

**Report to / Rapport au:**

**OTTAWA POLICE SERVICES BOARD  
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

**25 April 2022 / 25 avril 2022**

**Submitted by / Soumis par:**

**Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa**

**Contact Person / Personne ressource:**

**Josh Abraham, A/Director, Learning and Development/ directeur apprentissage et  
développement**

***Abraham.J@ottawapolice.ca***

**Blair Dunker, Chief Administrative Officer/ Agent administratif principal**

***DunkerB@ottawapolice.ca***

**SUBJECT: SWORN PROMOTION PROCESS – 2021 ANNUAL REPORT**

**OBJET: PROCESSUS DE PROMOTION DES AGENTS ASSERMENTÉS :  
RAPPORT ANNUEL DE 2021**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board receive this report for information.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de services policiers d'Ottawa prenne connaissance du  
présent rapport à titre d'information.**

**BACKGROUND**

The Ottawa Police Services Board (Board) Policy Manual includes Chief's Requirement CR-7, which provides direction with regards to managing the workforce within the Ottawa Police Service (OPS). CR-7 requires the Chief to establish processes for promoting sworn officers and to provide an annual report as to how these processes have met Board policy objectives.

In the 2020 Sworn Promotion Annual Report, the OPS acknowledged there were gaps in the process and committed to a review that would be conducted in 2021.

Listed as one of the priority items in the OPS' Equity Diversity Inclusion (EDI) Action Plan, the review would ensure a new process that:

- Is open, fair, consistent and transparent;
- Reflects the diversity and evolving needs of our members and of the communities we serve; and
- Enables the Service to identify the very best future leaders, place them in the right positions, and provide continuous support and leadership training.

The primary purpose of this report is to provide an update on the review and the recommendation to modernize the promotions process for all ranks. The new process is expected to be completed this year by Q4 and implemented early in the new year.

## **DISCUSSION**

Currently there is a gap when sworn members are promoted; there are no formalized steps or supports for these emerging leaders to learn, develop, and grow.

The new Promotional Process (all ranks) will focus on:

- Increasing consideration of member performance;
- Providing leadership development programming relevant to the rank being sought;
- Assessing promotion viability and placement based on the candidate's leadership potential, skills and experience, and relevance of such to specific roles; and
- Developing leadership skills on an ongoing basis after promotion.

These modifications to the Promotional Process are critical and long overdue and will support the Service in identifying and developing promising leaders as well as supporting succession planning.

## **Sworn Promotion Process Review**

The review included external community consultation and best-practices based on research on similar organizations and top employers in the private sector. In mid-2021, the design phase began with the formation of a diverse committee, comprised of sworn and civilian members from all ranks, subject matter experts, and members of the Community Equity Council (CEC). Through the involvement of these individuals, a proposed design was determined.

In December 2021, the proposed design (Table 1) was approved by the OPS Senior Leadership Team. The Build phase, currently underway, will be completed in Q4, 2022 and applied early in the new year on an ongoing basis.

**Table 1:** Approved Sworn Promotion Process Framework

	<b>Sworn Promotion Process Framework</b>
Step 1	Comprehensive Performance Review
Step 2	Eligibility and Application
Step 3	Leadership Development Program – foundation of new framework
Step 4	Promotion Selection Board
Step 5	Selection and Placement
Step 6	Continued Development

Steps of the approved Sworn Promotion Process Framework are as follows:

**Step 1:** The Comprehensive Performance Review includes a technology platform for using member performance feedback in relation to the new Universal Competencies (Self-less Leadership, Emotional Intelligence, Integrity Driven) and leadership potential.

**Step 2:** The Eligibility and Application step includes a validation of member's experience. Each member must have no less than five years of total policing experience (two must be with the OPS) prior to being considered for promotion. For all ranks, a member must have no less than two years experience at the previous rank (including both confirmed and acting).

**Step 3:** The Leadership Development Program step is the foundation of the new framework. The program includes a long-term learning experience where members participate in the learning required to be successful in their new assignments, including but not limited to, leadership presence, keeping members safe and well, managing conflict, etc.

Features include:

- In-class and online group discussions;
- Scenario analysis and response;
- Experiences/assignments related to the core functions of the rank including an application of the EDI Toolkit;
- Course work;
- Informal learning through the Learning Experience Platform; and
- Mentorship.

Candidates progress will be monitored by the Talent Development team throughout the entire program before their profile is reviewed by the Promotion Selection Board.

**Step 4:** The Promotion Selection Board (PSB) is responsible for assessing the leadership potential of members who have successfully completed the Leadership Development Program. The PSB will be comprised of members from the OPS Senior Leadership Team and the community. This talent review will be completed without any knowledge of who is being assessed to remove any potential for bias. The panel will provide a pool of eligible candidates for promotion to the Sworn Staffing and Career Management section for placement.

**Step 5:** The Selection and Placement of promotion candidates is the responsibility of the Sworn Staffing and Career Management Team and will compliment the new Sworn Transfer Panel process. As such, members will be selected for promotion based on the knowledge, skills and abilities required for roles.

**Step 6:** Continued development opportunities will be provided to all candidates considered by the selection board. Detailed debriefs will be provided to each candidate and specific recommendations for continued learning/development will explicitly detailed and communicated to assist members in addressing gaps and furthering skills development.

## 2021 Promotions

Table 2 summarizes the 2021 promotions by rank, aggregating the data provided to the Board in the Quarterly Workforce Management Reports.

**Table 2:** 2021 Promotions

	<b>Sergeant</b>	<b>Staff Sergeant</b>	<b>Inspector</b>	<b>Superintendent</b>	<b>TOTAL</b>
<b>Promotions</b>	20	4	0	1	<b>25</b>
<b>Female</b>	5	1	0	1	<b>7</b>
<b>Male</b>	15	3	0	0	<b>18</b>

**Note, further work is required to develop and incorporate diversity data and targets into the promotional model.**

## CONCLUSION

The OPS recognizes the importance of maintaining a fair, transparent and equitable promotion process, with the goal of reducing bias. The Sworn Promotion Process aims to assist in identifying high calibre officers ready to take on more advanced leadership roles at all ranks. This report highlights the status of the sworn promotions review as a priority action item within the EDI Action Plan.