

**Report to / Rapport au:**

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

**June 26, 2023 / 26 juin 2023**

**Submitted by / Soumis par:**

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

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**SUBJECT: SWORN PROMOTION PROCESS – 2022 ANNUAL REPORT**

**OBJET: PROCESSUS DE PROMOTION DES AGENTS ASSERMENTÉS:  
RAPPORT ANNUEL DE 2022**

**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 put in place sworn promotion processes and report annually as to how they have met Board policy objectives.

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

Listed as one of the priorities in the OPS Equity, Diversity and Inclusion (EDI) action plan, the review would ensure that the new process:

- Was open, fair, consistent and transparent;

- Was reflective of the diversity and evolving needs of our members and the communities that we serve; and
- Enables the Service to identify the very best future leader, place them in the right positions, and provide continuous support and leadership training.

The primary purpose of this report is to provide the Board with an update on these review processes and to provide a summary of the 2022 promotions by rank.

## **DISCUSSION**

In December 2021, the OPS Senior Leadership Team approved a six-step Sworn Promotion Process Framework as outlined in Table 1 below. This framework was developed in collaboration with a diverse committee that was comprised of sworn and civilian members from all ranks, subject matter experts, and members of the Community Equity Council, as well as through external consultation and research of best practices in similar organizations.

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

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

The build phase of this new process was to be completed in Q4, 2022 and implemented in January 2023.

The service experienced staffing capacity issues within the Human Resources section and changes in executive leadership that caused delays in the completion of the build phase. This program development was placed on hold until adequate staffing levels were re-established. This pause supported a focus to be placed on staffing these critical positions as well as conducting a thorough evaluation and needs assessment of the previously proposed key deliverables.

This approach will equip the Service to make more meaningful decisions that are representative of the Chief's vision and incorporate recommendations from the Rubin Thomlinson recommendations report. Additionally, it will aid in the prioritization of the

key deliverables to be completed in 2023 and highlight additional areas of focus to be built into the 2024 work plan.

As an interim measure, a Promotions team was established in December 2022 to lead the development of Sergeant, Staff Sergeant and Senior Officer promotional processes with the goal of conducting an initial promotional process in Q2 2023. The Promotions team have successfully developed and implemented a refined Superintendent promotional process and are on track to launch new Inspector, Sergeant and Staff Sergeant processes starting in Q4 2023. This work is being done in partnership with the Respect, Values and Inclusion Directorate which is assisting greatly by putting all new processes through the EDI Toolkit and EDI lens.

### **2022 Promotions**

Table 2 summarizes the 2022 promotions by rank, aggregating the data provided to the Board in the Quarterly Workforce Management Reports.

**Table 2: 2022 Promotions**

	<b>Sergeant</b>	<b>Staff Sergeant</b>	<b>Inspector</b>	<b>Superintendent</b>	<b>TOTAL</b>
<b>Promotions</b>	18	4	1	1	<b>24</b>
<b>Female</b>	1	1	0	0	<b>2</b>
<b>Male</b>	17	3	1	1	<b>22</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. The sworn promotion processes assist in identifying high calibre talent ready to take on more advanced leadership roles at all ranks. This report highlights the sworn promotions by rank in 2022.