

# BUSINESS CASE

---

Business Intelligence Analyst

8/2/2021

**Prepared by Mark MacIntyre and Dan Phillips**  
Approved by DCC Laidman

# Table of Contents

- The Strategic Context ..... 3**
  - Problem Statement ..... 3**
  - Business Need Summary ..... 3**
- Background ..... 3**
- Current State ..... 3**
- Drivers for Business Need ..... 5**
- Risk Assessment ..... 5**
- Recommendation and Resource Requirements ..... 5**
  - Resource Request ..... 5**
  - Resource Requirements ..... 5**
- Appendix A - Sample Job Description ..... Error! Bookmark not defined.**

# The Strategic Context

## Problem Statement

VicPD uses data for internal-decision-making, operational planning, intelligence-led policing, evidence-based practice, and in fulfilling requests for statistics from the public, councils, Police Board, and other stakeholders.

There are currently no dedicated resources to perform this work. The volume of data requests continues to grow, as does the complexity of the data structure and application in use as data sources.

VicPD has previously requested a “data analyst” position; however, that position has not been approved notwithstanding that the need remains. This proposal represents an enhanced version of the original request and we believe the proposed position brings additional value and no additional cost.

## Business Need Summary

A dedicated position is needed to focus on the development and support of a data warehouse and business intelligence/data visualization platform to provide the capacity to respond to external and internal data requests in a much more efficient and timely manner. Also, as VicPD adopts new business intelligence platforms such as HRIS and ArkCase (replacing IPDMA for FOI, PSS and Civil Litigation), this position would be key to the successful implementation and maintenance of these systems while ensuring their business intelligence value is maximized. A new business intelligence framework would empower command staff to query and report on data from across the organization as needed and on demand, combining data from multiple sources to provide big-picture insight into operations and specific data analysis. The proposed position would also take ownership over the open data portals currently available on VicPD.ca (Community Safety Report Card and the Community Dashboard). Additionally, the proposed position would aid in supporting intelligence-led and evidence-based policing and decision making by providing police leadership, the Police Board and Councils with timely and accurate information on which to based decisions.

## Background

The IM Review done by CGI in 2017 recommended a dedicated Data Analyst to address the current gap. This position was not filled. Although analysis of the data is critical, this is best done by subject-matter experts in each division. This proposal focuses on the development of easy-to-use BI tool(s) using trusted data sources that can be used to respond to both internal and external data requests.

## Current State

All data requests, both internal and externally generated, are currently routed to AIS Crime Analysts. This is primarily because most requests require access to PRIME data. AIS staff would be freed-up to perform their core duties. The context of data requests received from the public is also very different than internal crime analysis requests.

As VicPD internal systems become more mature and distributed (no longer self-hosted) the complexity to

run data queries and generate statistical reports is increased.

Applications in the past had very limited data reporting and very low data quality, so even if reporting was possible, the results were often suspect in terms of data accuracy and integrity.

## Drivers for Business Need

Reliable statistics are key to the functioning of a modern organization. For VicPD, this includes crime trends, HR statistics, Professional Standards data, etc. This key function should no longer be addressed through an ad hoc approach that involves the tasking of our two crime analysts at the expense of their operational work.

## Risk Assessment

Benefits to the Organization:

- Support for planning and decision making within the organization
- Consistency of information
- Establishment of benchmarks and key performance indicators
- Provision of quality and timely information to the public, board and councils
- Reduce reputational risks associated with inconsistent data or published data errors
- Increased application/data depth in IT

Consequences of not adding the position:

- Risks to the organization continue to grow
- Inconsistency and inaccuracy of information
- Continue to use resources inefficiently and at the expense of other important operational work
- Technical work is currently being done by a single IT resource and the Manager of IT
- Report generation work is currently being done by AIS Crime Analysts

## Recommendation and Resource Requirements

### Resource Request

It is recommended that VicPD create a position for a full-time Business Intelligence Analyst with a primary function of providing information, research, and analysis to management in order to assist with performance management, trend analysis, decision support, and policy making and a primary external function of ensuring quality and timely information is provided to the public, Police Board, and councils.

A key secondary function would be as an additional application resource in IT. This additional IT resource adds to the depth of the section (for all work as well as the IT duty rotation) and completes the ideal 2-2-2 model (2 support staff – 2 application staff – 2 infrastructure staff).

### Resource Requirements

Estimated Date	2022 Impact				Full Year Impact (2023 On)	
	One-Time <sup>1</sup>	Ongoing (prorated)	Total	% Impact on Budget	Ongoing	% Impact on Budget
Jan-22	5,000	118,511	123,511	0.21%	118,511	0.20%

