION CHART

Executive Director, Compliance Division, Strategic Leader, 00080346
Chief Conservation Officer, Director of Enforcement, COS, Strategic Leader, 00039359
Superintendent, Conservation Officer Service, Business Leader, Various Locations
Inspector, Conservation Officer Service, Business Leadership, Various Locations
Sergeant, Conservation Officer Service , CO N24, Various Locations
Conservation Officer, CO N21, Various Locations
Seasonal Conservation Officer, CO N18, Various Locations

STAFFING CRITERIA

Education:

University degree or technical diploma from a recognized program in environmental law enforcement or renewable resources management.

Experience:

5 years of related work experience in the field of compliance or enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (eg. Issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions); including 2 years of supervision experience within a large geographically dispersed organization while planning, organizing, directing, monitoring and evaluating programs and human resources, or

7 years of related work experience in the field of compliance and enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (eg. Issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions), or

An equivalent combination of education and related experience.

Knowledge:

- Thorough knowledge of provincial and federal environmental/natural resources legislation.
- Thorough knowledge of the principles of compliance and enforcement including but not limited to forensics, court processes and procedures, and arrest.
- Thorough knowledge of the principles of compliance and enforcement and the development of compliance strategies.
- Thorough knowledge of the Criminal Justice System, procedures and case law.
- Thorough knowledge of investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the fundamentals of supervision.
- Knowledge of inspection and audit techniques.
- Knowledge of project management principles and techniques.
- General knowledge of environmental values and issues within British Columbia.

Skills and Abilities:

- Excellent written and verbal communication skills.
- Ability to function independently and within a multi-disciplinary team working towards specific outcomes while implementing innovative strategies to achieve the outcomes.
- Ability to develop and maintain effective relationships with law enforcement agencies, government agencies and stakeholders.
- Ability to prioritize, organize and manage the workload of self and staff including concurrent multi-initiatives with changing deadlines, emerging issues and conflicting demands.
- Ability to identify issues and alert the manager, staff and colleagues of the issue and progress.
- Ability to assist, coordinate and where applicable, monitor individuals who you may not supervise, but on whose output you depend.

COMPETENCIES

Conflict Management	Decisive Insight
Holding People Accountable	Leadership
Relationship Building	Service Orientation

Developing Others	Integrity
Planning, Organizing, and Coordinating	Results Orientation
Teamwork and Cooperation	

TITLE: STAFF SERGEANT – COMMERCIAL ENVIRONMENTAL INVESTIGATIONS **CLASSIFICATION:** GRID 27

CONTEXT

The Conservation Officer Service (COS) is a Tier 1 natural resource law enforcement agency that responds to medium, high and unknown risk situations that involve enforcement and public safety and require the use of specialized tools and training. The COS delivers a range of compliance and enforcement services, including investigations and enforcement actions in relation to 33 federal and provincial statutes. The COS is divided into two key operational groups, Field Operations and Provincial Investigations. Both groups work closely with other government stakeholders in the natural resource sector.

Provincial Investigations consists of three distinct units that include the Commercial Environmental Investigations Unit (CEIU), the Intelligence section, and Covert Operations. The CEIU provides investigative and compliance and enforcement services to various agencies within the natural resource sector in relation to major, complex or high profile non-compliance or environmental issues that threaten human health and public safety. The CEIU is divided into two teams that are functionally supervised geographically, but may be deployed anywhere in the province based upon need.

JOB OVERVIEW

The Staff Sergeant, CEIU reports to the Inspector, CEIU. The role provides operational direction and functional supervision to a CEIU team consisting of Senior Compliance and Enforcement officers. General functions include operational direction and oversight of investigations, being the team lead on extremely complex or high profile investigations, mentoring and training staff in the CEIU and other compliance and enforcement staff in the natural resource sector, direct supervision of subordinate staff, and the allocation of human resources to specific investigations.

ACCOUNTABILITIES

Required:

- Develops and delivers compliance and enforcement strategies that recognize the various competing factors that inform decision making.
- Supervises staff, including assignment of work and reviewing investigative files and develops and work performance plans (EPDP's).
- Oversees and directs staff from other sections or other ministries that are assisting in an investigation.
- Ensures staff are adhering to policies and procedures and are meeting provincial consistency standards.
- Directs staff as to the appropriate level of response required to address non-compliance.
- Provides training to other natural resource staff on key investigative principles such as major case file management or investigative techniques.

- Represents the program in discussions with municipal, provincial, federal, or international policing agencies on joint enforcement issues and strategies.
- Deploys staff based on enforcement strategies, public complaints, or inter-agency initiatives.
- Prepares detailed reports for management, police, and Crown Counsel on the status of investigations, evidence gathered, and enforcement actions taken.
- Attends criminal court hearings to present evidence obtained during audits and investigations.
- Attends court as an expert witness regarding the regulatory program.
- Monitors staff progress in relation to training needs.
- Administers the team's budget in support of operational needs.
- Identifies logistical requirements for the team and ensures that these needs are met.
- Acts as a Ministry spokesperson in relation to media inquiries related to major investigations conducted by CEIU staff.
- Synthesizes intelligence information that results from investigations, inspections and other compliance and enforcement actions and provides this information to the intelligence unit
- Establishes systems to monitor, review, and evaluate the delivery of enforcement and compliance services delivered by CEIU teams.
- Prepares and/or negotiates contracts, monitors performance and authorizes payment.

JOB REQUIREMENTS

- Degree, diploma or equivalent in a related discipline such as administrative law, investigation and enforcement, or criminology.
- Experience leading multifaceted investigations and demonstrated experience conducting complex criminal investigations and taking enforcement action.
- At least 6 months of experience supervising staff. Acting supervisory experience will be considered to meet this requirement if within a related natural resource compliance and enforcement field.
- ***Candidates without the educational requirement may be considered if they have 8 years of experience in a related law enforcement or compliance and enforcement field and at least 2 years experience as a supervisor.***
- Satisfactory background and security screening to qualify as a Conservation Officer and Special Provincial Constable.
- Valid B.C. driver's licence.
- Able to pass physical requirements.
- Experience using a wide range of software including Adobe Creative Suite and Microsoft applications.
- Ability to work overtime and engage in regular travel as required.

POSITION DESCRIPTION
Ministry of Environment
Conservation Officer Service

POSITION TITLE:	Conservation Officer - Quality Assurance & Professional Standards	POSITION NUMBER(S):	
DIVISION: (e.g., Division, Region, Department)	Compliance Division		
UNIT: (e.g., Branch, Area, District) APPROVED CLASSIFICATION	Conservation Officer Service	LOCATION: CLASS CODE	
SUPERVISOR'S TITLE:	Chief Conservation Officer	POSITION NUMBER	0039359
SUPERVISOR'S CLASSIFICATION:	ML 8	PHONE NUMBER:	250-391-2336

PROGRAM

Ministry of Environment, Conservation Officer Service - The Ministry of Environment provides leadership in environmental management through innovative legislation and programs, compliance activities and shared stewardship initiatives. The ministry's mandate is to protect human health and safety, and maintain and restore the diversity of native species, ecosystems and habitats in British Columbia.

The Conservation Officer Service (COS) is the enforcement program of the Ministry of Environment. The COS is involved in outreach and education, compliance monitoring and verification, public reporting, investigations and enforcement actions in order to achieve compliance with environmental regulations/standards under provincial and federal legislation,. The COS supports all divisions within the ministry and through Service Agreements and Memoranda of Understanding, works on behalf of other agencies (provincial, federal and municipal) requiring environmental compliance and enforcement services.

The COS works with industry, public associations, members of the public, First Nations peoples, RCMP, other law enforcement and government agencies to promote the protection of human health and safety, strengthen industry's sustainability by preventing unfair competition, sustain biodiversity and natural resource, protect commercial and recreational opportunities, and generate public and private sector revenue.

The quality assurance program, under the direction of the Chief Conservation Officer, reviews operational practices and programs for the purpose of improving quality of service delivery. An effective quality assurance program assists in reducing liability to government and increases public trust and confidence in the Conservation Officer Service's ability to fulfil its mandate, ensuring that the highest level of service is provided on behalf of the government of British Columbia.

PURPOSE OF POSITION

To coordinate and lead the quality assurance program. The position will conduct quality assurance inspections and evaluate unit/zone compliance with legal requirements, government and agency policies, procedures and standards to ensure and improve accountability and professional standards within the Conservation Officer Service and recommend operational and strategic direction to the Chief Conservation Officer by identifying the liability and risk to government which the public sector is exposed to by virtue of agency assets, programs and operations.

NATURE OF WORK AND POSITION LINKS

This is a senior level position reporting directly to the Director of Enforcement - Chief Conservation Officer. This position's duties are performed with a maximum of independence. In a dynamic and changing environment, the position conducts unit/zone quality assurance inspections and analyzes staff compliance with legal requirements, government, ministry and agency policies, procedures and standards. The work can be complex and controversial in view of the operational, economic, social and political factors associated with environmental compliance and law enforcement.

The incumbent must develop and maintain a high level of knowledge, skill and ability in all aspects of the program's delivery. The position requires and in-depth knowledge of legislation, regulations and policy and procedures, and is expected to authoritatively respond with knowledge, expertise and astute professional judgement. Demonstrates high level of interpersonal judgement and investigative skills.

The incumbent must be able to communicate effectively both verbally and in writing in order to gather information, write analytical reports and present findings and/or propose solutions as well as to promote awareness and participation.

The position educates staff and advises field supervisors and senior managers on mitigating risk and reducing liability to government and the agency.

Position Links:

- Executive Director, Compliance Division – as directed provides updates and responds to executive requests regarding quality assurance, levels of risk and status of program 'Complaints of Officer Conduct'.
- Chief Conservation Officer – as directed, manages quality assurance/audit activities, identifies areas of risk for COS and coordinates 'Complaints of Officer Conduct' program.
- Superintendent Provincial Investigations – per direction of the Chief Conservation Officer, forward issues discovered during quality assurance inspections to the Superintendent identifying actions that require investigation into an Officer's conduct.
- COS Management Team – working as subject matter expert, provides guidance and recommendation to COS managers on the results and levels of risk of the activities of the COS.
- Other Law Enforcement Agencies – working with provincial and federal law enforcement agencies, provincial government Compliance and Enforcement programs, represents the COS on boards and at joint meetings; and ensures compliance with direction by BC Police Board and BC Chiefs of Police.
- Public Service Agency – working with PSA ensuring specific policies and procedures meet government audit and quality assurance standards.
- Employees – working as subject matter expert, coaches and mentors staff on delivering the highest standard of service, minimizing the level of risk that the COS is exposed to, and guiding officer conduct.

SPECIFIC ACCOUNTABILITIES / DELIVERABLES

1. Plans, coordinates, leads and implements the quality assurance program for the Conservation Officer Service (60%).
    - Plans, coordinates, leads and conducts quality assurance operations audits of COS unit or field offices throughout the province;
    - Prepares quality assurance audit reports evaluating and analyzing the results of unit/zone inspections identifying gaps in procedures and standards, identifying areas of compliance and noncompliance with procedures and standards, and makes recommendations to the Chief Conservation Officer;
    - Reviews the results and recommendations of quality assurance inspections with field supervisors and provides coaching promoting a better understanding of the Field Supervisor/Sergeant's role in maintaining a professional law enforcement agency;
    - Evaluates practices and program delivery methods determining whether the COS mandate has been properly carried out relative to legislation, policy and standards;
    - Identifies learning opportunities for staff;
    - Provides a basis for informed Senior Management Team decision making which may have significant impact on staff, clients and communities served by the COS; and
    - Works with Headquarters staff to ensure the results and recommendations of the quality assurance program are integrated into COS service delivery and future strategic direction.

2. Prepares expert advice on risk management best practices, procedures and standards as identified through quality assurance audits (20%).
    - Reviews risk management concerns, recommends risk transfer where applicable, researches solutions and estimates impact on the COS relating to service delivery and budget;
    - Reviews and evaluates program content, identifying gaps in coverage, areas where coverage requires modification and making recommendations to the Chief Conservation Officer;
    - Provides advice to Senior Management and assists in the development of COS operational policies, procedures and standards;
    - Liaises and coordinates with other COS Headquarters programs (Training, Policy & Procedure) to ensure timely and accurate implementation of best business practices; and
    - Participates in the COS continuous improvement program either through liaison with or as a member of the Continuous Improvement Team.

3. Reviews and analyzes resolutions of informal public complaints of a Conservation Officer's behaviour (10%).
    - Develop and manage on behalf of the COS an Officer Complaint Program that links the *Environmental Management Act* Conservation Officer authorities as well as Police Act Special Constable appointment authorities with the Provincial Police Complaint Board.
    - Liaises with the Superintendent, Provincial Investigations on internal investigations ensuring timely and accurate information is available for investigations.
    - Reviews the resolutions of public complaints received under the 'Complaints of Officer Conduct' program, making recommendations on future actions.

4. Other related duties (10%);
    - Participates on COS staffing actions;
    - Participates in field CO activities conducting human/wildlife safety response or environmental law enforcement duties;
    - Assesses operational retention to determine and confirm issues for retention, and determine solutions that may include training, professional and competency development.
    - Develops and delivers education sessions on the quality assurance program.

FINANCIAL RESPONSIBILITY

Manages operating budget 15k & provides quality assurance analysis of COS unit or zone operating expenditures.

DIRECT SUPERVISION (i.e., responsibility for signing the employee appraisal form)

Role	# of Regular FTE's	# of Auxiliary FTE's
Directly supervises staff		
Supervises staff through subordinate supervisors		

PROJECT /TEAM LEADERSHIP OR TRAINING (Check the appropriate boxes)

Role	# of FTE's	Role	# of FTE's
Supervises students or volunteers ☐		Provides formal training to other staff ☒	20
Lead project teams ☒	2	Assigns, monitors and examines the work of staff	

SPECIAL REQUIREMENTS

- Class 5 Driver's license;
- Satisfactory background and security check to qualify as Conservation Officer and Special Provincial Constable;
- Satisfactory medical examination and psychological testing;
- Pass COS physical abilities (PATCO) test (new hires);
- Maintain firearms and control tactics proficiencies via certification processes; and
- Meet standards of deportment.

TOOLS / EQUIPMENT

- Computer, PDA, scanner, printer
- Telecommunications – VHF radios, satellite phones
- Firearms
- 4x4 vehicles
- Boats, ATV's, snowmobiles
- Audio/visual equipment

WORKING CONDITIONS

- The work involves a considerable amount of time working within an office environment. Office work may be up to 95% of the position's time.
- The work requires working in a variety of conditions ranging from multi-disciplinary teams to working alone. The position is subject to minimal supervision and relies heavily on self motivation.
- The work will require extensive travel throughout the province. Travel may be up to 30% of the position's time.

WORK EXAMPLES

COMMENTS

PREPARED BY

NAME:	DATE:	
M. Krause	18 February 2010	

EXCLUDED MANAGER AUTHORIZATION

I confirm that:

1. the accountabilities / deliverables were assigned to this position effective: **(Date)**.
2. the information in this position description reflects the actual work performed.
3. a copy has / will be provided to the incumbent(s).

NAME:	SIGNATURE:	DATE:

ORGANIZATION CHART

Doug Konkin, Deputy Minister

Tom Clark, Executive Director, Compliance Division, ML 9, 00080346

Ed Illi, Director of Enforcement, Conservation Officer Service, ML 8, 00039359

CO Quality Assurance & Professional Standards, CO 24/27, Position Number

STAFFING CRITERIA

Education/Experience:

- Technical diploma in natural resources law enforcement and 10 years related experience, including 3 years as a supervisor; or
- Bachelor's degree in a related discipline and 7 years related experience, including 3 years as a supervisor; or
- Equivalent combination of experience, education and/or training.

Examples of degrees and diplomas include the appropriate combination of the following:

- Natural Resource Management
- Fisheries Resource Management
- Law Enforcement
- Criminology

Related experience means experience involving the development and implementation of compliance strategies, inspections to confirm regulatory compliance, investigations and enforcement to resolve non-compliance.

Knowledge:

- Comprehensive knowledge of the principles of law enforcement quality assurance programs.
- Comprehensive knowledge of law enforcement legal requirements and government, ministry and agency policies, procedures and standards.
- Thorough knowledge of provincial and federal environmental, natural resources and public safety legislation.
- Thorough knowledge of the principles of compliance and enforcement.
- Thorough knowledge of the Police Act of BC and Code of Conduct Regulation.
- Thorough knowledge of the Criminal Justice System, procedures and case law.
- Thorough knowledge of investigative techniques including collection of evidence, search and seizure, surveillance, occurrence report writing and preparation of Reports to Crown Counsel.
- Working knowledge of supervision, collective agreements and human resource policies.
- Knowledge of the principals of group dynamics, mediation, conflict resolution, motivation and human behaviour.

Skills and Abilities:

- Excellent written and verbal communication skills.
- Ability to function independently and within a team environment.
- Demonstrated ability to conduct sensitive and fact finding interviews and research to gather facts, draw conclusions and make recommendations.
- Ability to develop and maintain effective relationships within the agency, with other law enforcement and government agencies to meet program objectives and influence outcomes.
- Ability to prioritize, organize and manage a workload of concurrent multi-initiatives with changing deadlines, emerging issues and conflicting demands.
- Demonstrated ability to foster the long-term learning or development of others through coaching.

COMPETENCIES

Analytical Thinking

Developing Others

Expertise

Flexibility

Holding People Accountable

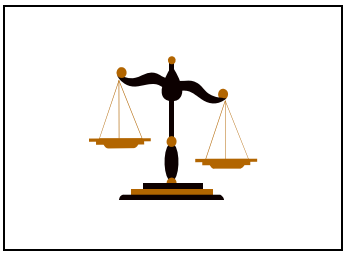
Information Seeking

Leadership

Organizational Commitment

Relationship Building

Teamwork and Co-operation



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	842 - 845
REASON FOR REMOVAL:	Sections 13 and/or 15(1)(a)

JOB PROFILE

POSITION #: VARIOUS

TITLE: CONSERVATION OFFICER IN-TRAINING

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: CONSERVATION OFFICER/SERGEANT

SUPERVISOR POSITION #: VARIOUS

JOB OVERVIEW

Under the guidance of a senior Officer, this role plans and conducts investigations and implements measures to address regulatory and criminal non-compliance, plans and participates in compliance activities, delivers a human/wildlife conflict program, and educates the public, industry and stakeholders about environmental legislation and methods to reduce human/wildlife conflicts.

ACCOUNTABILITIES

- Conducts patrols and inspections to verify compliance and take enforcement action where appropriate.
- Provides support to regular members of the COS acting as a First Responder to collect time sensitive evidence.
- Ensures investigative techniques are appropriate, efficient and effective to meet the demands.
- Develops sources of information to identify individuals/groups who are deliberately contravening environmental regulations.
- Develops partnerships to establish innovative compliance approaches, and to establish new policies to resolve human/wildlife conflict control strategies.
- Educates industry, government agencies and the public about legislation, policies and procedures regarding investigations and participate in programs to promote compliance.
- Conducts surveillance and evaluates information to determine validity and credibility of information, including attending Coroner autopsy to collect evidence related to wildlife attacks on humans and provide expertise to Coroner.
- Makes recommendations to management, Crown Counsel and other government agencies to resolve non-compliance, mitigate impacts, and satisfy public interest.
- Conducts arrests of violators found committing offences or on outstanding warrants ensuring the arrested person's rights under the *Charter of Rights and Freedom Act* are maintained.
- Interprets legislation, case law and evidence to implement appropriate responses. Advises and assists Crown Counsel in carrying out prosecution actions. Acts as a prosecutor for Provincial Violation Ticket disputes.
- Supports development of compliance assessment plans and drafts compliance reports and summaries for approval by the supervisor independently or as part of a ministry or inter-agency team.

Date: July 20, 2012November 28, 2012

- Provides legal interpretations and technical investigative advice to officers and technical/biological staff and other agencies.
- Prepares and assists with the execution of search warrants to obtain and ensure the security and continuity of evidence.
- Liaises with other government and enforcement agencies and participates on joint agency investigations.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action and identifies and field tests new techniques and approaches for consideration for regional/provincial application.
- Prepares Minister Briefing Notes, Information Bulletins for release to the public, providing information to the media and responding to inquiries from the public.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- May participate in undercover or duties associated to covert operations.

JOB REQUIREMENTS

- University degree or technical diploma in a related discipline (law, justice programs, natural resource of environmental management) and a minimum of 2 years of experience in a compliance or enforcement or regulatory environment that required the completion of investigations and resulted in the imposition of penalties or sanctions. Or, an equivalent combination of education and related experience. Related experience means involvement in the development and implementation of compliance strategies, monitoring and inspections to confirm regulatory compliance, investigations and enforcement to resolve issues of non-compliance.
- Thorough knowledge of the principles of the Field of Law Enforcement including but not limited to forensics, court processes and procedures, and arrest, as well as investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the principles of compliance and the development of compliance strategies, inspection and audit techniques, project management and techniques
- General knowledge of environmental values and issues within British Columbia.

BEHAVIOURAL COMPETENCIES

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Date: July 20, 2012November 28, 2012

JOB PROFILE

POSITION #: VARIOUS

TITLE: CONSERVATION OFFICER

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: SERGEANT

SUPERVISOR POSITION #: VARIOUS

JOB OVERVIEW

This role plans and conducts investigations and implements measures to address regulatory and criminal non-compliance, plans and participates in compliance activities, delivers a human/wildlife conflict program, and educates the public, industry and stakeholders about environmental legislation and methods to reduce human/wildlife conflicts.

ACCOUNTABILITIES

- Plans and conducts investigations to resolve non-compliance with environmental standards and regulations.
- Develops and implements investigative work plans ensuring that investigative techniques are appropriate, efficient and effective to meet demands. Develops investigative strategies and reports for major investigations.
- Develops sources of information to identify individuals/groups who are deliberately contravening environmental regulations.
- Develops partnerships to establish innovative compliance approaches, and establish new policies to resolve human/wildlife conflict control strategies.
- Educates industry, government agencies and the public about legislation, policies and procedures regarding investigations and participate in programs to promote compliance.
- Conducts surveillance and evaluates information to determine validity and credibility of information, including attending Coroner autopsy to collect evidence related to wildlife attacks on humans and provide expertise to Coroner.
- Makes recommendations to management, Crown Counsel and other government agencies to resolve non-compliance, mitigate impacts, and satisfy public interest.
- Conducts arrests of violators found committing offences or on outstanding warrants ensuring the arrested person's rights under the *Charter of Rights and Freedom Act* are maintained.
- Interprets legislation, case law and evidence to implement appropriate responses. Advises and assists Crown Counsel in carrying out prosecution actions. Acts as a prosecutor for Provincial Violation Ticket disputes.

Date: July 20, 2012

- Prepares and executes search warrants to obtain and ensure security and continuity of evidence.
- Liaises with other government and enforcement agencies and participates on joint agency investigations.
- Provides legal interpretations and technical investigative advice to officers and technical/biological staff and other agencies.
- Prepares and serves legal documents related to COS mandate (summonses, Appearance Notices, etc.)
- Develops and implements compliance assessment plans independently or as part of a team. Drafts compliance reports and summaries for supervisory approval.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action, and identifies and field tests new techniques and approaches for consideration for regional/provincial application.
- Prepares Minister Briefing Notes, Information Bulletins for release to the public, providing information to the media and responding to inquiries from the public. May act as the Regional Spokesperson.
- Acts as a regional trainer (e.g. decoy operations, firearms, boat operations, wildlife attack).
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- May conduct undercover or duties associated to covert operations.
- Provides first responder and other assistance to the general public, other provincial and federal government agencies and ministries, and the police in accordance with COS policies and procedures.
- Undertakes enforcement duties pursuant to the Criminal Code in accordance with COS policies and procedures.

JOB REQUIREMENTS

- University degree or technical diploma in a related discipline (law, justice programs, natural resource of environmental management) and a minimum of 3 years of experience in a compliance or enforcement or regulatory environment that required the completion of investigations and resulted in the imposition of penalties or sanctions. Or, an equivalent combination of education and related experience. Related experience means involvement in the development and implementation of compliance strategies, monitoring and inspections to confirm regulatory compliance, investigations and enforcement to resolve issues of non-compliance.
- Thorough knowledge of provincial and federal environmental/natural resources legislation, of the principles of the Field of Law Enforcement including but not limited to forensics, court processes and procedures, and arrest, and of investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the principles of compliance the development of compliance strategies, inspection and audit techniques, and the principles of project management and techniques.

Date: July 20, 2012

- General knowledge of environmental values and issues within British Columbia.

BEHAVIOURAL COMPETENCIES

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Date: July 20, 2012

JOB PROFILE
Position #

TITLE: DETECTIVE SERGEANT INTELLIGENCE

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER DIVISION

SUPERVISOR TITLE: SUPERINTENDENT, PROVINCIAL INVESTIGATIONS

SUPERVISOR POSITION #:

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

This position is responsible for collecting and analyzing of intelligence data collected from Ministry staff, other provincial enforcement agencies, informants, sources and external clients. This position also identifies emerging non-compliance trends and issues and makes recommendations to support and improve enforcement activities of Conservation Officer Service operations.

ACCOUNTABILITIES

- Develops and implements policies and procedures for the Intelligence Analysis Program.
- Conducts program evaluation studies by identifying program evaluation tools, developing strategies to address information gaps, and developing evaluation plans and performance indicators.
- Conducts post-investigation review undercover operations and makes recommendations for new or modified policies and procedures.
- Recommends new intelligence methods, investigation and enforcement strategies used by other enforcement jurisdictions for possible use or adaptation to COS requirements.
- Collects, analyzes and disseminates intelligence data to service regional and provincial intelligence operations and for exchange with other agencies regarding natural resources abuse.
- Identifies specific collection requirements and conducts strategic intelligence gathering and data correlation as it relates to environmental crime. Determines associations between subjects.
- Responsible for the administrative management of case files and preparation of case summaries from undercover/case officer notes. Determines extent of negative impact on the resource.
- Prepares visual presentation of data for operational planning and priority setting for the Special Investigations Unit, and regional operations generally.
- Develops and maintains a network of contacts to collect intelligence from confidential sources.
- Maintains a close working relationship with district staff and other law enforcement agencies in the collection and dissemination of criminal intelligence and co-ordination of intelligence activities.
- Coordinates provincial activities to recruit, cultivate, handle and pay confidential informants.
- Acts as the primary point of contact with other agencies and departments on intelligence matters.

Date: August 1, 2012

- Conducts surveillance operations, profiling and targeting on known or suspected offenders.
- Interprets legislation, case law, policy and procedures and provides advice to COS staff.
- Develops and provides training to staff.
- Participates as a covert operative in short term investigations. Participates as an expert criminal intelligence analytical resource on investigative project teams.

JOB REQUIREMENTS

- Bachelor's degree in a related discipline (e.g., Natural Resource Management, Fisheries Resource Management, Law Enforcement, Criminology, Environmental Science) and 2 years of related experience; or Technical diploma in natural resources law enforcement and 3 years of related experience; or an equivalent combination of experience, education and/or training.
- Knowledge of provincial and federal environmental/natural resources legislation, principles of compliance, Criminal Justice System procedures and case law, investigative and analysis techniques, project management principles, conflict resolution and law enforcement.
- Knowledge of methods, operational and strategic intelligence and the control and execution of enforcement activities, including surveillance, apprehension, detention, interview, interrogation, charging, and prosecution of suspects and the collection, handling and preservation of evidence required to coordinate and participate in intelligence operations.

BEHAVIOURAL COMPETENCIES

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Date: August 1, 2012

JOB PROFILE
Position # Various

TITLE: DETECTIVE SERGEANT, COMMERCIAL ENVIRONMENTAL INVESTIGATIVE UNIT

CLASSIFICATION: U/R

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: SUPERINTENDENT, PROVINCIAL INVESTIGATIONS

JOB OVERVIEW

This position oversees, monitors and evaluates the CEIU field component and all aspects of complex environmental investigations undertaken within the province by the CEIU and provides technical, legal, policy and procedural advice to ministry staff and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigative techniques used to ensure compliance and obtain evidence of major violations of environmental legislation.

ACCOUNTABILITIES

- Maintains thorough knowledge and understanding of legislation, law enforcement and compliance practices, and legal requirements. Recommends charges and provides expert testimony in court and administrative determinations
- Plans and leads investigations of businesses, agencies, and individuals who are in major non-compliance with provincial environmental legislation, including the collection of evidence.
- Develops and implements investigative work plans. Manages operational budgets and monitors CEIU investigational expenditures, approves staff overtime and has full spending authority within a budget.
- Develops investigative strategies and reports and identifies and field tests new techniques and innovative approaches for consideration for provincial application.
- Develops sources of information to identify individual/groups who are contravening environmental regulations.
- Conducts and evaluates surveillance to gather information and determine validity and credibility.
- Obtains and executes search warrants on buildings, residences, government and/or corporate offices, and ensures the security and continuity of evidence.
- Arrests violators ensuring rights under the Charter of Rights and Freedom Act are protected.
- Conducts bail hearings involving arrested individuals and the conditions of their release.
- Interprets legislation, case law and evidence to implement appropriate responses to correct non-compliance and provides interpretation of legislation, case law, policy and procedures to provide advice to staff, including officers and technical/biological staff.

Date: July 26, 2012

- Evaluates evidence to determine the significance of non-compliance and makes recommendations regarding approaches to resolve the non-compliance.
- Advises and assists Crown Counsel in carrying out prosecution actions, including familiarizing Counsel with applicable law and investigative techniques.
- Liaises with other government and enforcement agencies, participates on joint-agency investigations.
- Supports major inspection and audit activities where there is an anticipated need for investigative and enforcement services involving a variety of sectors.
- Contributes information to support the development of compliance reports and summaries as part of a Ministry or inter-agency team. Develops and conducts post investigative reviews and evaluations.
- Educates industry, government agencies and the public about legislation, and policy and procedures regarding compliance.
- Prepares Directors and Minister's briefing notes and letters for Superintendent, Provincial Investigations approval.
- Prepares Information Bulletins for release to the public and responds to inquiries. May issue information bulletins, provide information to the media, and respond to media inquiries.
- Develops and provides training to staff.
- Researches and presents intelligence reports and briefings to senior management on current law enforcement issues and programs and their social/economic impacts at regional and provincial levels.
- Participates in prosecutions in provincial traffic court as a prosecutor in environmental ticket matters.

JOB REQUIREMENTS

- Bachelor's degree or technical diploma from a recognized post-secondary program in Natural Resources Law Enforcement, Natural Resources Management (e.g. fisheries, wildlife, forestry, parks, environmental sciences), Police Sciences or Criminology.
- 5 years of related work experience, including experience with a municipal, provincial or federal agency in the development and implementation of compliance strategies, conducting inspections to monitor regulatory compliance, and demonstrated experience conducting complex investigations, including enforcement action to resolve issues of non-compliance with statutes, regulations and standards.

BEHAVIOURAL COMPETENCIES

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Date: July 26, 2012

JOB PROFILE
Position # VARIOUS

TITLE: DETECTIVE SERGEANT, SPECIAL INVESTIGATIONS UNIT **CLASSIFICATION:** U/R

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: SUPERINTENDENT, PROVINCIAL INVESTIGATIONS

JOB OVERVIEW

This position oversees, monitors, and evaluates the field component and all aspects of covert operations and investigations within the province. This position provides expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations and human/wildlife conflicts.

ACCOUNTABILITIES

- Advises ministry staff and other compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations.
- Supervises and directs the implementation of Special Investigation projects throughout the province.
- Develops and negotiates MOU's, enforcement protocols, joint forces operations, work plans and directs COS staff involvement to create effective partnerships with other agencies and stakeholders.
- Manages operational budgets and approves investigational expenditures and staff overtime. Conducts fiscal analysis and forecasting for Special Investigations Unit operations.
- Assists in the development of provincial compliance priorities and objectives by conducting risk assessments, considering emerging trends and issues, and evaluating compliance data.
- Develops and assigns staff to assist in development of undercover operational plans. Approves plans, evaluates effectiveness and develops methods to improve outcomes. Provides input and approves to compliance reports and summaries from subordinate staff.
- Participates in the development and approval of strategies and action plans to resolve non-compliances identified at a sector or industry level.
- Researches and presents intelligence reports and briefings to senior management on current law enforcement agencies, issues and programs and their social/economic impacts at regional and provincial levels.
- Develops partnerships with industry/public associations, and government agencies to establish innovative compliance strategies, and flow of intelligence information.
- Interprets legislation, case law, policy and procedures to provide advice to COS staff, and other government agencies.

Date: July 26, 2012

- Develops and implements strategies to address human resource and staffing needs for all undercover operations in the province.
- Evaluates COS undercover operations effectiveness to ensure statutory and procedural adherence. Inspects and monitors COS equipment and facilities to ensure ministry/program standards are met.
- Develops and provides training to staff.
- Directs investigative teams involved in complex covert investigations and implements changes to investigational techniques. Interprets evidence and develops appropriate responses to correct non-compliance.
- Participates as a covert operative in short term and long-term covert investigations within the province, and other jurisdictions provincially, inter-provincially and internationally.
- Designs specialized undercover investigative techniques, undercover scenarios, and specialized enforcement operations.
- Liaison with Provincial and Federal Crown prosecutors.
- Maintain proficiency in use of firearms, defensive tactics and surveillance equipment. Maintains proficiency in the operation and use of all COS equipment and instruments, often in adverse conditions
- Represents the ministry as ad hoc legal counsel in administrative hearings.

JOB REQUIREMENTS

- Bachelor's degree or technical diploma from a recognized post-secondary program in Natural Resources Law Enforcement, Natural Resources Management (e.g. fisheries, wildlife, forestry, parks, environmental sciences), Police Sciences or Criminology.
- Completion of an accredited and recognized undercover operators course.
- 5 years related work experience including experience with municipal, provincial or federal agency involving the development and implementation of compliance strategies, and conducting inspections to monitor regulatory compliance and/or resolving issues of non-compliance with statutes, regulations and standards,
- Minimum of 2 years experience conducting complex investigations including direct involvement in undercover operations.

BEHAVIOURAL COMPETENCIES

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Date: July 26, 2012

Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	857 - 858
REASON FOR REMOVAL:	Sections 13 and/or 15(1)(a)

JOB PROFILE
Position #

TITLE: INSPECTOR

CLASSIFICATION: U/R

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: CHIEF SUPERINTENDENT

SUPERVISOR POSITION #:

JOB OVERVIEW

This position provides leadership to a team of Sergeants to ensure that operational initiatives and compliance/enforcement programs are successfully implemented and delivered within eight regions of the Province. This position also provides high-level advice related to operational compliance and enforcement strategies within the Ministry and also acts as a primary liaison to other government agencies and stakeholder groups.

ACCOUNTABILITIES

- Manages and directs compliance and enforcement of environmental legislation, policies and standards within a region, ensuring compliance with standards, permit conditions, enforcement practices and procedures are consistent with the Ministry of Environment service plan.
- Co-chairs the Coordinated Compliance Team responsible for the development of region compliance and enforcement plans for the natural resource sector.
- Develops, negotiates, and approves MOUs enforcement protocols, joint forces operations, and work plans within the sub-region and ensures all staff engage in effective partnerships with involved agencies and stakeholders.
- Provides supervision through leadership, mentoring, coaching and counselling to 12-22 employees, 2-4 of whom are direct reports;
- Responsible for human resources management including hiring, development of EPDPs, monitoring workloads and evaluating performance, dealing with performance/operational issues, identifying staffing issues and formulating strategies to deal with them, authorizing leave, and providing staff training and professional development opportunities.
- Maintains effective labour relations and has the delegated authority to respond to grievances, issue written reprimands, disciplinary suspensions and make recommendations to the Deputy Minister for employee termination.
- Manages the delivery of the Ministry of Environment's Human/Wildlife Management Program for the region. Ensures a professional response to serious incidents such as human injury and fatality.
- Determines whether to investigate, present a case before an administrative law body or recommend formal charges. Prepares responses to Ministers letters for the Chief Superintendent's approval and briefs Senior Management and Ministry Executive on sensitive cases.

Date: July 27, 2012

- Resolves complex compliance and enforcement issues utilizing a variety of legal methods including administrative penalties, sanctions, and criminal proceedings and provides advice to CO staff, other programs, agencies, and stakeholders.
- Conducts inspections of Zone Operations to evaluate operational effectiveness and to ensure staff are compliant with the COS mandate and statutory policies and procedures. Makes recommendations to the Chief Superintendent on improvements to operational practices and COS policies and procedures.
- Manages and controls operational budget within a region. Holds expense authority for all operational expenditures and ensures that effective fiscal analysis and forecasting is utilized to meet financial goals;
- Manages and evaluates all information systems, facilities, operational equipment, and vehicles and makes or recommends necessary improvements; and
- Investigates public complaints about CO behaviour and provides recommendations to the Chief Superintendent.

JOB REQUIREMENTS

- Degree, diploma or equivalent in a related discipline such as administrative law, natural resource management, natural resource enforcement, investigation and enforcement, criminology or related discipline.
- Experience in the administration of the business practices/processes of a law enforcement organization related to policies and procedures, performance management, or project management.
- Minimum of 5 years supervisory experience in a law enforcement organization.

BEHAVIOURAL COMPETENCIES

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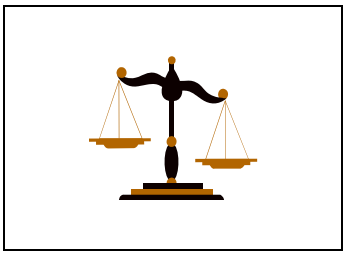
Date: July 27, 2012



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

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NUMBER OF PAGES:	861 - 863
REASON FOR REMOVAL:	Sections 13 and/or 15(1)(a)

JOB PROFILE

POSITION #: VARIOUS

TITLE: SERGEANT

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: INSPECTOR

SUPERVISOR POSITION #: VARIOUS

JOB OVERVIEW

This role manages the COS program at the field level to ensure that service plan and zone work plan objectives, policies, procedures, and legal requirements are met. The Sergeant supervises a staff of Conservation Officers, some in remote locations, to address regulatory and criminal non-compliance issues and to mitigate/remediate impacts upon human health/safety and the environment.

ACCOUNTABILITIES

- Establishes priorities including compliance activities, investigations, and human/wildlife conflict activities in accordance with service plan priorities and develops the unit work plan for approval by the Inspector.
- Monitors and evaluates implementation of zone work plans and makes necessary changes on an ongoing basis to reflect changing priorities and work load pressures.
- Reviews and approves files and legal reports to ensure completeness and confirm investigative techniques are appropriate, lawful, and within policy and procedures of the ministry. Involves and liaises with Crown Counsel within this capacity.
- Reviews, modifies, and approves investigative strategies for major investigations involving other governments, crown corporations, First Nations and those involving significant environmental or human health impacts.
- Resolves administrative and legal issues by providing interpretation and advice to staff regarding legislation, case law, policy and procedures.
- Directs investigative teams involved in complex investigations and implements changes to investigational techniques to meet dynamic and changing conditions. Recommends and implements specialized investigative techniques and enforcement operations for approval of the Inspector.
- Develops strategies and evaluates trends to improve productivity and effectiveness of the program related to compliance assessment activities, enforcement actions, and human/wildlife conflicts.
- Approves action plans to resolve issues of non-compliance.
- Writes, reviews, or provides input to compliance reports, investigative reports, or operational policy and procedure either independently or as part of a ministry or inter-agency team.
- Oversees inspections of a variety of sectors.

Date: July 20, 2012

- Develops partnerships with industry, public associations, and government agencies to establish innovative compliance approaches and leads/participates on joint agency investigations.
- Informs and educates industry, government agencies and the public about environmental legislation, case law, and policies/procedures to promote compliance activities.
- Conducts work place risk assessments and monitors worker safety to ensure compliance with related policy and procedures.
- Leads and directs activities of two to nine subordinate staff within a zone (two to four districts). Works directly with staff to develop employee performance and development plans and evaluates staff performance.
- Participate on hiring panels, and assists with recruitment and deployment of staff.
- Acts as a prosecutor for Provincial Violation Tickets.
- Provides formal and informal training including providing advice and legal interpretation to other officers and technical/biological staff.
- Provides day to day supervision of administrative support staff.
- Conducts duties associated to covert operations, compliance inspections, and undertakes enforcement duties pursuant to the Criminal Code of Canada in accordance with CO Service policies and procedures.
- Provides first responder and other assistance to the general public, other provincial and federal government agencies and the police in accordance with CO Service policies and procedures.
- Responds to environmental emergencies and provides assistance to the police and Provincial Emergency Program in search and rescue operations.
- Responsible for COORS data entry/integrity and associated Ministry data entry and recording and tracking information associated with performance measures.

JOB REQUIREMENTS

- University degree or technical diploma from a recognized program in environmental law enforcement or renewable resources management.
- Five years of related work experience in the field of compliance or enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (e.g., issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions); including two years of supervision experience within a large geographically dispersed organization while planning, organizing, directing, monitoring and evaluating programs and human resources, or
- Seven years of related work experience in the field of compliance and enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (e.g. Issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions), or
- An equivalent combination of education and related experience.
- Thorough knowledge of provincial and federal environmental/natural resources legislation, principles of compliance and enforcement including but not limited to forensics, court processes and procedures,

and arrest, compliance and enforcement and the development of compliance strategies, Criminal Justice System, procedures and case law and investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.

- Knowledge of the fundamentals of supervision, inspection and audit techniques, and project management principles and techniques.
- General knowledge of environmental values and issues within British Columbia.

BEHAVIOURAL COMPETENCIES

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Date: July 20, 2012

JOB PROFILE
Position #

TITLE: STAFF SERGEANT, QUALITY ASSURANCE AND PROFESSIONAL STANDARDS **CLASSIFICATION:** U/R

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: CHIEF CONSERVATION OFFICER **SUPERVISOR POSITION #:** 00039359

JOB OVERVIEW

This position coordinates and leads the quality assurance program by conducting quality assurance inspections and evaluating unit/zone compliance with legal requirements, government and agency policies, procedures and standards. This position also recommends operational and strategic direction to the Chief Conservation Officer by identifying the liability and risk to government.

ACCOUNTABILITIES

- Plans, coordinates, leads and conducts quality assurance operations audits of COS unit or field offices throughout the province.
- Prepares quality assurance audit reports evaluating and makes recommendations to the Chief Conservation Officer.
- Reviews the results and recommendations of quality assurance inspections with field supervisors and provides coaching promoting a better understanding of the Field Supervisor/Sergeant's role.
- Evaluates practices and program delivery methods to determine whether the COS mandate has been properly carried out relative to legislation, policy and standards.
- Identifies learning opportunities for staff.
- Provides basis for informed Senior Management Team decision making.
- Works with Headquarters staff to ensure results and recommendations of the quality assurance program are integrated into COS service delivery and future strategic direction.
- Reviews risk management concerns, recommends risk transfer where applicable, researches solutions and estimates impact on the COS relating to service delivery and budget.
- Reviews and evaluates program content, identifying gaps in coverage, areas where coverage requires modification and making recommendations to the Chief Conservation Officer.
- Provides advice to Senior Management and assists in the development of COS operational policies, procedures and standards.
- Liaises and coordinates with other COS Headquarters programs (Training, Policy & Procedure) to ensure timely and accurate implementation of best business practices.
- Participates in the COS continuous improvement program either through liaison with or as a member of the Continuous Improvement Team.

Date: July 26, 2012

- Develops and manages the Officer Complaint Program that links the *Environmental Management Act* Conservation Officer authorities as well as Police Act Special Constable appointment authorities with the Provincial Police Complaint Board.
- Liaises with the Superintendent, Provincial Investigations on internal investigations ensuring timely and accurate information is available for investigations.
- Reviews the resolutions of public complaints received under the 'Complaints of Officer Conduct' program, making recommendations on future actions.
- Participates on COS staffing actions.
- Participates in field CO activities conducting human/wildlife safety response or environmental law enforcement duties.
- Assesses operational retention to determine and confirm issues for retention, and determine solutions that may include training, professional and competency development.
- Develops and delivers education sessions on the quality assurance program.

JOB REQUIREMENTS

- Technical diploma in natural resources law enforcement and 10 years related experience, including 3 years as a supervisor; or Bachelor's degree in a related discipline and 7 years related experience, including 3 years as a supervisor; or equivalent combination of experience, education and/or training. Examples of degrees and diplomas include an appropriate combination of Natural Resource Management, Fisheries Resource Management, Law Enforcement, or Criminology.
- Comprehensive knowledge of the principles of law enforcement quality assurance programs, law enforcement legal requirements and government, ministry and agency policies, procedures and standards.
- Thorough knowledge of provincial and federal environment, natural resources and public safety legislation, principles of compliance, the Police Act of BC and the Code of Conduct Regulation, the Criminal Justice system and investigative techniques.
- Demonstrated ability to conduct sensitive and fact finding interviews and research to gather facts, draw conclusions and make recommendations.

BEHAVIOURAL COMPETENCIES

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Date: July 26, 2012

JOB PROFILE
Position #

TITLE: TRAINING OFFICER

CLASSIFICATION: U/R

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: MANAGER, TRAINING AND PROFESSIONAL DEVELOPMENT

JOB OVERVIEW

This position assists the Manager, Training and Professional Development in leading the development, evaluation, standards and implementation of province-wide strategic training plans and programs to ensure staff receives optimum technical and general management skills training. This position also assists in supporting learning to ensure that staff is provided the best opportunity to develop compliance and enforcement skills and enhance career development.

ACCOUNTABILITIES

- Support the implementation, delivery and evaluation of current training and staff development programs and identifies technical knowledge, skills and abilities required by staff to perform current functions. Tracks results of delivery and records information.
- Provides leadership and specialized expertise to existing in-house training programs. Conducts training and development needs analysis for Conservation Officer Service staff and others designated as Auxiliary or Special Conservation Officers.
- Conducts research and analysis, to support the development of new training content standards and innovative training delivery methods (e.g., blended learning).
- Supports the assessments of productivity and work environment factors to develop longer- term action plans such as the development and implementation of a comprehensive mentoring program.
- Supports or leads the development and establishment of standards, evaluates and coordinates in-house training and development courses, including training materials, equipment (e.g., firearms, vehicles and protective clothing) and manuals.
- Identifies priorities for course design, development, content and delivery. Redesigns the training curriculum in consultation with subject-matter experts.
- Provides expertise on interpretation and application of policy, legislation and program directives.
- Participates in the review of COS recruitment process and provides recommendations, in coordination with Public Service Agency. Assists in the competition process, coordinates assessments, and equipment, uniforms and associated documentation.
- Provides advice to college and university-college officials regarding the success of graduating students within the organization by identifying evident skills gaps.
- Testifies in court and undergoes cross-examination under oath regarding training received by conservation officers under scrutiny.

Date: July 26, 2012

- Develops training implementation plans, including budgets. Leads the scheduling and coordination of training sessions with headquarters, regional staff, and other agencies.
- Represents the program on multi-agency academic advisory boards at colleges and college-universities at resource enforcement officer association meetings.
- Develops, coordinates and evaluates in-house training courses for new conservation officers and incumbents and creates all training materials.
- Schedules and coordinates provincial training programs in conjunction with headquarters, regional staff and other agencies.
- Monitors contracts to ensure training standards are met, delivered on time, and within budget.
- Evaluates training delivery and content through analysis of course critiques and formal evaluations.
- Re-writes training curriculum in consultation with subject matter experts and either arranges for or presents the revised information to staff.
- Acts for the Manager, Training and Professional Development.

JOB REQUIREMENTS

- University degree, from a recognized university in a related discipline (e.g. environmental education, law, justice programs, adult education, natural resource or environmental management) and a minimum of two years related natural resource law enforcement experience including experience in coordination training programs; or a two year diploma in natural resource management program and five years related natural resource law enforcement experience including experience in coordinating training programs.
- Knowledge of adult education principles, concepts, methodologies and techniques, curriculum design and evaluation,
- Thorough knowledge of provincial and federal environmental/natural resources legislation and resource management, project management principles and techniques, compliance and enforcement regimes and activities, and principles of law enforcement.
- Ability to develop budgets in support of training programs.
- Ability to use firearms safely.
- Completion of Protective Safety Systems training.

BEHAVIOURAL COMPETENCIES

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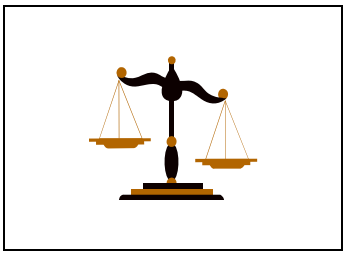
Date: July 26, 2012



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	871 - 874
REASON FOR REMOVAL:	Sections 13 and/or 15(1)(a)

JOB PROFILE

POSITION #: VARIOUS

TITLE: CONSERVATION OFFICER

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: SERGEANT

SUPERVISOR POSITION #: VARIOUS

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

The Conservation Officer plans and conducts investigations and implements measures to address regulatory and criminal non-compliance. The work also includes delivering the Ministry's human/wildlife conflict program, and educating the public, industry and stakeholders about environmental legislation and methods to reduce human/wildlife conflicts.

ACCOUNTABILITIES

Compliance and Enforcement

- Develops compliance plans for approval by Sergeant.
- Implements and leads compliance plans independently or as a lead of a multi-agency team. Prepares reports and summaries for supervisory review.
- Provides assistance to other compliance and enforcement agencies (e.g., NROs) in conducting high risk inspections and investigations, either as a lead or as back up.
- Makes recommendations to management, Crown Counsel and other government agencies to resolve non-compliance, mitigate impacts, and satisfy public interest.
- Interprets legislation, case law and evidence to implement appropriate responses. Advises and assists Crown Counsel in carrying out prosecution actions.

Investigations

- Develops and implements investigative work plans, ensuring that investigative techniques are appropriate, efficient, and effective to meet demands. Develops investigative strategies and reports for major investigations.
- Conduct plain clothes investigations and may participate in undercover/covert operations led by SIU.
- Conducts surveillance and evaluates information to determine validity and credibility of information, including attending Coroner autopsies to collect evidence related to wildlife attacks on humans and provide expertise to Coroner.
- Develops and manages informants and confidential sources of information used to identify individuals/groups who are deliberately contravening environmental regulations.
- Liaises with other government and enforcement agencies and participates on joint agency investigations.

Date: Sept 14, 2012

- Provides legal interpretations and technical investigative advice to officers and technical/biological staff and other agencies.
- Prepares and executes search warrants to obtain and ensure security and continuity of evidence.
- Ensures evidence collection, handling and management meets legal requirements.
- Take statements from witnesses, collect and control evidence; skilled in the full spectrum of law enforcement.

Legal Action

- Conducts arrests of violators found committing offences or on outstanding warrants ensuring the arrested person's rights under the *Charter of Rights and Freedom Act* are maintained.
- Prepares and serves legal documents related to COS mandate (summonses, Appearance Notices, etc.)
- Acts as a prosecutor for Provincial Violation Tickets and as an agent of Crown Council; responsible for legal and administrative proceedings, such as negotiating plea agreements, sentencing orders (i.e., release conditions) and entering stay of proceedings.

Emergency and Incident Response

- Provides first responder and other assistance to the general public, other provincial and federal government agencies and ministries, and the police in accordance with COS policies and procedures.
- As the primary responder to incidents (e.g., human/wildlife conflicts) directs RCMP/local police and other emergency response personnel in responding to the situation as the lead and expert.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- As a Special Provincial Constable, may be called upon to provide policing services as a primary/first responder.
- Ensures the appropriate and responsible use of tools (e.g., fire arms) when responding to human/wildlife conflicts.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action, and identifies and field tests new techniques and approaches for consideration for regional/provincial application.

Communications and Training

- Implements and maintains MOUs and service agreements with First Nations, other levels of government and jurisdictions to deliver compliance, enforcement and public safety services.
- Develops partnerships to establish innovative compliance approaches, and establish new policies to resolve human/wildlife conflict control strategies.
- Develops and maintains partnerships with First Nations, industry, public associations, other levels of government, and other provincial agencies to maximize COS effectiveness and to achieve COS' mandate.
- Educates industry, government agencies and the public about legislation, policies and procedures regarding investigations and participate in programs to promote compliance.

Date: Sept 14, 2012

- Provides expert subject-area training (e.g., human-wildlife conflict, environmental law enforcement), advice and legal interpretation to other officers, Ministry and provincial staff, other law enforcement agencies, and external organizations.
- May act as the Regional Spokesperson for FNs consultations, media presence representing the Public Service, the Ministry and the CO Service. The face of Government.
- Acts as a trainer (e.g., decoy operations, firearms, boat operations, wildlife attack) for the CO Service.
- May act as trainer and functional supervisor of junior Conservation Officers in training or during Field Orientation.
- Prepares Minister Briefing Notes, Information Bulletins for release to the public, providing information to the media and responding to inquiries from the public.

Administration

- Responsible for facilities when working in a remote/local office, including ensuring equipment is maintained and in good working order.
- Delegated spending authority for purchases up to $5000.
- Initiate and monitor service contracts and act as Qualified Receiver.
- Prioritize and reprioritize situations and responses, based on threat to public safety and the environment, experience and training.
- Responsible for scheduling own work hours based on provincial, regional and local operational requirements in order to ensure public safety expectations are met.

JOB REQUIREMENTS

- University degree or technical diploma in a related discipline (law, justice programs, natural resource of environmental management) and a minimum of 3 years of experience in a compliance or enforcement or regulatory environment that required the completion of investigations and resulted in the imposition of penalties or sanctions. Or, an equivalent combination of education and related experience. Related experience means involvement in the development and implementation of compliance strategies, monitoring and inspections to confirm regulatory compliance, investigations and enforcement to resolve issues of non-compliance.
- Higher level of legal knowledge (greater range of acts and regulations than others), higher level of accountability than other law enforcement officers – police in the backcountry; take initial action through to courts – cradle to grave.
- Thorough knowledge of provincial and federal environmental/natural resources legislation, of the principles of the Field of Law Enforcement including but not limited to forensics, court processes and procedures, and arrest, and of investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the principles of compliance the development of compliance strategies, inspection and audit techniques, and the principles of project management and techniques.
- General knowledge of environmental values and issues within British Columbia.

BEHAVIOURAL COMPETENCIES (TO BE DETERMINED)

Date: Sept 14, 2012

Where ideas work

JOB PROFILE

TITLE: DETECTIVE SERGEANT, MIU

CLASSIFICATION:

MINISTRY: ENVIRONMENT

UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: INSPECTOR

SUPERVISOR POSITION #: VARIOUS

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

The Major Investigations Unit ("MIU") is a division of the Provincial Investigations Branch that provides expertise and services to the Ministry of Environment and the Conservation Officer Service ("COS") at a provincial level. The MIU's responsibilities include the investigation of high profile, complex or sensitive environmental non-compliances.

The MIU Detective Sergeant is a senior level investigative position reporting to an Inspector, MIU. The MIU is a plain-clothes unit whose members handle multi-faceted and complex files in all areas of the province. Members are responsible for providing major case file coordination and leading investigative teams through complex investigations of significant criminal and environmental offenses and ensure compliance with legislation, policies and other standards.

MIU members provide expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations and human/wildlife conflicts.

ACCOUNTABILITIES

Investigations and Law Enforcement

- Leads, coordinates, and supervises investigative teams in the conduct of large, complex criminal, environmental, and specialized areas of investigation, including: forest crimes (theft/arson); human predator attacks; controlled alien species violations.
- Plans and leads investigators by developing and implementing work plans for a number of specialized areas of law enforcement and COS responses, including; enforcement of Controlled Alien Species legislation, Predator Attack Team response; Wildfire Act/Arson; Fraud/Theft of Provincial Revenues; BC Hydro MOU; Civil Forfeiture Proceedings; Restorative Justice forums.
- Ensures investigative team members meet investigational standards, and holds team members accountable for their performance. Assigns, monitors, and reviews the work of team members, and provides guidance to all assigned investigative team members. This includes the assignment of tasks, diary dates, the defining of reporting and workflow standards during investigations and projects.
- Conducts regular briefings of investigational teams, and project teams to ensuring that the speed, flow, and direction of investigations and projects are maintained.

Date: Sept 14, 2012

- Conducts major inspections and audit activities where there is an anticipated need for investigative and enforcement services involving a variety of sectors including manufacturing, agriculture, aquaculture, waste storage, transportation and disposal, forestry, oil and gas, commercial recreation, and fish and wildlife. Participates in the development and approval of strategies and action plans to resolve non-compliances identified at a sector or industry level.
- Plans, participates in, and supervises surveillance operations. Oversees the work of surveillance teams. Ensures team members meet safety standards and current investigational standards and practises. Responsible for directing members during surveillance operations, and the submission of surveillance summary reports.
- Researches, evaluates and recommends new intelligence methods, investigation and enforcement strategies and identifies research needs and parameters on emerging compliance and enforcement topics (e.g., aboriginal law, jurisdictional legislation differences, and policy and agreements from other jurisdictions that affect operational enforcement and the enforcement program).
- Develops innovative methods and strategies for gathering and securing evidence, including electronic evidence; determines resource requirements, decides whether other agencies should be involved, and reviews alternatives for dealing with the potential offences (e.g., cases may involve violations of several Provincial and Federal statutes including the Criminal Code).
- Develops sources of information within industry, First Nations communities, public associations, citizens and government agencies to identify individual/groups regarding environmental non-compliances and violations. This includes the cultivation of persons as informants and confidential informants, and ensures that all precautions and standards are met in order to protect the privacy of, the safety of, and charter rights of all persons who provide assistance and confidential information to investigators. This work carries a high consequence of error.
- Develops and conducts post investigative and project reviews to analyze the outcomes, successes, and failures of major investigations and projects conducted in the province. Makes recommendations for amendments to investigative standards and practises, policy, procedure, and legislation as a result.
- Through intelligence analysis advises both COS and program managers of the latest trends, developments and methods in criminal and illegal activities and proposes counter measures to improve compliance and enforcement activities. This information is used by managers to keep up-to-date on situations to assist them in improving their effectiveness.
- Performs enforcement intervention when required. This may include the planned or impromptu stopping, detaining, and/or arresting of persons engaged in illegal activity. This may also include the requirement to use physical force against a person in order to detain and/or take violators into custody, ensuring that all persons who are detained or arrested have their rights under the Charter of Rights and Freedom Act protected. This work carries a high consequence of error.

Legal Administration

- Plans, prepares, makes applications for, and executes Search Warrants. This work includes the allocation of resources, the assignment of roles and responsibilities, the standards for collection of evidence and reporting back by participants; communication plans; safety plans; emergency procedures. Reviews search warrant applications by peers and for general duty staff – provides expert advice in the preparation of Search Warrants and other legal processes. This work carries a high consequence of error.

- Evaluates evidence to determine the significance of non-compliance from the perspective of economic, public safety, environmental, conservation and public interest, and makes recommendations regarding approaches to resolve the non-compliance which can include mitigation/remediation, education, voluntary compliance, administrative penalties, stop work orders, or prosecutions.
- Prepares detailed reports making recommendations to management, Crown Counsel, and other government agencies regarding responses to resolve non-compliance, mitigate human health, safety and environmental/conservation impacts, and satisfy public interest.
- Advises and assists Crown Counsel in carrying out prosecution actions, including familiarizing Counsel with applicable law and investigative techniques, reviewing evidence, explaining the relevance of the evidence to crown, and providing file coordination expertise during court proceedings.
- Attends criminal court hearings to present evidence as a professional witness; or as file coordinator who provides assistance to crown counsel in the prosecution of case in court. Acts as prosecutor and presents evidence in court as a crown prosecutor in provincial traffic court in environmental ticket matters.

Training and Development

- Develops and provides training to staff (i.e. investigative techniques, search warrant drafting and application process, major case file management, fire cause determination, investigational standards, the development of confidential sources, legislation, policy and procedure, and specialised equipment).
- Mentors and assists staff at all levels including peer review of work, development and evaluation of investigative plans and approval of investigative documents, including operational plans for investigations, surveillance, execution of search warrants, controlled alien species responses; predator attack team responses.

Stakeholder Relations and Communications

- Develops and negotiates MOU's, enforcement protocols, joint forces operations, work plans and directs COS staff involvement to create effective partnerships with other agencies and stakeholders.
- Under emergent conditions, issues information bulletins, provides information to the media, and respond to media inquiries.
- Maintains positive relationships with internal/external stakeholders (i.e. police, justice system authorities) and other agencies fundamental to program success.
- Educates industry, government agencies and the public about legislation, and policy and procedures regarding compliance.
- Represents the COS on inter-agency, inter-Ministry, interprovincial and international working groups and committees such as the Provincial File Coordinator's Committee (BC); and the Western States (Hazardous Waste) Project (Western US and Canada).

Administration

- Develops, implements, interprets, and monitors COS operational policy and procedure on a provincial level, and identifies systemic issues within the COS, Ministry of Environment, and recommends legislative, policy and procedural solutions and improvements.
- Reviews estimated cost benefit analysis of projects/investigations and makes operational decisions on risk tolerance (i.e. whether or not to proceed with or continue an investigation). Accounts for and

tracks activities and expenditures for major investigations and projects. Manages operational budgets and approves investigational expenditures and staff overtime. Conducts fiscal analysis and forecasting for major investigations and projects.

- Prepares and/or negotiates contracts and authorizes payment. (e.g., contracts for analysts, expert witnesses, consultants).
- Researches and presents investigative reports and briefings to senior management on current law enforcement issues and programs and their social/economic impacts at regional and provincial levels.
- Prepares Directors and Minister's briefing notes and letters for Inspectors and the Superintendent, Provincial Investigations approval.
- Prepares Information Bulletins for release to the public and responds to inquiries. May issue information bulletins, provide information to the media, and respond to media inquiries.
- Ensures the appropriate and responsible use of tools (e.g., fire arms) when responding to human/wildlife conflicts.
- Responds to Conservation Officer field duties, and/or assisting in human-wildlife conflict situations. This may include the use of a wide range of field equipment and wildlife control equipment, including: ATV, boats, snowmobiles, trucks, trailers, and wildlife traps.

JOB REQUIREMENTS

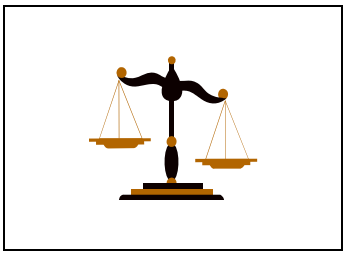
- Diploma, certification or equivalent in a related discipline such as administrative law, investigation and enforcement, or criminology. Candidates who do not have the educational requirement may be considered if they possess extensive law enforcement work experience in a related field, such as policing or environmental law enforcement.
- Five years of related work experience including experience with municipal, provincial or federal agency involving the development and implementation of compliance strategies, and conducting inspections to monitor regulatory compliance and/or resolving issues of non-compliance with statutes, regulations and standards.
- Experience conducting inspections to monitor compliance and demonstrated experience conducting complex criminal investigations and taking enforcement action.
- Satisfactory background and security screening to qualify as a Special Provincial Constable.
- Valid B.C. driver's licence.
- Travel required

Required knowledge and skills:

- Thorough knowledge and understanding of legislation, law enforcement and compliance practices, and legal requirements, including: rules of evidence; lawful searches, seizures, inspections, and arrest; court procedures; overt and covert investigation methods; forensic evidence collection techniques, confidential source development and handling,
- Extensive knowledge of computer operations, data base applications and operational practices to access computerized systems and manipulate data.

Date: Sept 14, 2012

- Demonstrated expertise in the collection and preservation of a wide range of evidence types, in adherence to standards set out in the Canada Evidence Act, and other standards for the lawful collection of evidence.
- Proficiency in use of firearms, defensive tactics and surveillance equipment.
- Specialized expertise in major case management standards, digital evidence management, standards and practises for submission of electronic disclosure and electronic reports to crown counsel.



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	883 - 886
REASON FOR REMOVAL:	Sections 13 and/or 15(1)(a)

JOB PROFILE

POSITION #: VARIOUS

TITLE: SERGEANT

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: INSPECTOR

SUPERVISOR POSITION #: VARIOUS

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

The Sergeant manages the COS program at the field level to ensure that service plan and zone work plan objectives, policies, procedures, and legal requirements are met. The role supervises a staff of Conservation Officers, some in remote locations, to address regulatory and criminal non-compliance issues and to mitigate/remediate impacts upon human health/safety and the environment.

ACCOUNTABILITIES

Program Management

- Establishes priorities including compliance activities, investigations, and human/wildlife conflict activities in accordance with service plan priorities and develops the unit work plan for approval by the Inspector.
- Develops strategies and evaluates trends to improve productivity and effectiveness of the program related to compliance assessment activities, enforcement actions, and human/wildlife conflicts.
- Conducts work place risk assessments and monitors worker safety to ensure compliance with related policy and procedures.
- Leads and directs activities of two to nine subordinate staff, and provides functional direction to administrative support staff, within a zone (two to four office locations). Works directly with staff to develop employee performance and development plans and evaluates staff performance, against professional standards (e.g., Police Act, Code of Conduct), as well as performance requirements.
- Participate on hiring panels, and assists with recruitment and deployment of staff.
- Monitors and evaluates implementation of zone work plans and makes necessary changes on an ongoing basis to reflect changing priorities and work load pressures.
- Contributes to the development of the CO Service's Service Plan and is responsible for the implementation of the Service Plan for the zone.
- Plans, leads, and directs joint agency investigations, C&E activities and projects.
- Represents the CO Service on Land Use Planning Committees to develop compliance and enforcement strategies for access management objectives and plans (Vehicle Access Hunting Closures, Access Management Areas, ATV use).

Compliance and Enforcement

- Approves action plans to resolve issues of non-compliance.
- Oversees inspections of a variety of sectors.
- Responsible for ensuring alternative justice options are considered and used as appropriate (i.e., restorative justice, civil forfeiture).
- Acts as a prosecutor for Provincial Violation Tickets and as an agent of Crown Council; responsible for legal and administrative proceedings, such as negotiating plea agreements, sentencing orders (i.e., release conditions) and entering stay of proceedings.
- Resolves administrative and legal issues by providing interpretation and advice to staff regarding legislation, case law, policy and procedures.
- Reviews and approves files and legal reports to ensure completeness and confirm investigative techniques and approaches are appropriate, lawful, and within policy and procedures of the ministry. Involves and liaises with Crown Counsel within this capacity.

Investigations

- Reviews, modifies, and approves investigative strategies for major investigations involving other governments, crown corporations, First Nations and those involving significant environmental or human health impacts.
- Ensures evidence collection, handling and management meets legal requirements.
- Conducts duties associated to covert operations, compliance inspections, and undertakes enforcement duties pursuant to the Criminal Code of Canada in accordance with CO Service policies and procedures.
- Directs investigative teams involved in complex investigations and implements changes to investigational techniques to meet dynamic and changing conditions. Recommends and implements specialized investigative techniques and enforcement operations for approval of the Inspector.

Emergency and Incident Response

- Provides first responder and other assistance to the general public, other provincial and federal government agencies and ministries, and the police in accordance with COS policies and procedures.
- As the primary responder to incidents (e.g., human/wildlife conflicts) directs RCMP/local police and other emergency response personnel in responding to the situation as the lead and expert.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- As a Special Provincial Constable, may be called upon to provide policing services as a primary/first responder.
- Ensures the appropriate and responsible use of tools (e.g., fire arms) when responding to human/wildlife conflicts.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action, and identifies and field tests new techniques and approaches for consideration for regional/provincial application.

Stakeholder Relations and Training

- Plans, negotiates, and implements MOUs and service agreements with First Nations and other levels of government and jurisdictions to deliver compliance, enforcement and public safety services.
- Develops partnerships with industry, public associations, and government agencies to establish innovative compliance approaches, enhance policies and procedures, and…
- Provides expert subject-area training (e.g., human-wildlife conflict, environmental law enforcement), advice and legal interpretation to other officers, Ministry and provincial staff, other law enforcement agencies, and external organizations.
- Attends and may present at national and international conferences.
- Informs and educates industry, government agencies and the public about environmental legislation, case law, and policies/procedures to promote compliance activities.

Administrative Responsibilities

- Writes, reviews, or provides input to compliance reports, investigative reports, or operational policy and procedure either independently or as part of a ministry or inter-agency team.
- Responsible for the management of a zone budget (i.e., local budget) and assets that includes multiple offices, facilities, and capital assets.
- Manages leave liability and approves overtime for staff.
- Negotiates and manages contracts, including sign off for payment.
- Responsible for COORS data entry/integrity and associated Ministry data entry and recording and tracking information associated with performance measures.
- Responsible for scheduling own work hours based on provincial, regional and local operational requirements in order to ensure public safety expectations are met.

JOB REQUIREMENTS

- University degree or technical diploma from a recognized program in environmental law enforcement or renewable resources management.
- Five years of related work experience in the field of compliance or enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (e.g., issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions); including two years of supervision experience within a large geographically dispersed organization while planning, organizing, directing, monitoring and evaluating programs and human resources, or
- Seven years of related work experience in the field of compliance and enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (e.g. Issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions), or
- An equivalent combination of education and related experience.
- Higher level of legal knowledge (greater range of acts and regulations than others), higher level of accountability than other law enforcement officers – police in the backcountry; take initial action through to courts – cradle to grave.

Date: Sept 14, 2012

- Thorough knowledge of provincial and federal environmental/natural resources legislation, principles of compliance and enforcement including but not limited to forensics, court processes and procedures, and arrest, compliance and enforcement and the development of compliance strategies, Criminal Justice System, procedures and case law and investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the fundamentals of supervision, inspection and audit techniques, and project management principles and techniques.
- General knowledge of environmental values and issues within British Columbia.

BEHAVIOURAL COMPETENCIES

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TITLE: SERGEANT

CLASSIFICATION: UNDER REVIEW

MINISTRY: ENVIRONMENT

UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: INSPECTOR

SUPERVISOR POSITION #: VARIOUS

JOB OVERVIEW

By providing professional law enforcement services, the Conservation Officer Service and its Officers ensure that the public confidence in the protection and preservation of our environment and natural resources are kept. These Officers represent the Government of BC in dealing with the public and media.

The Sergeant manages the COS program at the field level to ensure that service plan and zone work plan objectives, policies, procedures, and legal requirements are met. The role supervises a staff of uniformed Conservation Officers, some in remote locations, to address regulatory and criminal non-compliance issues and to mitigate/remediate impacts upon human health/safety and the environment.

ACCOUNTABILITIES

Investigations and Law Enforcement

- Leads, coordinates, supervises and/or trains investigative teams in the conduct of large, complex criminal and environmental investigations and/or incidents, including: the international trafficking in wildlife and wildlife parts, forest crimes (theft/arson); human-wildlife predator attacks; controlled alien species, pollution, fish and wildlife habitat destruction and water quality protection.
- Regularly conducts vehicle and vessel stops resulting in the detainment and/or arresting of persons engaged in illegal activity. This may include the requirement to use physical force, including deadly force, against a person in order to detain and/or take violators into custody, ensuring that all persons who are detained or arrested have their rights under the Charter of Rights and Freedom Act protected.
- Regularly uses firearms or complex trapping techniques to destroy wildlife that poses a threat to public safety. Firearms are often used in urban areas, under highly stressful situations.
- Plans, leads, and directs joint agency investigations, targeted enforcement blitzes and projects based on intelligence, crime statistics or emerging trends.
- Plans, participates in, and supervises surveillance operations. Oversees the work of surveillance teams.
- Ensures staff members meet the safety standards and the current investigational standards and practises for police and law enforcement officers.
- Reviews, modifies, and approves investigative strategies for major investigations involving other governments, crown corporations, First Nations and those involving significant environmental or human health impacts.
- Plans, prepares, makes applications for, and executes Search Warrants. This work includes the allocation of resources, the assignment of roles and responsibilities. Then ensures evidence collection, handling and exhibit management all meet the legal requirements.

- Evaluates evidence to determine the significance of non-compliance from the perspective of economic, public safety, environmental, conservation and public interest, and makes recommendations regarding approaches to resolve the non-compliance which can include mitigation/remediation, education, voluntary compliance, administrative penalties, stop work orders, or prosecutions.
- Conducts duties associated to covert operations, compliance inspections, and undertakes enforcement duties pursuant to the Criminal Code of Canada in accordance with CO Service policies and procedures.
- Directs investigative teams involved in complex investigations and implements changes to investigational techniques to meet dynamic and changing conditions. Recommends and implements specialized investigative techniques and enforcement operations for approval of the Inspector.
- Acts as a prosecutor for Provincial Violation Tickets and as an agent of Crown Counsel; responsible for legal and administrative proceedings, such as negotiating plea agreements, sentencing orders (i.e., release conditions) and entering stays of proceedings. At times assists Crown Counsel during prosecutions and provides advice and guidance during proceedings.
- Appears as a witness and gives evidence during trails or other hearings.
- Resolves administrative and legal issues by providing interpretation and advice to staff across the resource ministries regarding legislation, case law, policy and procedures.
- Reviews and approves files and legal reports to ensure completeness and confirm investigative techniques and approaches are appropriate, lawful, and within policy and procedures of the ministry. Involves and liaises with Crown Counsel within this capacity.
- Responsible for ensuring alternative justice options are considered and used as appropriate (i.e., restorative justice, civil forfeiture).
- Develops sources of information within industry, First Nations communities, public associations, citizens and government agencies to identify individual/groups regarding environmental non-compliances and violations. This includes the cultivation of persons as informants and confidential informants, and ensures that all precautions and standards are met in order to protect the privacy of, the safety of, and Charter rights of all persons who provide assistance and confidential information to investigators. This work carries a high consequence of error.

Program Management

- Establishes work priorities (a work plan) for multiple offices, including: inspectional services for multi ministries, targeted enforcement operations, investigations, human-wildlife conflict reduction and public education and outreach in accordance with multiple service plans. The work plan is then approved by an Inspector.
- Develops strategies and evaluates trends to improve productivity and effectiveness of the program related to compliance assessment activities, enforcement actions, and human/wildlife conflicts.
- Meets as required with partner agencies to review and assess the effectiveness of protocol agreements and MOU's. Such as: the RCMP, DFO and the BC Coroners Service.
- Conducts work place risk assessments and monitors worker safety to ensure compliance with related policy and procedures.
- Leads and directs activities of two to nine subordinate staff, and provides functional direction to administrative support staff, within a zone (two to four office locations). Works directly with staff to

develop employee performance and development plans and evaluates staff performance, against professional standards (e.g., Police Act, Code of Conduct), as well as performance requirements.

- Participate on hiring panels, and assists with recruitment and deployment of staff.
- Monitors and evaluates implementation of zone work plans and makes necessary changes on an ongoing basis to reflect changing priorities and work load pressures.
- Contributes to the development of the CO Service's Service Plan and is responsible for the implementation of the Service Plan for the zone.

Emergency and Incident Response

- Provides first responder and other assistance to the general public, other provincial and federal government agencies and ministries, and the police in accordance with COS policies and procedures.
- As the primary responder to incidents (e.g., human/wildlife conflicts) directs RCMP/local police and other emergency response personnel in responding to the situation as the lead and expert. Wildlife attacks on humans often involve grievous injuries or death.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- As a Special Provincial Constable, may be called upon to provide policing services as a primary/first responder.
- Ensures and evaluates that the appropriate and responsible use of tools (e.g., fire arms) are deployed when responding to human/wildlife conflicts.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action, and identifies and field tests new techniques and approaches for consideration for regional/provincial application.

Stakeholder Relations and Training

- Plans, negotiates, and implements MOUs and service agreements with First Nations and other levels of government and jurisdictions to deliver compliance, enforcement and public safety services.
- Represents the CO Service on various working groups such as: Public Safety Committees, Boating Safety Working Groups, Resource Regulation Reform Panels and Land Use Planning Committees.
- Develops partnerships with industry, public associations, and government agencies to establish innovative compliance approaches, enhance policies and procedures, and increase social awareness. Provides expert subject-area training (e.g., human-wildlife conflict, environmental law enforcement), advice and legal interpretation to other officers, Ministry and provincial staff, other law enforcement agencies, and external organizations.
- Attends and may present at national and international conferences.
- Informs and educates industry, government agencies and the public about environmental legislation, case law, and policies/procedures to promote compliance activities.
- Often acts as the face of government within the communities they service. Sergeants represent multiple Ministries across a broad spectrum of issues within the natural resource sector.

  Conducts media interviews for print, radio and television related to CO Service, the environment and issues within the natural resource sector.

Date: Sept 14, 2012

Administrative Responsibilities

- Writes, reviews, or provides input to compliance reports, investigative reports, or operational policy and procedure either independently or as part of a ministry or inter-agency team.
- Responsible for the management of a zone budget (i.e., local budget) and assets that includes multiple offices, facilities, and capital assets.
- Manages leave liability and approves overtime for staff.
- Negotiates and manages contracts, including sign off for payment.
- Responsible for COORS data entry/integrity and associated Ministry data entry and recording and tracking information associated with performance measures.
- Responsible for scheduling own work hours based on provincial, regional and local operational requirements in order to ensure public safety expectations are met.
- Responsible for government assets such as office buildings, vehicles, vessels and off-road equipment.
- Prepares information notes, public notices, briefing and decision notes for the COS, drafts letters for manager's/Minister's signature.

JOB REQUIREMENTS

- University degree or technical diploma from a recognized program in environmental law enforcement or renewable resources management.
- Five years of related work experience in the field of compliance or enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (e.g., issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions); including two years of supervision experience within a large geographically dispersed organization while planning, organizing, directing, monitoring and evaluating programs and human resources, or
- Seven years of related work experience in the field of compliance and enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (e.g. Issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions), or
- An equivalent combination of education and related experience.
- Higher level of legal knowledge (greater range of acts and regulations than others), higher level of accountability than other law enforcement officers – police in the backcountry; take initial action through to courts – cradle to grave.
- Thorough knowledge of provincial and federal environmental/natural resources legislation, principles of compliance and enforcement including but not limited to forensics, court processes and procedures, and arrest, compliance and enforcement and the development of compliance strategies, Criminal Justice System, procedures and case law and investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the fundamentals of supervision, inspection and audit techniques, and project management principles and techniques.
- General knowledge of environmental values and issues within British Columbia.

Date: Sept 14, 2012

- Must pass qualifications, some of them annual, regarding: use of force, defensive tactics, firearms, emergency vehicle operation and legal articulation.

BEHAVIOURAL COMPETENCIES

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Date: Sept 14, 2012

TITLE: SGT. STAFF DEVELOPMENT, TRAINING AND RECRUITMENT **CLASSIFICATION:**

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: MANAGER - STAFF DEVELOPMENT, TRAINING AND RECRUITMENT

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

This position assists the Manager, Staff Development, Training and Recruitment in leading the development, evaluation, standardization and implementation of province-wide strategic training plans and programs to ensure staff receives optimum technical and general management skills training. Responsible for the cost effective, consistent application of standards, policies, and procedures at all program/sector service delivery locations across the province. This position also assists in supporting learning to ensure that staff is provided the best opportunity to develop compliance and enforcement skills and enhance career development.

ACCOUNTABILITIES

Training

- Implements educational opportunities by teaching unique and scientific subject matter through a variety of adult teaching principles which include theoretical lectures, facilitation techniques, reality based training and demonstration and performance.
- Reviews operational training programs and evaluates the impact of training courses on performance standards, staff competence and succession planning objectives. Assesses the validity of certification standards and instructors' qualifications. Conducts training and development needs analysis with subject matter experts.
- Develops training implementation plans, including preparing cost estimates.
- Uses a range of analytical tools, such as needs and/or gap analysis, statistical and cost benefit analysis to analyse existing or proposed legislation, policy, programs, and business requirements and identify related operational training and budgetary implications.
- Conducts research and analysis for the development and establishment of training standards, lesson plans, equipment requirements and training venues aligned with occupational health and safety standards.
- Supports the implementation, delivery and evaluation of current training and staff development programs and identifies technical knowledge, skills and abilities required by staff to perform current functions. Tracks results of delivery, maintain records management, and reports information accordingly.

Date: Sept 14, 2012

- Develops and delivers specialized instructor training programs and “train the trainer” sessions. Provides technical advice and guidance to staff interested in instructor certification, training requirements and schedules.
- Develops and implements evaluation plans, standards, research methodologies, and data analysis related to improving career progression and succession planning.
- Conducts on site course and modular evaluations, and in collaboration with subject matter experts, revises instructional materials to meet changing group and individual needs; identifies appropriate learning activities and priorities arising from program reviews.
- Conducts statistical analyses of training data and certification records, provides summary reports of emerging issues, and makes recommendations to COS executive regarding training standards, policy and procedures, and the annual training plan and budget.
- Provides leadership and supervises multi-discipline in-service instructor cadres, providing instructor development feedback and supervisory performance updates.
- Leads project teams of professional staff, prepares project plans and advises on budgetary implications for the on-going development, implementation and evaluation of provincial curricula.
- Responsible for on-site or the delegation of on-site course coordination to ensure adherence to course training standards and the supervision of attendees, including Work Safe BC investigations and disciplinary incidents.
- Plans and delivers formal presentations and training seminars to a variety of external stakeholders and internal personnel.
- Manages training delivery contracts including contract negotiation, selection, procurement, and administration. Ensures that contracted training providers adhere to formally developed training standards and contract deliverables; conducts audits of training sessions.
- Schedules and coordinates of training sessions and programs; determines and coordinates individualized training courses for new conservation officers and incumbents.
- Establishes and maintains a training resource centre by updating manuals, retaining master copies of course material and cataloguing visual aids and technical reference materials.

Recruitment

- Participates in the review of the COS recruitment process and provides recommendations for improvement. Participates in the competition process, coordinates assessments, and coordinates provision of equipment, uniforms and associated documentation for new members.
- Consults with and provides direction to appropriate post secondary education facility officials regarding the current hiring and skill set criteria success of graduating students within the organization.
- Represents the program on multi-agency academic advisory boards at colleges and college-universities at resource enforcement officer association meetings.
- Represents the Ministry in inter-agency, inter-provincial and international committees, working groups and panels.

Administration and Other Related Duties

- Testifies in judicial and quasi judicial hearings and undergoes cross-examination under oath regarding training received by conservation officers.

Date: Sept 14, 2012

- Provides expertise on interpretation and application of related policy, legislation and program directives.
- Develops and enhances publications by writing and editing materials, determining layout, style, organization and distribution methods.
- Develops and maintains effective and cooperative working relationships with internal and external stakeholders, businesses and relevant provincial, municipal and federal government partners.

JOB REQUIREMENTS

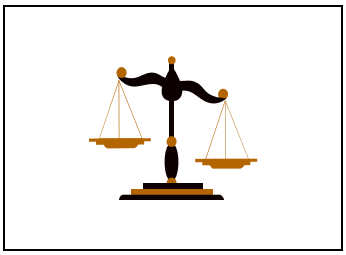
- University degree, from a recognized university in a related discipline (e.g., environmental education, law, justice programs, adult education, natural resource or environmental management) and a minimum of two years related law enforcement experience including experience in coordination training programs; or a two year diploma in natural resource management program and five years related law enforcement experience including experience in coordinating training programs.
- Knowledge of adult education principles, concepts, methodologies and techniques, curriculum design and evaluation.
- Knowledge of provincial and federal environmental/natural resources legislation and resource management, compliance and enforcement regimes and activities, and principles of law enforcement.
- Working knowledge of business planning, and budget and contract management.
- Experience developing and evaluating standards-based curriculum.
- Experience in planning, developing and implementing training and professional development initiatives.
- Experience in leading and facilitating project teams and in working with multiple stakeholders to deliver a product, program, or service.
- Demonstrated oral and interpersonal communications skills including presentation skills.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry**.**
- Ability to use police use of force options (e.g., issued firearms, OC spray, police baton etc.) safely.
- Ability to work independently without supervision.
- Able to attain Special Provincial Constable status.
- Successful completion of PARE or POPAT.
- Proof of a valid Occupational First Aid certificate (OFA) level 1 or equivalent.

BEHAVIOURAL COMPETENCIES:

- **Conceptual Thinking** is the ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations. It includes using creative, conceptual or inductive reasoning or thought processes that are not necessarily categorized by linear thinking.

Date: Sept 14, 2012

- **Expertise** includes the motivation to expand and use technical knowledge or to distribute work-related information to others.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate
- **Managing Organizational Resources** is the ability to understand and effectively manage organizational resources (e.g. People, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.
- **Commitment to Continuous Learning** involves a commitment to think about the ongoing and evolving needs of the organization and to learn how new and different solutions can be utilized to ensure success and move the organization forward. (Staff Development Plan via the Strategic Training Plan)
- **Analytical Thinking** is the understanding of a situation by breaking it apart into smaller pieces, or tracing the implications of a situation in a step-by-step way. Analytical Thinking includes organizing the parts of a problem, situation, etc., in a systematic way; making systematic comparisons of different features or aspects; setting priorities on a rational basis; identifying time sequences, causal relationships or If–Then relationships.
- **Leadership** implies a desire to lead others including diverse teams. Leadership is generally, but certainly not always, shown from a position of formal authority. The “team” here should be understood broadly as any group with which the person interacts regularly.
- **Developing Others** involves a genuine intent to foster the long-term learning or development of others through coaching, managing performance and mentoring. Its focus is on developmental intent and effect rather than on a formal role of training. For this competency to be considered, the individual’s actions should be driven by a genuine desire to develop others, rather than by a need to transfer adequate skills to complete tasks.



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	900 - 903
REASON FOR REMOVAL:	Sections 13 and/or 15(1)(a)

JOB PROFILE
Position #

TITLE: SGT. STAFF DEVELOPMENT, TRAINING AND RECRUITMENT **CLASSIFICATION:** U/R

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: MANAGER - STAFF DEVELOPMENT, TRAINING AND RECRUITMENT

JOB OVERVIEW

This position assists the Manager, Staff Development, Training and Recruitment in leading the development, evaluation, standardization and implementation of province-wide strategic training plans and programs to ensure staff receives optimum technical and general management skills training. Responsible for the cost effective, consistent application of standards, policies, and procedures at all program/sector service delivery locations across the province This position also assists in supporting learning to ensure that staff is provided the best opportunity to develop compliance and enforcement skills and enhance career development.

ACCOUNTABILITIES

1. Utilizes a range of analytical tools, such as needs and/or gap analysis, statistical and cost benefit analysis to analyse existing or proposed legislation, policy, programs, and business requirements and identify related operational training and budgetary implications.
2. Develops training implementation plans, including budget forecasting. Schedules and coordinates of training sessions with headquarters, regional staff, and other agencies with minimal or no supervision.
3. Supports the implementation, delivery and evaluation of current training and staff development programs and identifies technical knowledge, skills and abilities required by staff to perform current functions. Tracks results of delivery, maintain records management, and reports information accordingly.
4. Provides leadership and specialized expertise to existing in-house training programs. Conducts training and development needs analysis with subject matters resources for Conservation Officer Service staff and others designated as Auxiliary or Special Conservation Officers.
5. Provides leadership and supervises multi discipline in-service instructor cadres, providing instructor development feedback and supervisory performance updates.
6. Conducts research and analysis, to support or lead the development and establishment of training standards, lesson plans, equipment requirements and training venues aligned with occupational health and safety standards.
7. Leads project teams of professional staff, prepares project plans and advises on budgetary implications for the on-going development, implementation and evaluation of provincial curricula.
8. Conducts on site course and modular evaluations, and in collaboration with subject matter experts, revises instructional materials to meet changing group and individual needs; identifies appropriate learning activities and priorities arising from program reviews.
9. Responsible for on-site or the delegation of on-site course coordination ensuring course training standards adherence and the supervision of all rank designation candidates while on course, including Work Safe BC investigations and disciplinary incidents.

Date: August 14, 2012

10. Conducts statistical analyses of training data and certification records, provides summary reports of emerging issues, and makes recommendations to COS executive regarding training standards, policy and procedures, and the annual training plan and budget.

11. Reviews operational training programs and evaluates the impact of training courses on performance standards, staff competence and succession planning objectives. Assesses the validity of certification standards and instructors' qualifications.

12. Provides expertise on interpretation and application of related policy, legislation and program directives.

13. Schedules and coordinates provincial training programs in collaboration with headquarters, regional staff and other agencies.

14. Develops, coordinates and evaluates in-house training courses for new conservation officers and incumbents.

15. Manages training delivery contracts including contract negotiation, selection, procurement, and administration.

16. Ensures that contracted training providers adhere to formally developed training standards and contract deliverables; conducts audits of training sessions.

17. Establishes and maintains a training resource centre by updating manuals, retaining master copies of course material and cataloguing visual aids and technical reference materials.

18. Develops and delivers specialized instructor training programs and "train the trainer" sessions. Provides technical advice and guidance to staff interested in instructor certification, training requirements and schedules.

19. Develops and employs evaluation plans, standards, research methodologies, and data analysis related to improving career progression and succession planning in the field of natural resource compliance and enforcement.

20. Testifies in judicial and quasi judicial hearings and undergoes cross-examination under oath regarding training received by conservation officers.

21. Participates in the review of COS recruitment process and provides recommendations, in coordination with Public Service Agency. Assists in the competition process, coordinates assessments, and equipment, uniforms and associated documentation.

22. Consults with and provides direction to appropriate post secondary education facility officials regarding the current hiring and skill set criteria success of graduating students within the organization.

23. Represents the program on multi-agency academic advisory boards at colleges and college-universities at resource enforcement officer association meetings.

24. Acts for the Manager, Staff Development, Training and Recruitment

25. Develops and enhances publications by writing and editing materials, determining layout, style, organization and distribution methods.

26. Plans and delivers formal presentations and training seminars to a variety of external stakeholders and internal personnel.

27. Represents the Ministry in inter-agency, inter-provincial and international committees, working groups and panels.

28. Develops and maintains effective and cooperative working relationships with internal and external stakeholders, businesses and relevant provincial, municipal and federal government partners.

JOB REQUIREMENTS

- University degree, from a recognized university in a related discipline (e.g. environmental education, law, justice programs, adult education, natural resource or environmental management) and a minimum of two years related law enforcement experience including experience in coordination training programs; or a two year diploma in natural resource management program and five years related law enforcement experience including experience in coordinating training programs.
- Knowledge of adult education principles, concepts, methodologies and techniques, curriculum design and evaluation,
- Knowledge of provincial and federal environmental/natural resources legislation and resource management, compliance and enforcement regimes and activities, and principles of law enforcement.
- Working knowledge of business planning, and budget and contract management.
- Experience developing and evaluating standards-based curriculum.
- Experience in planning, developing and implementing training and professional development initiatives.
- Experience in leading and facilitating project teams and in working with multiple stakeholders to deliver a product, program, or service.
- Demonstrated oral and interpersonal communications skills including presentation skills.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry**.**
- Ability to use police use of force options (Issued firearms, OC spray, police baton etc.) safely.
- Ability to work independently without supervision
- Able to attain Special Provincial Constable status.
- Successful completion of PARE or POPAT
- Proof of a valid Occupational First Aid certificate (OFA) level 1 or equivalent

BEHAVIOURAL COMPETENCIES:

- **Conceptual Thinking** is the ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations. It includes using creative, conceptual or inductive reasoning or thought processes that are not necessarily categorized by linear thinking.
- **Expertise** includes the motivation to expand and use technical knowledge or to distribute work-related information to others.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate
- **Managing Organizational Resources** is the ability to understand and effectively manage organizational resources (e.g. People, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.

Date: August 14, 2012

- **Commitment to Continuous Learning** involves a commitment to think about the ongoing and evolving needs of the organization and to learn how new and different solutions can be utilized to ensure success and move the organization forward. (Staff Development Plan via the Strategic Training Plan)
- **Analytical Thinking** is understanding a situation by breaking it apart into smaller pieces, or tracing the implications of a situation in a step-by-step way. Analytical Thinking includes organizing the parts of a problem, situation, etc., in a systematic way; making systematic comparisons of different features or aspects; setting priorities on a rational basis; identifying time sequences, causal relationships or If–Then relationships.
- **Leadership** implies a desire to lead others including diverse teams. Leadership is generally, but certainly not always, shown from a position of formal authority. The "team" here should be understood broadly as any group with which the person interacts regularly.
- **Developing Others** involves a genuine intent to foster the long-term learning or development of others through coaching, managing performance and mentoring. Its focus is on developmental intent and effect rather than on a formal role of training. For this competency to be considered, the individual's actions should be driven by a genuine desire to develop others, rather than by a need to transfer adequate skills to complete tasks.

TITLE: CONSERVATION OFFICER

CLASSIFICATION: CONSERVATION OFFICER 24

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: SERGEANT

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

The Conservation Officer plans and conducts investigations and implements measures to address regulatory and criminal non-compliance. The work also includes delivering the Ministry's human/wildlife conflict program, and educating the public, industry and stakeholders about environmental legislation and methods to reduce human/wildlife conflicts.

ACCOUNTABILITIES

Compliance and Enforcement

- Develops and implements compliance plans.
- Implements and leads compliance plans independently or as a lead of a multi-agency team. Prepares reports and summaries.
- Provides assistance to other compliance and enforcement agencies (e.g., NROs) in conducting high risk inspections and investigations, either as a lead or as back up.
- Makes recommendations to management, Crown Counsel and other government agencies to resolve non-compliance, mitigate impacts, and satisfy public interest.
- Interprets legislation, case law and evidence to implement appropriate responses. Advises and assists Crown Counsel in carrying out prosecution actions.

Investigations

- Develops and implements investigative work plans, ensuring that investigative techniques are appropriate, efficient, and effective to meet demands. Develops investigative strategies and reports for major investigations.
- Conduct plain clothes investigations and may participate in undercover/covert operations led by SIU.
- Conducts surveillance and evaluates information to determine validity and credibility of information, including attending Coroner autopsies to collect evidence related to wildlife attacks on humans and provide expertise to Coroner.
- Develops and manages informants and confidential sources of information used to identify individuals/groups who are deliberately contravening environmental regulations.
- Liaises with other government and enforcement agencies and participates on joint agency investigations.

- Provides legal interpretations and technical investigative advice to officers and technical/biological staff and other agencies.
- Prepares and executes search warrants to obtain and ensure security and continuity of evidence.
- Ensures evidence collection, handling and management meets legal requirements.
- Take statements from witnesses, collect and control evidence; skilled in the full spectrum of law enforcement.

Legal Action

- Conducts arrests of violators found committing offences or on outstanding warrants ensuring the arrested person's rights under the *Charter of Rights and Freedom Act* are maintained.
- Prepares and serves legal documents related to COS mandate (summonses, Appearance Notices, etc.)
- Acts as a prosecutor for Provincial Violation Tickets and as an agent of Crown Council; responsible for legal and administrative proceedings, such as negotiating plea agreements, sentencing orders (i.e., release conditions) and entering stay of proceedings.

Emergency and Incident Response

- Provides first responder and other assistance to the general public, other provincial and federal government agencies and ministries, and the police in accordance with COS policies and procedures.
- As the primary responder to incidents (e.g., human/wildlife conflicts) directs RCMP/local police and other emergency response personnel in responding to the situation as the lead and expert.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- As a Special Provincial Constable, may be called upon to provide policing services as a primary/first responder.
- Ensures the appropriate and responsible use of tools (e.g., fire arms) when responding to human/wildlife conflicts.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action, and identifies and field tests new techniques and approaches for consideration for regional/provincial application.

Communications and Training

- Implements and maintains MOUs and service agreements with First Nations, other levels of government and jurisdictions to deliver compliance, enforcement and public safety services.
- Develops partnerships to establish innovative compliance approaches, and establish new policies to resolve human/wildlife conflict control strategies.
- Develops and maintains partnerships with First Nations, industry, public associations, other levels of government, and other provincial agencies to maximize COS effectiveness and to achieve COS' mandate.
- Educates industry, government agencies and the public about legislation, policies and procedures regarding investigations and participate in programs to promote compliance.

- Provides expert subject-area training (e.g., human-wildlife conflict, environmental law enforcement), advice and legal interpretation to other officers, Ministry and provincial staff, other law enforcement agencies, and external organizations.
- May act as the Regional Spokesperson for FNs consultations, media presence representing the Public Service, the Ministry and the CO Service. The face of Government.
- Acts as a trainer (e.g., decoy operations, firearms, boat operations, wildlife attack) for the CO Service.
- Trains and functionally supervises Conservation Officers as a mentor, and provides input into performance reviews.
- Prepares Minister Briefing Notes, Information Bulletins for release to the public, providing information to the media and responding to inquiries from the public.

Administration

- Responsible for facilities when working in a remote/local office, including ensuring equipment is maintained and in good working order.
- Delegated spending authority for purchases up to $5000.
- Initiate and monitor service contracts and act as Qualified Receiver.
- Prioritize and reprioritize situations and responses, based on threat to public safety and the environment, experience and training.
- Responsible for scheduling own work hours based on provincial, regional and local operational requirements in order to ensure public safety expectations are met.

JOB REQUIREMENTS

- University degree or technical diploma in a related discipline (law, justice programs, natural resource of environmental management) and a minimum of 3 years of experience in a compliance or enforcement or regulatory environment that required the completion of investigations and resulted in the imposition of penalties or sanctions. Or, an equivalent combination of education and related experience. Related experience means involvement in the development and implementation of compliance strategies, monitoring and inspections to confirm regulatory compliance, investigations and enforcement to resolve issues of non-compliance.
- Higher level of legal knowledge (greater range of acts and regulations than others), higher level of accountability than other law enforcement officers – police in the backcountry; take initial action through to courts – cradle to grave.
- Thorough knowledge of provincial and federal environmental/natural resources legislation, of the principles of the Field of Law Enforcement including but not limited to forensics, court processes and procedures, and arrest, and of investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the principles of compliance the development of compliance strategies, inspection and audit techniques, and the principles of project management and techniques.
- General knowledge of environmental values and issues within British Columbia.

BEHAVIOURAL COMPETENCIES (TO BE DETERMINED)

Date: October 29, 2012

BRITISH COLUMBIA
BC Public Service
Where ideas work

JOB PROFILE

TITLE: DETECTIVE SERGEANT, INTELLIGENCE ANALYST

CLASSIFICATION: CONSERVATION OFFICER 21

MINISTRY: ENVIRONMENT

WORK UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: INSPECTOR, INTELLIGENCE AND SPECIAL INVESTIGATION UNITS, PROVINCIAL INVESTIGATIONS

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

This position is responsible for collecting and analyzing of intelligence data collected from Ministry staff, other provincial enforcement agencies, informants, sources and external clients. This position also identifies emerging non-compliance trends and issues and makes recommendations to support and improve enforcement activities of Conservation Officer Service operations.

ACCOUNTABILITIES

- Develops and implements policies and procedures for the Intelligence Analysis Program.
- Conducts program evaluation studies by identifying program evaluation tools, developing strategies to address information gaps, and developing evaluation plans and performance indicators.
- Recommends new intelligence methods, investigation and enforcement strategies used by other enforcement jurisdictions for possible use or adaptation to COS requirements.
- Collects, collates, analyzes and disseminates intelligence data to service regional and provincial intelligence operations and for exchange with international, federal and provincial agencies regarding natural resources abuse.
- Prepares graphs, charts (link analysis, event flow analysis, activity charting), tables and other illustrative devices for visual presentation of data for review by the Inspector, Intel and Special Investigation Units which play a significant role in operational planning and priority setting for the Special Investigations Unit, and regional operations generally.
- Identifies specific collection requirements and conducts tactical and strategic intelligence gathering and data correlation as it relates to environmental crime. Determines associations between subjects.
- Prepares visual presentation of data for operational planning and priority setting for the Special Investigations Unit, and regional operations generally.
- Develops and maintains a network of contacts to collect intelligence from confidential sources.
- Maintains a close working relationship with district staff and international, federal and provincial law enforcement agencies in the collection and dissemination of criminal intelligence and co-ordination of intelligence activities.
- Acts as the primary point of contact with other agencies and departments internationally, nationally and provincially on intelligence matters.

Date: Oct 29, 2012

- Manages the Provincial COS Confidential Informant program. Coordinates provincial activities to recruit, cultivate, handle and pay confidential informants.
- Develops and manages informants and confidential sources of information used to identify individuals/groups who are deliberately contravening environmental regulations.
- Conducts surveillance operations, profiling and targeting on known or suspected offenders.
- Interprets legislation, case law, policy and procedures and provides advice to COS staff.
- Develops and provides training to staff (intelligence gathering, fire cause investigations, source handling, investigation standards and practices; to WCLEA, WMB).
- Routinely handles and acts upon information that is sensitive or classified.
- Provides mentoring in search warrants, source handling and investigational techniques to COS field staff.
- Create and maintain the Intelligence site on Share Point. This site is a repository for current information on a number of intelligence related issues as well as a resource centre for the preparation of search warrants.
- Manage the COS covert camera program. Involving procurement, maintenance, shipping and tracking, preparing policy for the units provincially.
- Responsible for the preparation of the yearly Provincial Threat Assessment, which outlines emerging trends or targets, which allows COS management and partners to better plan for enforcement strategies and budget forecasting.
- Participates as a covert operative in short term investigations. Participates as an expert criminal intelligence analytical resource on investigative project teams.
- Develops and manages numerous operational budgets and monitors and approves investigational expenditures, approves staff overtime and has full spending authority within approved operational plans.

JOB REQUIREMENTS

- Bachelor's degree in a related discipline (e.g., Natural Resource Management, Fisheries Resource Management, Law Enforcement, Criminology, Environmental Science) and 2 years of related experience; or Technical diploma in natural resources law enforcement and 3 years of related experience; or an equivalent combination of experience, education and/or training.
- Knowledge of provincial and federal environmental/natural resources legislation, principles of compliance, Criminal Justice System procedures and case law, investigative and analysis techniques, project management principles, conflict resolution and law enforcement.
- Knowledge of methods, operational and strategic intelligence and the control and execution of enforcement activities, including surveillance, apprehension, detention, interview, interrogation, charging, and prosecution of suspects and the collection, handling and preservation of evidence required to coordinate and participate in intelligence operations.

BEHAVIOURAL COMPETENCIES

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Date: Oct 29, 2012

TITLE: DETECTIVE SERGEANT, MAJOR INVESTIGATIONS UNIT

CLASSIFICATION: CONSERVATION OFFICER 24

MINISTRY: ENVIRONMENT

UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: INSPECTOR

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

The Major Investigations Unit ("MIU") is a division of the Provincial Investigations Branch that provides expertise and services to the Ministry of Environment and the Conservation Officer Service ("COS") at a provincial level. The MIU's responsibilities include the investigation of high profile, complex or sensitive environmental non-compliances.

The MIU Detective Sergeant is a senior level investigative position reporting to an Inspector, MIU. The MIU is a plain-clothes unit whose members handle multi-faceted and complex files in all areas of the province. Members are responsible for providing major case file coordination and leading investigative teams through complex investigations of significant criminal and environmental offenses and ensure compliance with legislation, policies and other standards.

MIU members provide expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations and human/wildlife conflicts.

ACCOUNTABILITIES

Investigations and Law Enforcement

- Leads, coordinates, and supervises investigative teams in the conduct of large, complex criminal, environmental, and specialized areas of investigation, including: forest crimes (theft/arson); human predator attacks; controlled alien species violations.
- Plans and leads investigators by developing and implementing work plans for a number of specialized areas of law enforcement and COS responses, including; enforcement of Controlled Alien Species legislation, Predator Attack Team response; Wildfire Act/Arson; Fraud/Theft of Provincial Revenues; BC Hydro MOU; Civil Forfeiture Proceedings; Restorative Justice forums.
- Ensures investigative team members meet investigational standards, and holds team members accountable for their performance. Assigns, monitors, and reviews the work of team members, and provides guidance to all assigned investigative team members. This includes the assignment of tasks, diary dates, the defining of reporting and workflow standards during investigations and projects.
- Conducts regular briefings of investigational teams, and project teams to ensuring that the speed, flow, and direction of investigations and projects are maintained.

- Conducts major inspections and audit activities where there is an anticipated need for investigative and enforcement services involving a variety of sectors including manufacturing, agriculture, aquaculture, waste storage, transportation and disposal, forestry, oil and gas, commercial recreation, and fish and wildlife. Participates in the development and approval of strategies and action plans to resolve non-compliances identified at a sector or industry level.
- Plans, participates in, and supervises surveillance operations. Oversees the work of surveillance teams. Ensures team members meet safety standards and current investigational standards and practises. Responsible for directing members during surveillance operations, and the submission of surveillance summary reports.
- Researches, evaluates and recommends new intelligence methods, investigation and enforcement strategies and identifies research needs and parameters on emerging compliance and enforcement topics (e.g., aboriginal law, jurisdictional legislation differences, and policy and agreements from other jurisdictions that affect operational enforcement and the enforcement program).
- Develops innovative methods and strategies for gathering and securing evidence, including electronic evidence; determines resource requirements, decides whether other agencies should be involved, and reviews alternatives for dealing with the potential offences (e.g., cases may involve violations of several Provincial and Federal statutes including the Criminal Code).
- Develops sources of information within industry, First Nations communities, public associations, citizens and government agencies to identify individual/groups regarding environmental non-compliances and violations. This includes the cultivation of persons as informants and confidential informants, and ensures that all precautions and standards are met in order to protect the privacy of, the safety of, and charter rights of all persons who provide assistance and confidential information to investigators. This work carries a high consequence of error.
- Develops and conducts post investigative and project reviews to analyze the outcomes, successes, and failures of major investigations and projects conducted in the province. Makes recommendations for amendments to investigative standards and practises, policy, procedure, and legislation as a result.
- Through intelligence analysis advises both COS and program managers of the latest trends, developments and methods in criminal and illegal activities and proposes counter measures to improve compliance and enforcement activities. This information is used by managers to keep up-to-date on situations to assist them in improving their effectiveness.
- Performs enforcement intervention when required. This may include the planned or impromptu stopping, detaining, and/or arresting of persons engaged in illegal activity. This may also include the requirement to use physical force against a person in order to detain and/or take violators into custody, ensuring that all persons who are detained or arrested have their rights under the Charter of Rights and Freedom Act protected. This work carries a high consequence of error.

Legal Administration

- Plans, prepares, makes applications for, and executes Search Warrants. This work includes the allocation of resources, the assignment of roles and responsibilities, the standards for collection of evidence and reporting back by participants; communication plans; safety plans; emergency procedures. Reviews search warrant applications by peers and for general duty staff – provides expert advice in the preparation of Search Warrants and other legal processes. This work carries a high consequence of error.

- Evaluates evidence to determine the significance of non-compliance from the perspective of economic, public safety, environmental, conservation and public interest, and makes recommendations regarding approaches to resolve the non-compliance which can include mitigation/remediation, education, voluntary compliance, administrative penalties, stop work orders, or prosecutions.
- Prepares detailed reports making recommendations to management, Crown Counsel, and other government agencies regarding responses to resolve non-compliance, mitigate human health, safety and environmental/conservation impacts, and satisfy public interest.
- Advises and assists Crown Counsel in carrying out prosecution actions, including familiarizing Counsel with applicable law and investigative techniques, reviewing evidence, explaining the relevance of the evidence to crown, and providing file coordination expertise during court proceedings.
- Attends criminal court hearings to present evidence as a professional witness; or as file coordinator who provides assistance to crown counsel in the prosecution of case in court. Acts as prosecutor and presents evidence in court as a crown prosecutor in provincial traffic court in environmental ticket matters.

Training and Development

- Develops and provides training to staff (i.e. investigative techniques, search warrant drafting and application process, major case file management, fire cause determination, investigational standards, the development of confidential sources, legislation, policy and procedure, and specialised equipment).
- Mentors and assists staff at all levels including peer review of work, development and evaluation of investigative plans and approval of investigative documents, including operational plans for investigations, surveillance, execution of search warrants, controlled alien species responses; predator attack team responses.

Stakeholder Relations and Communications

- Develops and negotiates MOU's, enforcement protocols, joint forces operations, work plans and directs COS staff involvement to create effective partnerships with other agencies and stakeholders.
- Under emergent conditions, issues information bulletins, provides information to the media, and respond to media inquiries.
- Maintains positive relationships with internal/external stakeholders (i.e. police, justice system authorities) and other agencies fundamental to program success.
- Educates industry, government agencies and the public about legislation, and policy and procedures regarding compliance.
- Represents the COS on inter-agency, inter-Ministry, interprovincial and international working groups and committees such as the Provincial File Coordinator's Committee (BC); and the Western States (Hazardous Waste) Project (Western US and Canada).

Administration

- Develops, implements, interprets, and monitors COS operational policy and procedure on a provincial level, and identifies systemic issues within the COS, Ministry of Environment, and recommends legislative, policy and procedural solutions and improvements.
- Reviews estimated cost benefit analysis of projects/investigations and makes operational decisions on risk tolerance (i.e. whether or not to proceed with or continue an investigation). Accounts for and

tracks activities and expenditures for major investigations and projects. Manages operational budgets and approves investigational expenditures and staff overtime. Conducts fiscal analysis and forecasting for major investigations and projects.

- Prepares and/or negotiates contracts and authorizes payment. (e.g., contracts for analysts, expert witnesses, consultants).
- Researches and presents investigative reports and briefings to senior management on current law enforcement issues and programs and their social/economic impacts at regional and provincial levels.
- Prepares Directors and Minister's briefing notes and letters for Inspectors and the Superintendent, Provincial Investigations approval.
- Prepares Information Bulletins for release to the public and responds to inquiries. May issue information bulletins, provide information to the media, and respond to media inquiries.
- Ensures the appropriate and responsible use of tools (e.g., fire arms) when responding to human/wildlife conflicts.
- Responds to Conservation Officer field duties, and/or assisting in human-wildlife conflict situations. This may include the use of a wide range of field equipment and wildlife control equipment, including: ATV, boats, snowmobiles, trucks, trailers, and wildlife traps.

JOB REQUIREMENTS

- Diploma, certification or equivalent in a related discipline such as administrative law, investigation and enforcement, or criminology. Candidates who do not have the educational requirement may be considered if they possess extensive law enforcement work experience in a related field, such as policing or environmental law enforcement.
- Five years of related work experience including experience with municipal, provincial or federal agency involving the development and implementation of compliance strategies, and conducting inspections to monitor regulatory compliance and/or resolving issues of non-compliance with statutes, regulations and standards.
- Experience conducting inspections to monitor compliance and demonstrated experience conducting complex criminal investigations and taking enforcement action.
- Satisfactory background and security screening to qualify as a Special Provincial Constable.
- Valid B.C. driver's licence.
- Travel required

Required knowledge and skills:

- Thorough knowledge and understanding of legislation, law enforcement and compliance practices, and legal requirements, including: rules of evidence; lawful searches, seizures, inspections, and arrest; court procedures; overt and covert investigation methods; forensic evidence collection techniques, confidential source development and handling,
- Extensive knowledge of computer operations, data base applications and operational practices to access computerized systems and manipulate data.

Date: Oct 29, 2012

- Demonstrated expertise in the collection and preservation of a wide range of evidence types, in adherence to standards set out in the Canada Evidence Act, and other standards for the lawful collection of evidence.
- Proficiency in use of firearms, defensive tactics and surveillance equipment.
- Specialized expertise in major case management standards, digital evidence management, standards and practises for submission of electronic disclosure and electronic reports to crown counsel.

TITLE: DETECTIVE SERGEANT, SPECIAL INVESTIGATIONS UNIT **CLASSIFICATION:** CONSERVATION OFFICER 24

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: INSPECTOR, INTELLIGENCE AND SPECIAL INVESTIGATIONS UNITS, PROVINCIAL INVESTIGATIONS

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

This position oversees, monitors, and evaluates the field component and all aspects of covert operations and investigations within the province. This position provides expert authoritative technical, legal, policy and procedural advice to ministry staff, and other provincial, federal and international compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations and human/wildlife conflicts.

ACCOUNTABILITIES

- Advises ministry staff and other compliance and enforcement agencies on matters dealing with specialized investigational techniques used to ensure compliance and obtain evidence of violations of environmental regulations.
- Supervises and directs the implementation of Special Investigation projects throughout the province.
- Develops and negotiates MOU's, enforcement protocols, joint forces operations, work plans and directs COS staff involvement to create effective partnerships with other agencies and stakeholders.
- Manages operational budgets and approves investigational expenditures and staff overtime. Conducts fiscal analysis and forecasting for Special Investigations Unit operations.
- Develops and assigns staff to assist in development of undercover operational plans. Approves plans, evaluates effectiveness and develops methods to improve outcomes. Provides input and approves to compliance reports and summaries from subordinate staff.
- Participates in the development and approval of strategies and action plans to resolve non-compliances identified at a sector or industry level.
- Interprets legislation, case law, policy and procedures to provide advice to COS staff, and other government agencies.
- Develops and implements strategies to address human resource and staffing needs for all undercover operations in the province.
- Evaluates COS undercover operations effectiveness to ensure statutory and procedural adherence. Manages, inspects and monitors COS equipment, assets and facilities to ensure ministry/program standards are met.

Date: Oct 29, 2012

- Develops and provides training to staff (i.e. undercover investigative techniques, search warrant drafting and application process, major case file management, development of confidential sources, legislation, policy and procedure, and specialised equipment)
- Maintains extensive knowledge of computer operations, data base applications and operational practices to access computerized systems and manipulate data.
- Directs investigative teams involved in complex covert investigations and implements changes to investigational techniques. Interprets evidence and develops appropriate responses to correct non-compliance.
- Participates as a covert operative in short term and long-term covert investigations within the province, and other jurisdictions provincially, inter-provincially and internationally.
- Designs specialized undercover investigative techniques, undercover scenarios, and specialized enforcement operations.
- Liaison with Provincial and Federal Crown prosecutors.
- Maintain proficiency in use of firearms, defensive tactics and surveillance equipment. Maintains proficiency in the operation and use of all COS equipment and instruments, often in adverse conditions.
- Ensures the appropriate and responsible use of tools (e.g., fire arms) when engaged in daily duties.
- Identifies and develops candidates for the undercover program.
- Works with, counsels and mentors sub-ordinate staff to develop personal performance planning and technical competency in undercover operations and other investigational techniques
- Is responsible for providing direction, accountability and safety of undercover operators working in the field.
- Maintains a thorough knowledge and understanding of legislation, law enforcement and compliance practices, and legal requirements including; (rules of evidence, lawful searches, seizures, inspections, arrest, court procedures, overt and covert investigation methods, forensic evidence collection techniques, confidential source development and handling, preparing related legal documents, recommend charges and provide professional testimony in court (e.g., covert techniques, trends in criminal activity as they pertain to environmental issues).
- Advises and assists Crown Counsel in carrying out prosecution actions, including familiarizing Counsel with applicable law and investigative techniques, reviewing evidence, explaining the relevance of the evidence to crown, and providing file coordination expertise during court proceedings.
- Develops, implements, interprets and monitors COS operational policy and procedure on a provincial level.
- Participates in the development and approval of strategies and action plans to resolve non-compliances identified at a sector or industry level.
- Plans, prepares, makes applications for, and executes Search Warrants. This work includes the allocation of resources, the assignment of roles and responsibilities, the standards for collection of evidence and reporting back by participants; communication plans; safety plans; emergency procedures. Reviews search warrant applications by peers and for general duty staff – provides expert advice in the preparation of Search Warrants and other legal processes. This work carries a high consequence of error.

Date: Oct 29, 2012

- Reviews estimated cost benefit analysis of projects/investigations and makes operational decisions on risk tolerance (i.e. whether or not to proceed with or continue an investigation). Accounts for and tracks activities and expenditures for major investigations and projects. Manages operational budgets and approves investigational expenditures and staff overtime. Conducts fiscal analysis and forecasting for major investigations and projects.
- Develops and manages numerous operational budgets and monitors and approves investigational expenditures, approves staff overtime and has full spending authority within approved operational plans.

JOB REQUIREMENTS

- Bachelor's degree or technical diploma from a recognized post-secondary program in Natural Resources Law Enforcement, Natural Resources Management (e.g. fisheries, wildlife, forestry, parks, environmental sciences), Police Sciences or Criminology.
- Completion of an accredited and recognized undercover operator's course.
- 5 years related work experience including experience with municipal, provincial or federal agency involving the development and implementation of compliance strategies, and conducting inspections to monitor regulatory compliance and/or resolving issues of non-compliance with statutes, regulations and standards,
- Minimum of 2 years experience conducting complex investigations including direct involvement in undercover operations.

BEHAVIOURAL COMPETENCIES

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Date: Oct 29, 2012

TITLE: SERGEANT

CLASSIFICATION: CONSERVATION OFFICER 27

MINISTRY: ENVIRONMENT

UNIT: CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: INSPECTOR

JOB OVERVIEW

By providing professional law enforcement services, the Conservation Officer Service and its Officers ensure that the public confidence in the protection and preservation of our environment and natural resources are kept. These Officers represent the Government of BC in dealing with the public and media.

The Sergeant manages the COS program at the field level to ensure that service plan and zone work plan objectives, policies, procedures, and legal requirements are met. The role supervises a staff of uniformed Conservation Officers, some in remote locations, to address regulatory and criminal non-compliance issues and to mitigate/remediate impacts upon human health/safety and the environment.

ACCOUNTABILITIES

Investigations and Law Enforcement

- Leads, coordinates, supervises and/or trains investigative teams in the conduct of large, complex criminal and environmental investigations and/or incidents, including: the international trafficking in wildlife and wildlife parts, forest crimes (theft/arson); human-wildlife predator attacks; controlled alien species, pollution, fish and wildlife habitat destruction and water quality protection.
- Regularly conducts vehicle and vessel stops resulting in the detainment and/or arresting of persons engaged in illegal activity. This may include the requirement to use physical force, including deadly force, against a person in order to detain and/or take violators into custody, ensuring that all persons who are detained or arrested have their rights under the Charter of Rights and Freedom Act protected.
- Regularly uses firearms or complex trapping techniques to destroy wildlife that poses a threat to public safety. Firearms are often used in urban areas, under highly stressful situations.
- Plans, leads, and directs joint agency investigations, targeted enforcement blitzes and projects based on intelligence, crime statistics or emerging trends.
- Plans, participates in, and supervises surveillance operations. Oversees the work of surveillance teams.
- Ensures staff members meet the safety standards and the current investigational standards and practises for police and law enforcement officers.
- Reviews, modifies, and approves investigative strategies for major investigations involving other governments, crown corporations, First Nations and those involving significant environmental or human health impacts.
- Plans, prepares, makes applications for, and executes Search Warrants. This work includes the allocation of resources, the assignment of roles and responsibilities. Then ensures evidence collection, handling and exhibit management all meet the legal requirements.

- Evaluates evidence to determine the significance of non-compliance from the perspective of economic, public safety, environmental, conservation and public interest, and makes recommendations regarding approaches to resolve the non-compliance which can include mitigation/remediation, education, voluntary compliance, administrative penalties, stop work orders, or prosecutions.
- Conducts duties associated to covert operations, compliance inspections, and undertakes enforcement duties pursuant to the Criminal Code of Canada in accordance with CO Service policies and procedures.
- Directs investigative teams involved in complex investigations and implements changes to investigational techniques to meet dynamic and changing conditions. Recommends and implements specialized investigative techniques and enforcement operations for approval of the Inspector.
- Acts as a prosecutor for Provincial Violation Tickets and as an agent of Crown Counsel; responsible for legal and administrative proceedings, such as negotiating plea agreements, sentencing orders (i.e., release conditions) and entering stays of proceedings. At times assists Crown Counsel during prosecutions and provides advice and guidance during proceedings.
- Appears as a witness and gives evidence during trails or other hearings.
- Resolves administrative and legal issues by providing interpretation and advice to staff across the resource ministries regarding legislation, case law, policy and procedures.
- Reviews and approves files and legal reports to ensure completeness and confirm investigative techniques and approaches are appropriate, lawful, and within policy and procedures of the ministry. Involves and liaises with Crown Counsel within this capacity.
- Responsible for ensuring alternative justice options are considered and used as appropriate (i.e., restorative justice, civil forfeiture).
- Develops sources of information within industry, First Nations communities, public associations, citizens and government agencies to identify individual/groups regarding environmental non-compliances and violations. This includes the cultivation of persons as informants and confidential informants, and ensures that all precautions and standards are met in order to protect the privacy of, the safety of, and Charter rights of all persons who provide assistance and confidential information to investigators. This work carries a high consequence of error.

Program Management

- Establishes work priorities (a work plan) for multiple offices, including: inspectional services for multi ministries, targeted enforcement operations, investigations, human-wildlife conflict reduction and public education and outreach in accordance with multiple service plans. The work plan is then approved by an Inspector.
- Develops strategies and evaluates trends to improve productivity and effectiveness of the program related to compliance assessment activities, enforcement actions, and human/wildlife conflicts.
- Meets as required with partner agencies to review and assess the effectiveness of protocol agreements and MOU's. Such as: the RCMP, DFO and the BC Coroners Service.
- Conducts work place risk assessments and monitors worker safety to ensure compliance with related policy and procedures.
- Leads and directs activities of two to nine subordinate staff, and provides functional direction to administrative support staff, within a zone (two to four office locations). Works directly with staff to

develop employee performance and development plans and evaluates staff performance, against professional standards (e.g., Police Act, Code of Conduct), as well as performance requirements.

- Participate on hiring panels, and assists with recruitment and deployment of staff.
- Monitors and evaluates implementation of zone work plans and makes necessary changes on an ongoing basis to reflect changing priorities and work load pressures.
- Contributes to the development of the CO Service's Service Plan and is responsible for the implementation of the Service Plan for the zone.

Emergency and Incident Response

- Provides first responder and other assistance to the general public, other provincial and federal government agencies and ministries, and the police in accordance with COS policies and procedures.
- As the primary responder to incidents (e.g., human/wildlife conflicts) directs RCMP/local police and other emergency response personnel in responding to the situation as the lead and expert. Wildlife attacks on humans often involve grievous injuries or death.
- Responds to environmental emergencies and provides assistance to the Provincial Emergency Program in search and rescue operations.
- As a Special Provincial Constable, may be called upon to provide policing services as a primary/first responder.
- Ensures and evaluates that the appropriate and responsible use of tools (e.g., fire arms) are deployed when responding to human/wildlife conflicts.
- Evaluates information on specific human/wildlife conflicts, implements appropriate action, and identifies and field tests new techniques and approaches for consideration for regional/provincial application.

Stakeholder Relations and Training

- Plans, negotiates, and implements MOUs and service agreements with First Nations and other levels of government and jurisdictions to deliver compliance, enforcement and public safety services.
- Represents the CO Service on various working groups such as: Public Safety Committees, Boating Safety Working Groups, Resource Regulation Reform Panels and Land Use Planning Committees.
- Develops partnerships with industry, public associations, and government agencies to establish innovative compliance approaches, enhance policies and procedures, and increase social awareness. Provides expert subject-area training (e.g., human-wildlife conflict, environmental law enforcement), advice and legal interpretation to other officers, Ministry and provincial staff, other law enforcement agencies, and external organizations.
- Attends and may present at national and international conferences.
- Informs and educates industry, government agencies and the public about environmental legislation, case law, and policies/procedures to promote compliance activities.
- Often acts as the face of government within the communities they service. Sergeants represent multiple Ministries across a broad spectrum of issues within the natural resource sector.

  Conducts media interviews for print, radio and television related to CO Service, the environment and issues within the natural resource sector.

Administrative Responsibilities

- Writes, reviews, or provides input to compliance reports, investigative reports, or operational policy and procedure either independently or as part of a ministry or inter-agency team.
- Responsible for the management of a zone budget (i.e., local budget) and assets that includes multiple offices, facilities, and capital assets.
- Manages leave liability and approves overtime for staff.
- Negotiates and manages contracts, including sign off for payment.
- Responsible for COORS data entry/integrity and associated Ministry data entry and recording and tracking information associated with performance measures.
- Responsible for scheduling own work hours based on provincial, regional and local operational requirements in order to ensure public safety expectations are met.
- Responsible for government assets such as office buildings, vehicles, vessels and off-road equipment.
- Prepares information notes, public notices, briefing and decision notes for the COS, drafts letters for manager's/Minister's signature.

JOB REQUIREMENTS

- University degree or technical diploma from a recognized program in environmental law enforcement or renewable resources management.
- Five years of related work experience in the field of compliance or enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (e.g., issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions); including two years of supervision experience within a large geographically dispersed organization while planning, organizing, directing, monitoring and evaluating programs and human resources, or
- Seven years of related work experience in the field of compliance and enforcement of environmental statutes, regulations, and standards conducting: inspections to monitor compliance; investigations of non-compliance; and enforcement actions (e.g. Issuance of warnings or tickets, recommendations of charges and/or administrative penalties or sanctions), or
- An equivalent combination of education and related experience.
- Higher level of legal knowledge (greater range of acts and regulations than others), higher level of accountability than other law enforcement officers – police in the backcountry; take initial action through to courts – cradle to grave.
- Thorough knowledge of provincial and federal environmental/natural resources legislation, principles of compliance and enforcement including but not limited to forensics, court processes and procedures, and arrest, compliance and enforcement and the development of compliance strategies, Criminal Justice System, procedures and case law and investigative techniques including collection of evidence, search and seizure, surveillance, preparation of Report to Crown Counsel.
- Knowledge of the fundamentals of supervision, inspection and audit techniques, and project management principles and techniques.
- General knowledge of environmental values and issues within British Columbia.

Date: Oct 29, 2012

- Must pass qualifications, some of them annual, regarding: use of force, defensive tactics, firearms, emergency vehicle operation and legal articulation.

BEHAVIOURAL COMPETENCIES

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Date: Oct 29, 2012

TITLE: SGT. STAFF DEVELOPMENT, TRAINING AND RECRUITMENT **CLASSIFICATION:** CONSERVATION OFFICER 21

MINISTRY: ENVIRONMENT **WORK UNIT:** CONSERVATION OFFICER SERVICE

SUPERVISOR TITLE: MANAGER - STAFF DEVELOPMENT, TRAINING AND RECRUITMENT

JOB OVERVIEW

The Conservation Officer Service and its Officers ensure the public confidence in the protection and preservation of our environment and natural resources.

This position assists the Manager, Staff Development, Training and Recruitment in leading the development, evaluation, standardization and implementation of province-wide strategic training plans and programs to ensure staff receives optimum technical and general management skills training. Responsible for the cost effective, consistent application of standards, policies, and procedures at all program/sector service delivery locations across the province. This position also assists in supporting learning to ensure that staff is provided the best opportunity to develop compliance and enforcement skills and enhance career development.

ACCOUNTABILITIES

Training

- Implements educational opportunities by teaching unique and scientific subject matter through a variety of adult teaching principles which include theoretical lectures, facilitation techniques, reality based training and demonstration and performance.
- Reviews operational training programs and evaluates the impact of training courses on performance standards, staff competence and succession planning objectives. Assesses the validity of certification standards and instructors' qualifications. Conducts training and development needs analysis with subject matter experts.
- Develops training implementation plans, including preparing cost estimates.
- Uses a range of analytical tools, such as needs and/or gap analysis, statistical and cost benefit analysis to analyse existing or proposed legislation, policy, programs, and business requirements and identify related operational training and budgetary implications.
- Conducts research and analysis for the development and establishment of training standards, lesson plans, equipment requirements and training venues aligned with occupational health and safety standards.
- Supports the implementation, delivery and evaluation of current training and staff development programs and identifies technical knowledge, skills and abilities required by staff to perform current functions. Tracks results of delivery, maintain records management, and reports information accordingly.

- Develops and delivers specialized instructor training programs and “train the trainer” sessions. Provides technical advice and guidance to staff interested in instructor certification, training requirements and schedules.
- Develops and implements evaluation plans, standards, research methodologies, and data analysis related to improving career progression and succession planning.
- Conducts on site course and modular evaluations, and in collaboration with subject matter experts, revises instructional materials to meet changing group and individual needs; identifies appropriate learning activities and priorities arising from program reviews.
- Conducts statistical analyses of training data and certification records, provides summary reports of emerging issues, and makes recommendations to COS executive regarding training standards, policy and procedures, and the annual training plan and budget.
- Provides leadership and supervises multi-discipline in-service instructor cadres, providing instructor development feedback and supervisory performance updates.
- Leads project teams of professional staff, prepares project plans and advises on budgetary implications for the on-going development, implementation and evaluation of provincial curricula.
- Responsible for on-site or the delegation of on-site course coordination to ensure adherence to course training standards and the supervision of attendees, including Work Safe BC investigations and disciplinary incidents.
- Plans and delivers formal presentations and training seminars to a variety of external stakeholders and internal personnel.
- Manages training delivery contracts including contract negotiation, selection, procurement, and administration. Ensures that contracted training providers adhere to formally developed training standards and contract deliverables; conducts audits of training sessions.
- Schedules and coordinates of training sessions and programs; determines and coordinates individualized training courses for new conservation officers and incumbents.
- Establishes and maintains a training resource centre by updating manuals, retaining master copies of course material and cataloguing visual aids and technical reference materials.

Recruitment

- Participates in the review of the COS recruitment process and provides recommendations for improvement. Participates in the competition process, coordinates assessments, and coordinates provision of equipment, uniforms and associated documentation for new members.
- Consults with and provides direction to appropriate post secondary education facility officials regarding the current hiring and skill set criteria success of graduating students within the organization.
- Represents the program on multi-agency academic advisory boards at colleges and college-universities at resource enforcement officer association meetings.
- Represents the Ministry in inter-agency, inter-provincial and international committees, working groups and panels.

Administration and Other Related Duties

- Testifies in judicial and quasi judicial hearings and undergoes cross-examination under oath regarding training received by conservation officers.

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- Provides expertise on interpretation and application of related policy, legislation and program directives.
- Develops and enhances publications by writing and editing materials, determining layout, style, organization and distribution methods.
- Develops and maintains effective and cooperative working relationships with internal and external stakeholders, businesses and relevant provincial, municipal and federal government partners.

JOB REQUIREMENTS

- University degree, from a recognized university in a related discipline (e.g., environmental education, law, justice programs, adult education, natural resource or environmental management) and a minimum of two years related law enforcement experience including experience in coordination training programs; or a two year diploma in natural resource management program and five years related law enforcement experience including experience in coordinating training programs.
- Knowledge of adult education principles, concepts, methodologies and techniques, curriculum design and evaluation.
- Knowledge of provincial and federal environmental/natural resources legislation and resource management, compliance and enforcement regimes and activities, and principles of law enforcement.
- Working knowledge of business planning, and budget and contract management.
- Experience developing and evaluating standards-based curriculum.
- Experience in planning, developing and implementing training and professional development initiatives.
- Experience in leading and facilitating project teams and in working with multiple stakeholders to deliver a product, program, or service.
- Demonstrated oral and interpersonal communications skills including presentation skills.
- Successful completion of security screening requirements of the BC Public Service, which may include a criminal records check, and/or Criminal Records Review Act (CRRA) check, and/or enhanced security screening checks as required by the ministry**.**
- Ability to use police use of force options (e.g., issued firearms, OC spray, police baton etc.) safely.
- Ability to work independently without supervision.
- Able to attain Special Provincial Constable status.
- Successful completion of PARE or POPAT.
- Proof of a valid Occupational First Aid certificate (OFA) level 1 or equivalent.

BEHAVIOURAL COMPETENCIES:

- **Conceptual Thinking** is the ability to identify patterns or connections between situations that are not obviously related, and to identify key or underlying issues in complex situations. It includes using creative, conceptual or inductive reasoning or thought processes that are not necessarily categorized by linear thinking.

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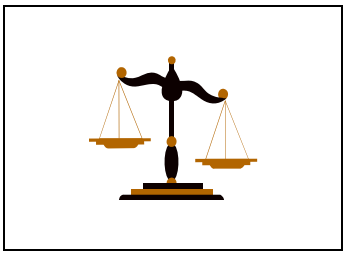
- **Expertise** includes the motivation to expand and use technical knowledge or to distribute work-related information to others.
- **Planning, Organizing and Coordinating** involves proactively planning, establishing priorities and allocating resources. It is expressed by developing and implementing increasingly complex plans. It also involves monitoring and adjusting work to accomplish goals and deliver to the organization's mandate
- **Managing Organizational Resources** is the ability to understand and effectively manage organizational resources (e.g. People, materials, assets, budgets). This is demonstrated through measurement, planning and control of resources to maximize results. It requires an evaluation of qualitative (e.g., client satisfaction) and quantitative (e.g., service costs) needs.
- **Commitment to Continuous Learning** involves a commitment to think about the ongoing and evolving needs of the organization and to learn how new and different solutions can be utilized to ensure success and move the organization forward. (Staff Development Plan via the Strategic Training Plan)
- **Analytical Thinking** is the understanding of a situation by breaking it apart into smaller pieces, or tracing the implications of a situation in a step-by-step way. Analytical Thinking includes organizing the parts of a problem, situation, etc., in a systematic way; making systematic comparisons of different features or aspects; setting priorities on a rational basis; identifying time sequences, causal relationships or If–Then relationships.
- **Leadership** implies a desire to lead others including diverse teams. Leadership is generally, but certainly not always, shown from a position of formal authority. The “team” here should be understood broadly as any group with which the person interacts regularly.
- **Developing Others** involves a genuine intent to foster the long-term learning or development of others through coaching, managing performance and mentoring. Its focus is on developmental intent and effect rather than on a formal role of training. For this competency to be considered, the individual’s actions should be driven by a genuine desire to develop others, rather than by a need to transfer adequate skills to complete tasks.



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	930 - 973
REASON FOR REMOVAL:	Sections 13, 15(1)(a), 17(1)(c) and/or 22

Conservation Officer Service

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BRITISH COLUMBIA
BC Public Service

Where ideas work

[illegible] – Background

- Is a common plan for all BCGEU job families
- Evaluates: Skill, Responsibility, Effort and Working Conditions over 13 factors
- Is a pay-equity based job evaluation plan = equal pay for work of equal value
- Uses 431 benchmarks negotiated with the BCGEU

BRITISH COLUMBIA
BC Public Service

Where ideas work

[illegible] - 13 Factors

Skill	Working Conditions	Responsibility	Effort
Job Knowledge*	Surroundings	Work Assignments*	Sensory Effort/Multiple Demands
Mental Demands*	Hazards	Financial Resources	Physical Effort
Interpersonal Communications		Physical Assets/Information	
Physical Coordination & Dexterity		Human Resources	
		Well Being/Safety of Others	

BRITISH COLUMBIA
BC Public Service

Where ideas work

[illegible] Point Bands

- Point total falls within point band
- Point band has corresponding grid level
- Classifications are linked to negotiated salary levels
- Point bands are negotiated as well

PSJEP March 30, 2003	
Point Bands	**Grid Levels**
100 - 189	06
190 – 279	07
280 – 369	09
370 – 459	11
460 – 544	13
545 – 624	14
625 – 714	18
715 – 804	21
805 – 864	24
865 – 924	27
925 – 1044	30
> 1044	32

Factor 1 – Job Knowledge

- Gained through experiences, self-study, training, and education
- Does not measure formal education or credentials of an employee
- Can be gained through non work-related experiences

Factor 1 - Job Knowledge

	Understanding	Application	Example
Degree A (20 points)	Know several work tasks which require the ability to count or understand and follow basic oral instructions	Count or follow basic oral instruction or apply tasks generally learned during a short period of on-the-job-training	**Labourer**
Degree J (330 points)	Understand all related issues of a major program which requires substantial resources and provide services to most or all of all ministry, and/or is of a higher specialized nature.	Plan the program or Plan, organize, direct and evaluate the work of those involved in the program.	**Economist**

Factor 2 – Mental Demands

- Measures the judgement required to analyze, reason through and plan details of the job without recourse to supervision

functions

Factor 2 – Mental Demands

	Understanding	Application	Example
Degree A (20 points)	Judgement required to carry out specified tasks which require following schedules or routines	Tasks are specified and follow schedules or routines	**Labourer**
Degree I (300 points)	Judgement required to conduct *major* research or long term planning where past trends cannot be relied upon to: 1. develop, or develop improvements to major policies, programs, projects or services or... 2. To develop strategic policy recommendations	Generally very advanced jobs which are more than likely stand-alone specialists. Developing major strategic policy, programs, projects, services	**Economist**

Factor 3 – Work Assignments

- Measures the relative importance of the application of knowledge and skills, and the freedom to act

Factor 3 – Work Assignments

	Understanding	Application	Example
	Work is guided by set routines	Immediate impact - affects program delivery by performing straightforward operational or administrative tasks primarily within one functional area	
Degree A (15 points)			**File Clerk**
Degree H (220 points)	Work is guided by Ministry goals and objectives	Broad, long term impacts; internal and external	**Economist**

Questions?

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BC Public Service

Where ideas work

PUBLIC SERVICEJOB EVALUATION PLAN FACTORS

Skills

Factor 1 – Job Knowledge

Measures the amount of information and understanding necessary to perform the duties of the job. This knowledge can be obtained through any combination of related education, training, experiences, or self study.

Factor 2 – Mental Demands

Measures the understanding, ingenuity, and judgment required to analyze, visualize, reason through and plan the details of the job without recourse to supervision.

Factor 3 – Interpersonal Communications Skills

Measures the level of skill necessary to communicate with others in person and by telephone, to perform the duties of the job. Others may include staff, members of other organizations, clients, patients, inmates, and the general public.

Responsibility

Factor 4 – Physical Coordination and Dexterity

Measures the physical ability and dexterity to perform the duties of the job.

Factor 5 – Work Assignments

Measures the relative importance of the job's requirement for the application of knowledge and skills, and the freedom to act to carry out the most representative duties of the job without recourse to supervision.

Factor 6 – Financial Resources

Measures the responsibility and/or accountability for financial resources owned or controlled by the Province. This responsibility can be formally assigned to, or effectively required of the job.

Factor 7 – Physical Assets/Information

Measures the responsibility for the car, maintenance, protection, and management of physical assets or information as required by the duties of the job. Physical assets or information can be either owned or controlled by the Province.

Factor 8 – Human Resources

Measures the formal responsibility to train, coordinate, direct, or supervise workers as required by the duties of the job. Workers may include regular, auxiliary, full time and part time staff, volunteers, students, patient workers, inmate workers, and client workers.

Factor 9 – Well Being/Safety

Measures the responsibility for the physical, emotional, or social well-being and/or safety of others as required by the duties of the job. Others include staff, co-workers, clients, patients, other workers, volunteers, the general public, etc.

Effort

Factor 10 – Sensory Effort/Multiple Demands

Measures the sensory concentration, attention to detail, sensory awareness and multiple demands required to perform the duties of the job.

Factor 11 – Physical Effort

Measures the muscular exertion required to perform the duties of the job.

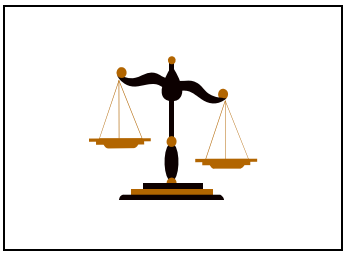
Working Conditions

Factor 12 – Surroundings

Measures the kind of disagreeable elements and social interaction under which the job duties are performed, excluding hazards, and the extent to which these conditions make the job environment unpleasant from the employee's standpoint.

Factor 13 – Hazards

Measures the kinds of hazards to which the worker is exposed in performing the duties of the job, which may contribute, to emotional and/or physical illness, injury, disease, and/or disability.



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NUMBER OF PAGES:	987 - 991
REASON FOR REMOVAL:	Section 15(1)(a)

Job Title:	**Conservation Officer**	Current Class:	Conservation Officer 21
Ministry:	Environment	Approved Class:	Conservation Officer 24
Location:	Various	Total Points:	810
Evaluator:	Samantha Martin	Date:	September 18, 2012

Evaluation Summary:

Factor	Rating	Points
Job Knowledge	G	250
Mental Demands	G	200
Interpersonal Communication	D	45
Physical Coordination/Dexterity	D	22.5
Work Assignments	E	120
Financial Resources	D	22.5
Physical Assets/Information	E	33
Human Resources	CD	14
Well-Being/Safety	E	40
Sensory Effort/Multiple Demands	C	12
Physical Effort	F	30
Surroundings	D	9
Hazards	E	12
Total Points		**810**

Point band range: 805 – 864 = Grid 24

Factor 1	**Job Knowledge**	**Rating**	**G**	**Points**	**250**

The Conservation Officer understands and applies the principles of environmental law enforcement to analyze and diagnose cases of alleged, suspected and known violations of legislation; interpret evidence, legislation, regulations, and case law; and apply best practices and CO Service standards to ensure prosecution success.

Stronger than BM366, Investigative Officer (Civil) (Degree F) - The Conservation Officer is stronger than the Investigative Officer because the investigations conducted by the CO cover a much wider range of statues and regulations, including the federal Criminal Code. The knowledge required to undertake these investigations includes a deeper understanding of law – case, environmental, criminal, civil, and administrative – to analyze situations and evidence, diagnose the issue(s) and determine what statutes has been contravened, interpret legislation and case law to determine the appropriate course of action (further investigation needed, criminal court proceedings), and apply the standards of the CO Service and other entities (e.g., Special Provincial Constable status) to provide environmental law enforcement services for the Province.

Similar to BM274, District Conservation Officer (Degree G) - The Conservation Officer is similar to the District Conservation Officer as both positions investigate violations of legislation and regulations, gather evidence and prepare reports for Crown Counsel.

Weaker than BM270, Senior Conservation Officer (Degree H) - The Senior Conservation Officer Benchmark is stronger than the topic position because of its responsibility to develop and supervise the delivery of the sub-region conservation program, and manage and direct the work of a geographically-dispersed team of Conservation Officers. The benchmark also prepares an annual work plan for the sub-region, develops the budget estimates for the sub-region, monitors district expenditures, and ensures that conservation officers are trained in all aspects of their duties. The Conservation Officer is responsible for his/her own work plans at the zone level that is prepared using the sub-region annual plan as a framework and guide. They will provide guidance, mentorship, and direction to less experience Conservation Officers in the field.

Weaker than BM347, Environmental Management Analyst (Degree H) - This benchmark is stronger than the Conservation Officer based on its responsibility for developing plans and strategies for the prevention of industrial pollution, which requires the application of theoretical knowledge of the impacts of various pollutants (and combinations thereof) on the environment, ecosystems, and human health. The work of the Conservation Officer does not require the same type or degree of knowledge in order to make predictions on the consequences of industrial pollution; there is a requirement to understand the consequences as they occur, but this does not require an understanding of theoretical concepts.

Factor 2	Mental Demands	Rating	G	Points	200

The Conservation Officer prepares investigations and compliance plans and will modify or alter approaches and methods to investigations and cases in response to new evidence and/or changing priorities.

Stronger than BM366, Investigative Officer (Civil) (Degree E) – The Investigative Officer (Civil) is not as strong as the Conservation Officer due to the nature of its investigations. These investigations focus on violations of administrative legislation and regulations related to income assistance, where the most common violation is fraud. Unlike the Conservation Officer, the cases and methods used do not vary greatly from one to the next, and the balance of probability test is used for these civil court cases, which is a less stringent test than the “beyond reasonable doubt” test required of the cases led by the Conservation Officer.

Stronger than BM274, District Conservation Officer (Degree F) – The Conservation Officer is stronger than the benchmark because of the expectation that it is planning and carrying out its work without review and approval by its supervisor the Sergeant. The benchmark prepares an annual district compliance plan which is reviewed and approved by the Senior Conservation Officer (BM270) for alignment with regional plan and priorities.

Similar to BM270, Senior Conservation Officer (Degree G) – The Conservation Officer is similar to the Senior Conservation Officer benchmark as both roles are responsible for planning and carrying out their work, modifying approaches and methods as necessary, without recourse to their supervisors.

Weaker than BM352, Regional Habitat Section Head (Degree H) – The Regional Habitat Section Head is stronger than the topic position because a) of its role as a regional specialist in its field of habitat management, b) its responsibility for planning, organizing and evaluating the habitat management program for the region, and c) its excluded manager is responsible for multiple lines of business. In contrast, the Conservation Officer is one of many such positions in a region delivering the program, and it plans its own work but not that of the entire program for the region/sub-region as that’s the responsibility of its supervisor.

Factor 3	Interpersonal Communications	Rating	D	Points	45

The Conservation Officer uses basic counselling skills and persuasion to induce cooperation when conducting enforcement activities, taking statements from witnesses and suspects, and when dealing with others highly charged and volatile situations.

Stronger than BM175, Receptionist (Degree C) - Discretion required to exchange information needing an explanation of procedures and practices in a youth containment centre with angry and upset parents and guardians, to remove tension from the situation.

Similar to BM274, District Conservation Officer (Degree D) - Persuasion required to use basic counselling skills to act in enforcement capacity, interview and take statements from witnesses and suspects and deal with incidents on antagonism.

Weaker than BM059, Child Protection Worker (Degree E) - Influence and formal counselling skills required to provide therapy to families and children in neglect or abuse situations and to intervene and remove children from homes where the parties are not cooperative.

Factor 4	Physical Coordination & Dexterity	Rating	D	Points	22.5

The work of the CO requires significant physical coordination to use fire arms to tranquilize animals and potentially against people.

Stronger than BM366, Investigative Officer (Civil) (Degree C) - Moderate coordination and dexterity required to drive vehicle to gather information/evidence, interview clients and attend court.

Similar to BM274, District Conservation Officer (Degree D) - Significant coordination and dexterity required to operate boats through/around river rapids.

Weaker than BM045, Speech Therapist (Degree E) - High level of coordination and dexterity required to communicate using sign language with persons who have speech disorders.

Benchmarks rated at Degree E require a greater amount of hand-eye coordination (e.g., piloting an air craft, where eyes, hands and feet must all be in sync) or dexterity (e.g., sign language, where hand and finger dexterity is key to communicating the correct information or message). The act of aiming and firing a fire arm requires hand-eye-body coordination to ensure an accurate shot; however, it does not require the same precise movements and coordination as contemplated at Degree E on this factor.

The Conservation Officer was one of the original jobs that were used to build PSJEP. An intense and thorough review was conducted at the time (c. mid-1990s) by the Employer and the BCGEU. Conservation Officers were interviewed and job shadowed, and they completed a lengthy questionnaire to ensure the Plan measured what it was supposed to and to ensure the job was accurately rated. The Conservation Officer then became one of the first benchmarks for PSJEP. This one benchmark was replaced in 2001 by the current complement of CO Service benchmarks.

At that time, it is believed that the committee/joint working group considered the full scope of fire arm use by the Conservation Officers. The decision to focus on their use for tranquilization of animals in PSJEP is because it is the most typical situation in which fire arms are used.

Factor 5	Responsibility for Work Assignments	Rating	E (Level 5, III d)	Points	120

Guided by regional and zone work plans and CO Service standards, the Conservation Officer will apply accepted work methods in different ways to handle unusual problems. For example, when collecting evidence from a site the CO will always apply the standards for evidence collection and security, but may need to do so in different ways due to the nature of the evidence, its location, and/or the weather or weather forecast.

Stronger than BM198, Senior Park Ranger (Degree D, Level 4, III c) - Guided by general procedures or instructions, selects alternative course of action to monitor contracted services including those for interpretive

programs, maintenance and construction in parks, identify and correct safety hazards, enforce parks rules and inspect park facilities.

Similar to BM274, District Conservation Officer (Degree E, Level 5, III d) - Guided by environmental protection policies and legislation applies accepted investigational methods in a different way while independently investigating infractions.

Weaker than BM270, Senior Conservation Officer (Degree F, Level 6, IV c) - Guided by environmental enforcement policies, regional plans, guidelines and environmental laws, to plan, organize and evaluate the sub-regional environmental enforcement program.

Factor 6	Responsibility for Financial Resources	Rating	D (531 a)	Points	22.5

- Delegated spending authority up to $5000 – confirmed by finance shop as temporary for when acting for Sergeant
- Initiate and monitor service contracts and act as Qualified Receiver.

Stronger than BM426, Data Management Technician (Degree C) - Some financial responsibility to monitor and report on project contract and operating expenditures and to verify accuracy of contractors' time and expense claims.

Similar to BM274, District Conservation Officer (Degree D) - Moderate financial responsibility to hire problem wildlife contractors using standardized preapproved language.

Weaker than BM345, Project Supervisor, Construction (Degree E) - Significant financial responsibility to perform financial estimates for projects and administer a local budget.

Factor 7	Responsibility for Physical Assets / Info	Rating	E (233 f)	Points	33

Considerable responsibility to control the evidence gathering process following criminal justice standards to ensure the relevance and validity of information

Stronger than BM001, Supervisor, Property Acquisition (Degree D) - Significant responsibility to assist legal counsel in expropriations, arbitrations and litigation actions by preparing and/or reviewing legal documents for completeness and accuracy.

Similar to BM274, District Conservation Officer (Degree E) - Considerable responsibility to control the evidence gathering process following criminal justice standards to ensure the relevance and validity of information.

Weaker than BM307, Manager, Program Evaluation (Degree F) - Major level of responsibility to manage ministry program evaluation processes and establish standards for the collection and analysis of data.

Factor 8	Responsibility for Human Resources	Rating	CD	Points	14

As a lead, mentor and coach, the Conversation Officer is responsible for assigning, monitoring, and examining the work of junior staff, and providing input to the Sergeant for their performance reviews.

Factor 9	Responsibility for Well-being / Safety of Others	Rating	E	Points	40

Considerable care and attention to remove dangerous/problem wildlife from locations where they are a direct threat to the public.

Similar to BM274, District Conservation Officer (Degree E) - Considerable care and attention to remove dangerous/problem wildlife from locations where they are a direct threat to the public.

Weaker than BM270, Senior Conservation Officer (Degree F) - High level of care and attention to supervise a sub-regional program of environmental enforcement (wildlife control and industrial pollution) services for public protection.

Factor 10	Sensory Effort / Multiple Demands	Rating	C (4)	Points	12

Focused attention to detail to frequently listen and observe while conducting investigations to gather evidence.

Similar to BM274, District Conservation Officer (Degree C) - Focused attention to detail to frequently listen and observe while conducting investigations to gather evidence.

Weaker than BM085, Building Security Officer (Degree D) - Intense attention to detail to almost always visually and by hearing monitor alarm systems to respond to break-ins.

Factor 11	Physical Effort	Rating	F (20)	Points	30

Very heavy physical effort required to carry personal protective equipment (steel-toed boots, body armour, and duty belt), weighing approximately 30 pounds, almost always.

Stronger than BM274, District Conservation Officer (Degree E) - Heavy physical effort to frequently hike through bush with pack to do foot patrols.

There are no benchmarks rated at Degree F for this activity.

Factor 12	Surroundings	Rating	D (10)	Points	9

The Conservation Officers are required to work outside, in remote locations, in all weather conditions with no shelter from the elements. This occurs on a frequent basis (+20% to 70%).

- Dealing with unpredictable people 70%+ - does not occur more than 70% of the time, likely to be occasional to regular occurrence, therefore a maximum of a Degree B rating.
- Remote locations – included above
- Blood borne disease; dealing with people with contagious diseases – this falls under Factor 13 as a hazard
- Investigate maulings and attacks – horrific situations – being a first responder on accidents; attending post-mortems and autopsies – this is not included as a specific activity in Factor 12; as well, these situations would not occur on a frequent basis (i.e., exposure 15 full days per month, every month, or more than 5 hours a day, every day).

Similar to BM274, District Conservation Officer (Degree D) - Exposed frequently to all weather conditions without shelter while working in remote areas.

Weaker than BM230, Electrician (Degree E) - Exposure to the elements almost always while repairing electrical installations in all weather conditions with no available shelter where the work must be completed without interruption.

Factor 13	Hazards	Rating	E (20)	Points	12

The Conservation Officer is expected to participate in emergency rescues, as required. This occurs on an occasional basis.

Similar to BM048, Fire Fighter (Degree E) - High level of exposure to hazards from occasionally performing emergency rescues and fighting building fires.

The key to this activity is that the position is required to put itself in imminent physical danger in carrying out its responsibilities.

This activity is not intended to include or cover emergency coordination or assistance, such as in flood or wildfire evacuations, or attending motor vehicle accidents as a first responder or first-on-scene.

Job Title:	**Detective Sergeant, Intelligence Analyst**	Current Class:	Conservation Officer 24
Ministry:	Environment	Approved Class:	Conservation Officer 21
Location:	Various	Total Points:	783
Evaluator:	Samantha Martin	Date:	October 25, 2012

Evaluation Summary:

Factor	Rating	Points
Job Knowledge	G	250
Mental Demands	G	200
Interpersonal Communication	D	45
Physical Coordination/Dexterity	D	22.5
Work Assignments	E	120
Financial Resources	E	33
Physical Assets/Information	E	33
Human Resources	B	9
Well-Being/Safety	E	40
Sensory Effort/Multiple Demands	C	12
Physical Effort	C	12
Surroundings	A	2
Hazards	B	4
Total Points		**782.5**

Point band range: 715 to 804 = Grid 21

Factor 1	**Job Knowledge**	**Rating**	**G**	**Points**	**250**

The Detective Sergeant, Intelligence Analyst understands the principles of law enforcement to analyze information and data gather from a wide range of sources; diagnose information gaps; determine associations between and among subjects; interpret case law, intelligence, and situations; and apply the standards of the CO Service.

Stronger than BM325, Statistical Officer (Degree F) – The benchmark is weaker than the Detective Sergeant, Intelligence Analyst because it gathers information from known and established sources and summarizes the information, but is not required to analyze and interpret the data in order to draw conclusions and make recommendations.

Similar to BM418, Research Coordinator (Degree G) – The benchmark and the topic position are both responsible for conducting research and analysis using a diverse range of information and data sources, and for identifying trends and emerging issues and determining their implications for the province.

Weaker than BM421, Health Information Analyst (Degree H) – The benchmark is stronger than the Detective Sergeant, Intelligence Analyst because it develops analytical, statistical and predictive models and builds hypotheses and predictions on how changes in demographics and populations in the future will impact resource needs (e.g., surgical wait lists, home and community care, health procedures and physician payments for 100,000+ health care service providers). The Detective Sergeant, Intelligence Analyst analyses and interprets a

wide range of information and data to identify emerging trends and issues, but is not required to predict future potential trends for long-term (i.e., 5+ years) planning needs.

Factor 2	Mental Demands	Rating	G	Points	200

The Detective Sergeant, Intelligence Analyst uses judgement to modify methods and approaches to the collection, analysis and dissemination of intelligence in response to changes in technology, trends, and case law.

Stronger than BM366, Investigative Officer (Civil) (Degree E) – The benchmark is weaker than the topic position because it (the benchmark) the investigations do not vary greatly from each other, and so do not require different approaches to each case. More complex cases (e.g., criminal cases) are referred to a central unit.

Stronger than BM421, Health Information Analyst (Degree F) – The benchmark does not require the same degree of judgement as the topic position because changes in technology or law and legislation do not have an impact on how the data is generated, collected, as they do for the topic position.

Similar to BM270, Senior Conservation Officer (Degree G) – The benchmark is similar to the topic position as both positions have the authority to modify approaches and methods to their work without recourse to their supervisor (i.e., their Inspectors do not review their work before implementation).

Weaker than BM014, Policy Analyst (Degree H) – The benchmark is stronger than the topic position because it leads the research, analysis, development and implementation of strategic policies and legislation for significant program areas within the Ministry of Health (e.g., the Medical Services Plan). The work requires a greater degree of judgement to evaluate the programs and recommend significant changes to improve their effectiveness and efficiency.

Factor 3	Interpersonal Communications	Rating	D	Points	45

The Detective Sergeant, Intelligence Analyst uses basic negotiating skills and influence to induce cooperation from witnesses and when acting in an enforcement capacity.

Stronger than BM175, Receptionist (Degree C) – Discretion required to exchange information needing an explanation of procedures and practices in a youth containment centre with angry and upset parents and guardians, to remove tension from the situation.

Similar to BM274, District Conservation Officer (Degree D) – Persuasion required to use basic counselling skills to act in enforcement capacity, interview and take statements from witnesses and suspects and deal with incidents on antagonism.

Weaker than BM352, Regional Habitat Section Head (Degree E) – Influence and formal negotiation and counselling skills required to negotiate controversial agreements with forest company officials concerning methods of proceeding with timber harvesting with a minimum of impact to the environment.

Note:
The key to Degree E is that the party being negotiated with is not cooperative or does not have common interests.

There are no examples in the enforcement stream at Degree E. Activities at Degree D include:

a. Deal with incidents of antagonism while acting in an enforcement capacity
b. Encourage compliance while acting in enforcement capacity
c. Elicit cooperation while interviewing to gather evidence

Factor 4	Physical Coordination & Dexterity	Rating	D	Points	22.5

The Detective Sergeant, Intelligence Analyst is required to be trained in the use of fire arms, which requires significant physical coordination to use fire arms to tranquilize animals and potentially against people.

Stronger than BM366, Investigative Officer (Civil) (Degree C) – Moderate coordination and dexterity required to drive vehicle to gather information/evidence, interview clients and attend court.

Similar to BM274, District Conservation Officer (Degree D) – Significant coordination and dexterity required to operate boats through/around river rapids.

Weaker than BM045, Speech Therapist (Degree E) – High level of coordination and dexterity required to communicate using sign language with persons who have speech disorders.

Benchmarks rated at Degree E require a greater amount of hand-eye coordination (e.g., piloting an air craft, where eyes, hands and feet must all be in sync), or dexterity (e.g., sign language, where hand and finger dexterity is key to communicating the correct information or message). The act of aiming and firing a fire arm requires hand-eye-body coordination to ensure an accurate shot; however, it does not require the same precise movements and coordination as contemplated at Degree E on this factor.

Furthermore, the Conservation Officer was one of the original jobs that were used to build PSJEP. An intense and thorough review was conducted at the time (c. mid-1990s) by one representative from the Employer and three from the BCGEU. COs were interviewed and job shadowed and they filled out a lengthy questionnaire to ensure the Plan measured what it was supposed to and to ensure the job was accurately rated. The Conservation Officer then became one of the first benchmarks for PSJEP.

At that time, it is believed that the committee/joint working group considered the full scope of fire arm use by the Conservation Officers. The decision to focus on their use against animals for tranquilization in PSJEP is because it is the most typical situation in which fire arms are used by the CO Service.

Factor 5	Responsibility for Work Assignments	Rating	E (Level 5, III a)	Points	120

The Detective Sergeant, Intelligence Analyst is guided by CO policies, strategies, and case law, and will apply methods of surveillance, interrogation, and research in different ways to obtain information for investigations.

Stronger than BM325, Statistical Officer (Degree D, Level, III a) – Guided by general procedures or instructions, selects alternative course of action to determine report criteria, and produce, maintain, and update statistical reports, interpret and provide explanation of numerical and statistical relationships to clients.

Similar to BM274, District Conservation Officer (Degree E, Level 5, III d) – Guided by environmental protection policies and legislation applies accepted investigational methods in a different way while independently investigating infractions.

Weaker than BM271, Special Investigations Supervisor (Degree F, Level 6, IV c) – Guided by environmental policies, project proposals, provincial concerns, guidelines and environmental laws that allow flexibility in taking action, plans and organizes all special investigations in the province.

The Detective Sergeant, IA is not rated at Degree F for this factor because it lacks responsibility for leading investigations, as the other Detective Sergeants. The topic position was originally rated at Degree F for this factor, but this was based on the context of the role at that time: a) there was only one IA and b) it reported to the former Manager, Operations position. The current organization has two IAs reporting to an Inspector that is expected to be (and is) well versed in the field of law enforcement intelligence.

Factor 6	Responsibility for Financial Resources	Rating	E (221)	Points	33

The Detective Sergeant is responsible for preparing detailed cost/benefit analyses on work carried out for investigations (e.g., decoy project)

Stronger than **BM274, District Conservation Officer** **(Degree D)** – Moderate financial responsibility to hire problem wildlife contractors using standardized preapproved language

Similar to **BM345, Project Supervisor, Construction** **(Degree E)** – Significant financial responsibility to perform financial estimates for projects and administer a local budget

Weaker than **BM270, Senior Conservation Officer** **(Degree F)** – Considerable financial responsibility to exercise formal accountability to allocate funds for a local budget and to shift funds among changing priorities

Factor 7	Responsibility for Physical Assets / Info	Rating	E (233)	Points	33

Controls processes for the collective of evidence for court proceedings.

Stronger than **BM274, District Conservation Officer** **(Degree E)** – Considerable responsibility to control the evidence gathering process following criminal justice standards to ensure the relevance and validity of information.

Similar to **BM270, Senior Conservation Officer** **(Degree E)** – Considerable responsibility to control the evidence gathering process following criminal justice standards to ensure the relevance and validity of information.

Weaker than **BM307, Manager, Program Evaluation** **(Degree F)** – Major level of responsibility to manage ministry program evaluation processes and establish standards for the collection and analysis of data

Factor 8	Responsibility for Human Resources	Rating	B	Points	9

Trains others in the CO Service in methods of surveillance, and informant management.

Factor 9	Responsibility for Well-being / Safety of Others	Rating	E	Points	40

Indirect responsibility for the well being and safety of others while acting as an operative in investigations.

Stronger than **BM272, Supervisor, Industrial Investigations** **(Degree E)** – Considerable care and attention to provide environmental enforcement and industrial investigations services for public protection

Similar to **BM270, Senior Conservation Officer** **(Degree F)** – High level of care and attention to supervise a sub-regional program of environmental enforcement (wildlife control and industrial pollution) services for public protection

Factor 10	Sensory Effort / Multiple Demands	Rating	C (28)	Points	12

The Detective Sergeant, Intelligence Analyst frequently focuses visual attention on paper or computer screens to scrutinize documents and databases.

Similar to **BM325, Statistical Officer** **(Degree C) –** Focused sensory concentration to frequently visually focus on data, reports and statistical results to meet needs of clients.

Factor 11	Physical Effort	Rating	C (18)	Points	12

The Detective Sergeant, Intelligence Analyst frequently focuses visual attention on paper or computer screens to scrutinize documents and databases.

Similar to BM325, Statistical Officer (Degree C) – Moderate physical effort to frequently focus visual attention to view computer screens, printed reports and materials

Factor 12	Surroundings	Rating	A (8)	Points	2

Occasional overnight travel when working as an operative in covert operations (up to 13 nights per year).

Weaker than BM271, Special Investigations Supervisor (Degree C) – Exposure to frequent overnight travel to operative sites

Factor 13	Hazards	Rating	B (16)	Points	4

Occasional exposure to hazards from the possibility of violence from suspects while working in covert operations.

Weaker than BM271, Special Investigations Supervisor (Degree D) – Moderate exposure to hazards from regularly facing the possibility of violence from suspects while working in covert operations

Job Title:	**Detective Sergeant, MIU**	Current Class:	Conservation Officer 24
Ministry:	Environment	Approved Class:	Conservation Officer 24
Location:	Various	Total Points:	852
Evaluator:	Samantha Martin	Date:	October 22, 2012

Evaluation Summary:

Factor	Rating	Points
Job Knowledge	G	250
Mental Demands	G	200
Interpersonal Communication	D	45
Physical Coordination/Dexterity	D	22.5
Work Assignments	F	160
Financial Resources	E	33
Physical Assets/Information	E	33
Human Resources	CD	14
Well-Being/Safety	E	40
Sensory Effort/Multiple Demands	C	12
Physical Effort	E	24
Surroundings	D	9
Hazards	D	9
Total Points		**851.5**

Point band range: 805 to 864 = Grid 24

Factor 1	**Job Knowledge**	**Rating**	**G**	**Points**	**250**

The Detective Sergeant, MIU understands the principles of law enforcement and applies them in analyzing information and situations; diagnosing problems or issues; interpreting case law, legislation, and data; and applying the business rules and CO Service standards in the course of investigating alleged, known or suspected cases of non-compliance with environmental legislation.

There are two benchmarks that are most similar to the role of the Detective Sergeant, MIU: **BM272 Supervisor, Industrial Investigations** and **BM276, Special Investigations Supervisor**, both rated at Degree G for this factor.

The Supervisor, Industrial Investigations is responsible for overseeing investigations into alleged, known or suspected cases of non-compliance with environmental legislation by companies. The benchmark drafts investigation work plans, allocates work to subordinate officers, and reviews the on-going progress of investigations. The Detective Sergeant role evolved from the benchmark, and the work is still similar today, albeit with technological, investigative and case management advances. However, even though the tools and systems used have changed, the work itself hasn't. The Detective Sergeant is still responsible for leading investigations into complex cases of non-compliance with legislation and alleged/known/suspected criminal activity.

The Special Investigations Supervisor (now known as Detective Sergeant, Special Investigations Unit) is also similar to the Detective Sergeant, Major Investigations Unit. Even though the benchmark leads and participates

in undercover/cover operations that are higher risk and often longer term operations, it plans and leads investigations, delegating tasks and analyzing evidence as do the topic positions.

Weaker than BM270, Senior Conservation Officer (Degree H) – The topic position is weaker than the benchmark because of the benchmark's responsibility to develop and supervise the delivery of the sub-regional conservation program, and manage and direct the work of a geographically-dispersed team of Conservation Officers. The benchmark also prepares an annual work plan and develops the budget estimates for the sub-region, monitors district expenditures, and ensures that conservation officers are trained in all aspects of their duties. The Detective Sergeant, SIU is responsible planning specific operations, including required resources, but it is not considered to require the same degree of job knowledge as that required of positions that plan and organize program/service delivery and operations on an annual basis.

The premise, and the intent of the application of this factor, is that planning the delivery of a program requires a breadth of knowledge in the program, human resources, finance, systems, and other corporate services and systems that is not required to the same degree or depth for projects or cases.

Factor 2	Mental Demands	Rating	G	Points	200

The Detective Sergeant uses judgement to modify work plans, investigative strategies and approaches as a result of changing priorities, new information or intelligence, and changes to legislation and case law.

Other responsibilities that support this degree rating include:

- Plans, leads, and directs joint agency investigations, C&E activities and projects
- Represents the CO Service on Land Use Planning Committees to develop compliance and enforcement strategies for access management objectives and plans (Vehicle Access Hunting Closures, Access Management Areas, ATV use)
- Responsible for ensuring alternative justice options are considered and used as appropriate (i.e., restorative justice, civil forfeiture)
- Plans, negotiates, and implements MOUs and service agreements with First Nations and other levels of government and jurisdictions to deliver compliance, enforcement and public safety services

Stronger than BM366, Investigative Officer (Civil) (Degree E) – The benchmark is weaker than the topic position because it (the benchmark) the investigations do not vary greatly from each other, and so do not require different approaches to each case. More complex cases (e.g., criminal cases) are referred to a central unit.

Stronger than BM274, District Conservation Officer (Degree F) – The benchmark does not require the same degree of judgement as the topic position because its investigation plans are reviewed and approved by a senior CO who authorizes suggested/recommended changes to procedures.

Similar to BM270, Senior Conservation Officer (Degree G) – The benchmark is similar to the topic position as both positions have the authority to modify approaches and methods to their work without recourse to their supervisor (i.e., their Inspectors do not review their work before implementation).

Weaker than BM352, Regional Habitat Section Head (Degree H) – The benchmark is stronger than the topic position because it reports to an excluded manager that is responsible for multiple programs (wildlife, fish, and habitat), and so the manager relies on the Section Head to be the expert for their area. In comparison, the Detective Sergeant reports to an Inspector that supervises a team of Detective Sergeants, all working in the same "program" area.

Factor 3	Interpersonal Communications	Rating	D	Points	45

The Detective Sergeant uses basic negotiating skills and influence to induce cooperation from witnesses and when acting in an enforcement capacity.

Stronger than BM175, Receptionist (Degree C) – Discretion required to exchange information needing an explanation of procedures and practices in a youth containment centre with angry and upset parents and guardians, to remove tension from the situation.

Similar to BM274, District Conservation Officer (Degree D) – Persuasion required to use basic counselling skills to act in enforcement capacity, interview and take statements from witnesses and suspects and deal with incidents on antagonism.

Weaker than BM352, Regional Habitat Section Head (Degree E) – Influence and formal negotiation and counselling skills required to negotiate controversial agreements with forest company officials concerning methods of proceeding with timber harvesting with a minimum of impact to the environment.

Note:
The key to Degree E is that the party being negotiated with is not cooperative or does not have common interests.

There are no examples in the enforcement stream at Degree E. Activities at Degree D include:

a. Deal with incidents of antagonism while acting in an enforcement capacity
b. Encourage compliance while acting in enforcement capacity
c. Elicit cooperation while interviewing to gather evidence

Factor 4	Physical Coordination & Dexterity	Rating	D	Points	22.5

The Detective Sergeant is required to be trained in the use of fire arms, which requires significant physical coordination to use fire arms to tranquilize animals and potentially against people.

Stronger than BM366, Investigative Officer (Civil) (Degree C) – Moderate coordination and dexterity required to drive vehicle to gather information/evidence, interview clients and attend court.

Similar to BM274, District Conservation Officer (Degree D) – Significant coordination and dexterity required to operate boats through/around river rapids.

Weaker than BM045, Speech Therapist (Degree E) – High level of coordination and dexterity required to communicate using sign language with persons who have speech disorders.

Benchmarks rated at Degree E require a greater amount of hand-eye coordination (e.g., piloting an air craft, where eyes, hands and feet must all be in sync), or dexterity (e.g., sign language, where hand and finger dexterity is key to communicating the correct information or message). The act of aiming and firing a fire arm requires hand-eye-body coordination to ensure an accurate shot; however, it does not require the same precise movements and coordination as contemplated at Degree E on this factor.

Furthermore, the Conservation Officer was one of the original jobs that were used to build PSJEP. An intense and thorough review was conducted at the time (c. mid-1990s) by one representative from the Employer and three from the BCGEU. COs were interviewed and job shadowed and they filled out a lengthy questionnaire to ensure the Plan measured what it was supposed to and to ensure the job was accurately rated. The Conservation Officer then became one of the first benchmarks for PSJEP.

At that time, it is believed that the committee/joint working group considered the full scope of fire arm use by the Conservation Officers. The decision to focus on their use against animals for tranquilization in PSJEP is because it is the most typical situation in which fire arms are used by the CO Service.

Factor 5	Responsibility for Work Assignments	Rating	F (Level 6, IV c)	Points	160

The Detective Sergeant is guided by CO policies, strategies, and case law as it plans, organizes and evaluates investigations. The Detective Sergeant manages and coordinates the work of other staff in the conduct of investigations.

Stronger than **BM274, District Conservation Officer** **(Degree E, Level 5, III d)** – Guided by environmental protection policies and legislation applies accepted investigational methods in a different way while independently investigating infractions.

Similar to **BM271, Special Investigations Supervisor** **(Degree F, Level 6, IV c)** – Guided by environmental policies, project proposals, provincial concerns, guidelines and environmental laws that allow flexibility in taking action, plans and organizes all special investigations in the province

Similar to **BM270, Senior Conservation Officer** **(Degree F, Level 6, IV c)** – Guided by environmental enforcement policies, regional plans, guidelines and environmental laws, to plan, organize and evaluate the sub-regional environmental enforcement program.

Weaker than **BM352, Regional Habitat Section Head** **(Degree G, Level 6, V d)** – Guided by ministry policies and habitat management standards, plan and evaluate all functions of a large regional habitat management program.

Weaker than **BM065, Head, Aerial Tramway Inspection** **(Degree G, Level 7, V d)** – Guided by ministry goals and objectives, develop provincial policy and standards for the design, testing, installation and maintenance of provincial aerial tramway systems and influence national standards.

Factor 6	Responsibility for Financial Resources	Rating	E (221)	Points	33

The Detective Sergeant is responsible for preparing detailed cost estimates for investigations, including staff time, travel, equipment or tools, and consultants required.

Stronger than **BM274, District Conservation Officer** **(Degree D)** – Moderate financial responsibility to hire problem wildlife contractors using standardized preapproved language

Similar to **BM345, Project Supervisor, Construction** **(Degree E)** – Significant financial responsibility to perform financial estimates for projects and administer a local budget

Weaker than **BM270, Senior Conservation Officer** **(Degree F)** – Considerable financial responsibility to exercise formal accountability to allocate funds for a local budget and to shift funds among changing priorities

Factor 7	Responsibility for Physical Assets / Info	Rating	E (233)	Points	33

Controls processes for the collective of evidence for court proceedings.

Similar to **BM274, District Conservation Officer** **(Degree E)** – Considerable responsibility to control the evidence gathering process following criminal justice standards to ensure the relevance and validity of information.

Weaker than BM307, Manager, Program Evaluation (Degree F) – Major level of responsibility to manage ministry program evaluation processes and establish standards for the collection and analysis of data.

Factor 8	Responsibility for Human Resources	Rating	CD	Points	14

Leads teams of officers when leading investigations, assigning and monitoring the quality of their work, and provides input into performance reviews.

Factor 9	Responsibility for Well-being / Safety of Others	Rating	E	Points	40

Indirect responsibility for the well being and safety of others, e.g., investigates, files charges, and initiates prosecution in cases of contamination of community water sources.

Similar to BM272, Supervisor, Industrial Investigations (Degree E) – Considerable care and attention to provide environmental enforcement and industrial investigations services for public protection

Weaker than BM270, Senior Conservation Officer (Degree F) – High level of care and attention to supervise a sub-regional program of environmental enforcement (wildlife control and industrial pollution) services for public protection

Factor 10	Sensory Effort / Multiple Demands	Rating	C	Points	12

Rating based on **BM272, Supervisor, Industrial Investigations (Degree C)** – Focused sensory concentration to frequently listen and observe while conducting investigations to gather evidence.

Factor 11	Physical Effort	Rating	E	Points	24

Rating based on **BM272, Supervisor, Industrial Investigations (Degree E)** – Heavy physical effort to regularly lift moderate weighted bio-assay samples and investigational equipment.

Factor 12	Surroundings	Rating	D	Points	9

Rating based on **BM272, Supervisor, Industrial Investigations (Degree D)** – Exposed frequently to all weather conditions without shelter while conducting investigations to gather evidence.

Factor 13	Hazards	Rating	D	Points	9

Rating based on **BM272, Supervisor, Industrial Investigations (Degree D)** – Significant exposure to hazards from frequently working around hazardous chemicals and toxic wastes

Job Title:	**Detective Sergeant, SIU**	Current Class:	Conservation Officer 24
Ministry:	Environment	Approved Class:	Conservation Officer 24
Location:	Various	Total Points:	850
Evaluator:	Samantha Martin	Date:	October 24, 2012

Evaluation Summary:

Factor	Rating	Points
Job Knowledge	G	250
Mental Demands	G	200
Interpersonal Communication	D	45
Physical Coordination/Dexterity	D	22.5
Work Assignments	F	160
Financial Resources	F	43
Physical Assets/Information	E	33
Human Resources	CD	14
Well-Being/Safety	E	40
Sensory Effort/Multiple Demands	C	12
Physical Effort	D	18
Surroundings	C	6
Hazards	C	6
Total Points		**849.5**

Point band range: 805 to 864 = Grid 24

Factor 1	**Job Knowledge**	**Rating**	**G**	**Points**	**250**

The Detective Sergeant, SIU must understand the principles of law enforcement and covert operations in order to plan, organize, and lead covert operations.

Stronger than BM366, Investigative Officer (Civil) (Degree F) – The Detective Sergeant, SIU is stronger than the Investigative Officer because the investigations conducted by the topic position cover a much wider range of statues and regulations, including the federal Criminal Code. The knowledge required to undertake these investigations includes a deeper understanding of law – case, environmental, criminal, civil, and administrative – to analyze situations and evidence, diagnose the issue(s) and determine what statutes has been contravened, interpret legislation and case law to determine the appropriate course of action (further investigation needed, criminal court proceedings), and apply the standards of the CO Service and other entities (e.g., Special Provincial Constable status) to provide environmental law enforcement services for the Province.

Similar to BM271, Special Investigations Supervisor (Degree G) – The Detective Sergeant, SIU is the same role as this benchmark - lead special investigations and take appropriate corrective action in conducting multi-jurisdictional projects and specialized investigation of offenses.

Weaker than BM270, Senior Conservation Officer (Degree H) – The topic position is weaker than the benchmark because of the benchmark's responsibility to develop and supervise the delivery of the sub-regional conservation program, and manage and direct the work of a geographically-dispersed team of Conservation Officers. The benchmark also prepares an annual work plan and develops the budget estimates for the sub-region, monitors district expenditures, and ensures that conservation officers are trained in all aspects of their

duties. The Detective Sergeant, SIU is responsible planning specific operations, including required resources, but it is not considered to require the same degree of job knowledge as that required of positions that plan and organize program/service delivery and operations on an annual basis.

The premise, and the intent of the application of this factor, is that planning the delivery of a program requires a breadth of knowledge in the program, human resources, finance, systems, and other corporate services and systems that is not required to the same degree or depth for projects or cases.

Factor 2	Mental Demands	Rating	G	Points	200

The Detective Sergeant uses judgement to modify work plans, investigative strategies and approaches as a result of changing priorities, new information or intelligence, and changes to legislation and case law.

Other responsibilities that support this degree rating include:

- Develops and implements strategies to address human resource and staffing needs for undercover operations
- Directs investigative teams involved in complex covert investigations and implements changes to investigational techniques

Stronger than BM366, Investigative Officer (Civil) (Degree E) – The benchmark is weaker than the topic position because the investigations conducted by the Investigative Officer (Civil) do not vary greatly from each other, and so do not require different approaches to each case. More complex cases (e.g., criminal cases) are referred to a central unit.

Stronger than BM274, District Conservation Officer (Degree F) – The benchmark does not require the same degree of judgement as the topic position because its investigation plans are reviewed and approved by a senior CO who authorizes suggested/recommended changes to procedures.

Similar to BM271, Special Investigations Supervisor (Degree G) – The benchmark is the same role as the topic position and both are responsible for modifying environmental enforcement methods and investigational techniques or approaches to plan major enforcement projects and covert investigations.

Similar to BM270, Senior Conservation Officer (Degree G) – The benchmark is similar to the topic position as both positions have the authority to modify approaches and methods to their work without recourse to their supervisor (i.e., their Inspectors do not review their work before implementation).

Weaker than BM065, Head, Aerial Tramway Inspection (Degree H) – The benchmark plans, organizes and evaluates a provincial inspection program. In contrast, there are three Detective Sergeant, SIU positions, with each having an equal and contributing role to the planning and evaluation of SIU, with the Inspector having ultimate responsibility for the provincial program.

Factor 3	Interpersonal Communications	Rating	D	Points	45

The Detective Sergeant uses basic negotiating skills and influence to induce cooperation from witnesses and when acting in an enforcement capacity.

Stronger than BM175, Receptionist (Degree C) –Discretion required to exchange information needing an explanation of procedures and practices in a youth containment centre with angry and upset parents and guardians, to remove tension from the situation.

Similar to BM274, District Conservation Officer (Degree D) – Persuasion required to use basic counselling skills to act in enforcement capacity, interview and take statements from witnesses and suspects and deal with incidents on antagonism.

Weaker than BM352, Regional Habitat Section Head (Degree E) – Influence and formal negotiation and counselling skills required to negotiate controversial agreements with forest company officials concerning methods of proceeding with timber harvesting with a minimum of impact to the environment.

Note:
The key to Degree E is that the party being negotiated with is not cooperative or does not have common interests.

There are no examples in the enforcement stream at Degree E. Activities at Degree D include:

a. Deal with incidents of antagonism while acting in an enforcement capacity
b. Encourage compliance while acting in enforcement capacity
c. Elicit cooperation while interviewing to gather evidence

Factor 4	Physical Coordination & Dexterity	Rating	D	Points	22.5

The Detective Sergeant is required to be trained in the use of fire arms, which requires significant physical coordination to use fire arms to tranquilize animals and potentially against people.

Stronger than BM366, Investigative Officer (Civil) (Degree C) – Moderate coordination and dexterity required to drive vehicle to gather information/evidence, interview clients and attend court.

Similar to BM274, District Conservation Officer (Degree D) – Significant coordination and dexterity required to operate boats through/around river rapids.

Weaker than BM045, Speech Therapist (Degree E) – High level of coordination and dexterity required to communicate using sign language with persons who have speech disorders.

Benchmarks rated at Degree E require a greater amount of hand-eye coordination (e.g., piloting an air craft, where eyes, hands and feet must all be in sync), or dexterity (e.g., sign language, where hand and finger dexterity is key to communicating the correct information or message). The act of aiming and firing a fire arm requires hand-eye-body coordination to ensure an accurate shot; however, it does not require the same precise movements and coordination as contemplated at Degree E on this factor.

Furthermore, the Conservation Officer was one of the original jobs that were used to build PSJEP. An intense and thorough review was conducted at the time (c. mid-1990s) by one representative from the Employer and three from the BCGEU. COs were interviewed and job shadowed and they filled out a lengthy questionnaire to ensure the Plan measured what it was supposed to and to ensure the job was accurately rated. The Conservation Officer then became one of the first benchmarks for PSJEP.

At that time, it is believed that the committee/joint working group considered the full scope of fire arm use by the Conservation Officers. The decision to focus on their use against animals for tranquilization in PSJEP is because it is the most typical situation in which fire arms are used by the CO Service.

Factor 5	Responsibility for Work Assignments	Rating	F (Level 6, IV c)	Points	160

The Detective Sergeant is guided by CO policies, strategies, and case law as it plans, organizes and evaluates covert operations and investigations. The Detective Sergeant manages and coordinates the work of other staff in the conduct of investigations.

Stronger than BM274, District Conservation Officer (Degree E, Level 5, III d) – Guided by environmental protection policies and legislation applies accepted investigational methods in a different way while independently investigating infractions.

Similar to BM271, Special Investigations Supervisor (Degree F, Level 6, IV c) – Guided by environmental policies, project proposals, provincial concerns, guidelines and environmental laws that allow flexibility in taking action, plans and organizes all special investigations in the province

Similar to BM270, Senior Conservation Officer (Degree F, Level 6, IV c) – Guided by environmental enforcement policies, regional plans, guidelines and environmental laws, to plan, organize and evaluate the sub-regional environmental enforcement program.

Weaker than BM352, Regional Habitat Section Head (Degree G, Level 6, V d) – Guided by ministry policies and habitat management standards, plan and evaluate all functions of a large regional habitat management program.

Weaker than BM065, Head, Aerial Tramway Inspection (Degree G, Level 7, V d) – Guided by ministry goals and objectives, develop provincial policy and standards for the design, testing, installation and maintenance of provincial aerial tramway systems and influence national standards.

Factor 6	Responsibility for Financial Resources	Rating	F (511)	Points	43

Rating is based on: **BM271, Special Investigations Supervisor (Degree F)** – Considerable financial responsibility to exercise spending authority for a wide range of expenditures where any single expenditure exceeds $5000.

Factor 7	Responsibility for Physical Assets / Info	Rating	E (233)	Points	33

Controls processes for the collective of evidence for court proceedings.

Similar to BM274, District Conservation Officer (Degree E) – Considerable responsibility to control the evidence gathering process following criminal justice standards to ensure the relevance and validity of information

Similar to BM270, Senior Conservation Officer (Degree E) – Considerable responsibility to control the evidence gathering process following criminal justice standards to ensure the relevance and validity of information

Weaker than BM307, Manager, Program Evaluation (Degree F) – Major level of responsibility to manage ministry program evaluation processes and establish standards for the collection and analysis of data

Factor 8	Responsibility for Human Resources	Rating	CD	Points	14

Leads teams of officers when leading investigations, assigning and monitoring the quality of their work, and provides input into performance reviews.

Factor 9	Responsibility for Well-being / Safety of Others	Rating	E	Points	40

Rating is based on **BM271, Special Investigations Supervisor (Degree E) -** Considerable care and attention to provide enforcement services for public protection in covert environmental situations

Weaker than BM270, Senior Conservation Officer (Degree F) - High level of care and attention to supervise a sub-regional program of environmental enforcement (wildlife control and industrial pollution) services for public protection.

Factor 10	Sensory Effort / Multiple Demands	Rating	C (35)	Points	12

Rating is based on **BM271, Special Investigations Supervisor (Degree C) -** Focused attention to detail to frequently manage concurrent projects.

Factor 11	Physical Effort	Rating	D (21)	Points	18

Rating is based on **BM271, Special Investigations Supervisor (Degree D) -** Relatively heavy physical effort to occasionally lift awkward heavy weights (i.e., boats, motors and equipment).

Factor 12	Surroundings	Rating	C (8)	Points	6

Detective Sergeant, SIU – over night travel 50 to 100 bed nights per year.

BM271, Special Investigations Supervisor (Degree C) - Exposure to frequent overnight travel to operative sites.

Factor 13	Hazards	Rating	C (16)	Points	6

Rating is based on **BM271, Special Investigations Supervisor (Degree C)** - Moderate exposure to hazards from regularly facing the possibility of violence from suspects while working in covert operations.

Weaker than BM272, Supervisor, Industrial Investigations (Degree D) - Significant exposure to hazards from frequently working around hazardous chemicals and toxic wastes.

Job Title:	**Sergeant**	Current Class:	Conservation Officer 24
Ministry:	Environment	Approved Class:	Conservation Officer 27
Location:	Various	Total Points:	917
Evaluator:	Samantha Martin	Date:	October 23, 2012

Evaluation Summary:

Factor	Rating	Points
Job Knowledge	H	280
Mental Demands	G	200
Interpersonal Communication	D	45
Physical Coordination/Dexterity	D	22.5
Work Assignments	F	160
Financial Resources	E	33
Physical Assets/Information	F	43
Human Resources	DE	20
Well-Being/Safety	F	50
Sensory Effort/Multiple Demands	C	12
Physical Effort	F	30
Surroundings	D	9
Hazards	E	12
Total Points		**916.5**

Point band range: 865 – 924 = Grid 27

Factor 1	**Job Knowledge**	**Rating**	**H**	**Points**	**280**

The job knowledge required for the Sergeant role is seen as equivalent to theory* based on the following responsibilities:

- establishing priorities for the region where factors such as available resources, priorities for the Ministry, implications for public safety, and public pressure must be considered
- the local program is delivered by Conservation Officers rated at Degree G on this factor
- developing strategies and evaluating trends to improve productivity and effectiveness of the program for the area
- plans, negotiates, and implements MOUs and service agreements with First Nations and other levels of government and jurisdictions to deliver compliance, enforcement and public safety services

* Theory = the advanced principles in an area of knowledge or a hypothesis explaining how things relate to each other and the effects of that interaction

Stronger than BM274, District Conservation Officer (Degree G) – The Sergeant is stronger than the District Conservation Officer because it plans and oversees the zone program that is delivered by Conservation Officers. The Conservation Officers are equivalent and similar to this benchmark.

Similar to BM270, Senior Conservation Officer (Degree H) – The benchmark and the Sergeant are similar, as both positions plan and oversee the delivery of the CO Service program for their geographic areas and supervise Conservation Officers delivering the program.

Weaker than BM352, Regional Habitat Section Head (Degree I) – The benchmark is stronger because it reports to a manager that has responsibility for multiple program areas, and therefore must rely more on the section head to provide authoritative advice as a specialist in habitat management. The Sergeant reports to an Inspector that is focused on Conservation Officer Service only, does not have multiple program areas.

Factor 2	Mental Demands	Rating	G	Points	200

The Sergeant uses judgement to modify work plans, investigative strategies, and approaches to handling human/wildlife conflicts as a result of changing priorities, changes in law or statutes, or the development of new techniques.

Other responsibilities that support this degree rating include:

- Plans, leads, and directs joint agency investigations, C&E activities and projects
- Represents the CO Service on Land Use Planning Committees to develop compliance and enforcement strategies for access management objectives and plans (Vehicle Access Hunting Closures, Access Management Areas, ATV use).
- Responsible for ensuring alternative justice options are considered and used as appropriate (i.e., restorative justice, civil forfeiture)
- Plans, negotiates, and implements MOUs and service agreements with First Nations and other levels of government and jurisdictions to deliver compliance, enforcement and public safety services

Stronger than BM366, Investigative Officer (Civil) (Degree E) – The benchmark is responsible for investigating fraud allegations, gathering information and evidence for civil court proceedings.

Stronger than BM274, District Conservation Officer (Degree F) – Judgement to apply analysis and interpretation of environmental laws to independently conduct technically exacting and methodical investigation of evidence in preparation for criminal court proceedings.

The Sergeant is stronger that both of the above benchmarks because of its responsibility to plan the CO Service program, requiring adjustments and changes in reaction to new priorities or changing direction. The investigations conducted by the Investigative Officer and the District Conservation Officer do not require the benchmarks to modify or change investigative approaches. Such cases either require review by a senior position before implementation, or they are escalated to other units to continue the investigations.

Similar to BM270, Senior Conservation Officer (Degree G) – The benchmark and the Sergeant are similar as both plan and oversee the delivery of the CO Service for their geographic areas, requiring advanced planning and the responsibility to modify approaches in response to changing direction and/or priorities.

Weaker than BM352, Regional Habitat Section Head (Degree H) – The benchmark is stronger than the Sergeant because of its reporting relationship. The Section Head reports to an excluded manager that is responsible for different areas of specialization: fish and wildlife management, as well as habitat protection and so is relied upon as a specialist in their field to fully manage the program. In contrast, the Sergeant reports to an excluded manager focused entirely on regional delivery of the CO Service program. The Sergeant prepares annual plans for the delivery of the COS program for the zone, and contributes to the regional plan prepared by the Inspector.

Factor 3	Interpersonal Communications	Rating	D	Points	45

The Sergeant uses basic negotiating skills and influence to induce cooperation in an enforcement capacity, as well as when providing feedback on performance to subordinates. Basic negotiating skills are also applied when negotiating MOUs and agreements to provide services to other agencies and organizations.

Stronger than BM175, Receptionist (Degree C) – Discretion required to exchange information needing an explanation of procedures and practices in a youth containment centre with angry and upset parents and guardians, to remove tension from the situation.

Similar to BM274, District Conservation Officer (Degree D) – Persuasion required to use basic counselling skills to act in enforcement capacity, interview and take statements from witnesses and suspects and deal with incidents on antagonism.

Weaker than BM352, Regional Habitat Section Head (Degree E) – Influence and formal negotiation and counselling skills required to negotiate controversial agreements with forest company officials concerning methods of proceeding with timber harvesting with a minimum of impact to the environment.

Note:
The key to Degree E is that the party being negotiated with is not cooperative or does not have common interests.

There are no examples in the enforcement stream at Degree E. Activities at Degree D include:

a. Deal with incidents of antagonism while acting in an enforcement capacity
b. Encourage compliance while acting in enforcement capacity
c. Elicit cooperation while interviewing to gather evidence

Factor 4	Physical Coordination & Dexterity	Rating	D	Points	22.5

The work of the CO requires significant physical coordination to use fire arms to tranquilize animals and potentially against people.

Stronger than BM366, Investigative Officer (Civil) (Degree C) – Moderate coordination and dexterity required to drive vehicle to gather information/evidence, interview clients and attend court.

Similar to BM274, District Conservation Officer (Degree D) – Significant coordination and dexterity required to operate boats through/around river rapids.

Weaker than BM045, Speech Therapist (Degree E) – High level of coordination and dexterity required to communicate using sign language with persons who have speech disorders.

Benchmarks rated at Degree E require a greater amount of hand-eye coordination (e.g., piloting an air craft, where eyes, hands and feet must all be in sync), or dexterity (e.g., sign language, where hand and finger dexterity is key to communicating the correct information or message). The act of aiming and firing a fire arm requires hand-eye-body coordination to ensure an accurate shot; however, it does not require the same precise movements and coordination as contemplated at Degree E on this factor.

Furthermore, the Conservation Officer was one of the original jobs that were used to build PSJEP. An intense and thorough review was conducted at the time (c. mid-1990s) by one representative from the Employer and three from the BCGEU. COs were interviewed and job shadowed and they filled out a lengthy questionnaire to ensure the Plan measured what it was supposed to and to ensure the job was accurately rated. The Conservation Officer then became one of the first benchmarks for PSJEP.

At that time, it is believed that the committee/joint working group considered the full scope of fire arm use by the Conservation Officers. The decision to focus on their use against animals for tranquilization in PSJEP is because it is the most typical situation in which fire arms are used by Sergeants.

Factor 5	Responsibility for Work Assignments	Rating	F (Level 6, IV c)	Points	160

The Sergeant is guided by regional plans, CO policies, and legislation and regulations as it plans, organizes and evaluates the local conservation program. The Conservation Officer Service provides environmental law enforcement services across the province; this is a technical line program, managed and coordinated at the local level by the topic position.

Stronger than BM274, District Conservation Officer (Degree E, Level 5, III d) – Guided by environmental protection policies and legislation applies accepted investigational methods in a different way while independently investigating infractions.

Similar to BM270, Senior Conservation Officer (Degree F, Level 6, IV c) – Guided by environmental enforcement policies, regional plans, guidelines and environmental laws, to plan, organize and evaluate the sub-regional environmental enforcement program.

Weaker than BM352, Regional Habitat Section Head (Degree G, Level 6, V d) – Guided by ministry policies and habitat management standards, plans and evaluates all functions of a large regional habitat management program.

Weaker than BM065, Head, Aerial Tramway Inspection (Degree G, Level 7, V d) – Guided by ministry goals and objectives, develop provincial policy and standards for the design, testing, installation and maintenance of provincial aerial tramway systems and influence national standards.

Factor 6	Responsibility for Financial Resources	Rating	E (221)	Points	33

Responsible for the management of a zone budget (i.e., local budget) and assets that includes multiple offices, facilities, and capital assets.

Stronger than BM274, District Conservation Officer (Degree D) – Moderate financial responsibility to hire problem wildlife contractors using standardized preapproved language

Similar to BM345, Project Supervisor, Construction (Degree E) – Significant financial responsibility to perform financial estimates for projects and administer a local budget

Weaker than BM352, Regional Habitat Section Head (Degree F) – Considerable financial responsibility for the accountability of the local budget of the Habitat Protection Section, with the discretion to allocate funds.

Weaker than BM270, Senior Conservation Officer (Degree F) – Considerable financial responsibility to exercise formal accountability to allocate funds for a local budget and to shift funds among changing priorities

Factor 7	Responsibility for Physical Assets / Info	Rating	F (233)	Points	43

The responsibility for managing other positions that control detailed processes which ensure the quality of information against standards for the area is deemed to be equivalent to the responsibility for developing ministry information systems, or managing those systems.

Stronger than BM274, District Conservation Officer (Degree E) – Considerable responsibility to control the evidence gathering process following criminal justice standards to ensure the relevance and validity of information

Stronger than BM270, Senior Conservation Officer (Degree E) – Considerable responsibility to control the evidence gathering process following criminal justice standards to ensure the relevance and validity of information
Similar to BM307, Manager, Program Evaluation (Degree F) – Major level of responsibility to manage ministry program evaluation processes and establish standards for the collection and analysis of data

Degree F is the highest degree rating for this factor.

Factor 8	Responsibility for Human Resources	Rating	DE (>1 to ≤ 5 FTEs)	Points	20

Supervises a team of Conservation Officers including conducting performance evaluations and reviews, and initiating disciplinary action; the FTE count ranges from 3 to 7, with an average of 4.83.

Factor 9	Responsibility for Well-being / Safety of Others	Rating	F	Points	50

Supervises a sub-regional program of environmental enforcement services for public protection

Stronger than BM274, District Conservation Officer (Degree E) – Considerable care and attention to remove dangerous/problem wildlife from locations where they are a direct threat to the public

Similar to BM270, Senior Conservation Officer (Degree F) – High level of care and attention to supervise a sub-regional program of environmental enforcement (wildlife control and industrial pollution) services for public protection

Degree F is the highest degree rating for this factor.

Factor 10	Sensory Effort / Multiple Demands	Rating	C (4)	Points	12

The rating on this factor is based on **BM270, Senior Conservation Officer (Degree C)** - Focused sensory concentration to frequently balance schedules and respond to people while encountering interruptions and deadlines.

No benchmark examples at Degree D for this activity.

Factor 11	Physical Effort	Rating	F (20)	Points	30

Required to wear the same protective armour and uniform as the Conservation Officers (boots, duty belt, body armour ~ 30 lbs) almost always (+70%).

Stronger than BM270, Senior Conservation Officer (Degree C) – Moderate physical effort to occasionally hike and climb with investigation equipment at mining, logging, hydro and natural gas development sites

Stronger than BM274, District Conservation Officer (Degree E) – Heavy physical effort to frequently hike through bush with pack to do foot patrols

No benchmark examples at Degree F for this activity.

Factor 12	Surroundings	Rating	D (10)	Points	9

The Sergeant is frequently (+20% to 70% of the time) working in the field, either on ride-alongs with COs or while conducting own patrols and investigations.

Stronger than BM270, Senior Conservation Officer (Degree C) – Regular exposure to no shelter from elements while doing field work on industrial investigations

Similar to BM274, District Conservation Officer (Degree D) – Exposed frequently to all weather conditions without shelter while working in remote areas

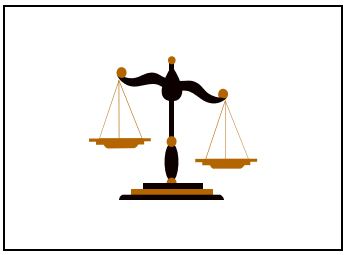
Factor 13	Hazards	Rating	E (20)	Points	12

The Sergeant is expected to participate in emergency rescues, as required. This occurs on an occasional basis.

Similar to BM048, Fire Fighter (Degree E) – High level of exposure to hazards from occasionally performing emergency rescues and fighting building fires

The key to this activity is that the position is knowingly putting itself in imminent physical danger in carrying out its responsibilities.

This activity is not intended to include or cover emergency coordination or assistance, such as in flood or wildfire evacuations, or attending motor-vehicle accidents as a first responder or first-on-scene.



Information Access Operations

INFORMATION AND PRIVACY REQUEST: PSA-2012-00226

NOTICE OF RECORDS WITHHELD FROM RELEASE

DESCRIPTION OF DOCUMENT:	All correspondence and notes taken by members of the BC Conservation Officer Service and the BC public Service agency in regards to the recent classification review process including meeting minutes, email, reports, text messages, daily notes and desk notes, information from managers, and executive of the Conservation Officer Service and the public service agency. This also includes the assistant deputy minister and the deputy minister of the respective agencies and Samantha Martin of the PSA.
NUMBER OF PAGES:	1019 - 1044
REASON FOR REMOVAL:	Sections 13, 15(1)(a), 17(1)(c) and/or 22