

**Report to / Rapport au:**

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

**25 September 2023 / 25 septembre 2023**

**Submitted by / Soumis par:**

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

**Contact Person / Personne ressource:**

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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:

- Is open, fair, consistent and transparent;

- Reflects 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 the Board with a summary of 2022 promotions by rank.

## **DISCUSSION**

In December 2021, the OPS Senior Leadership Team approved a Sworn Promotion Process Framework as outlined in table 1 below.

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

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

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

Throughout 2022, the service experienced staffing capacity issues within the Human Resources Branch and changes in executive leadership that caused delays in the completion of the build phase. Program development was placed on hold until adequate staffing levels were achieved and there was alignment with the vision and expectations of the incoming executive team.

In December 2022, a Sworn Promotions Team was established consisting of an Inspector, two Staff Sergeants, a Talent Development Specialist, and a Talent Development Coordinator. This team of sworn and civilian subject matter experts and human resources professionals was tasked to lead the development of the Sergeant, Staff Sergeant, Inspector, and Superintendent promotional processes. The progress on this team's work will be reported in the 2023 annual report to the Board.

## 2022 Promotions

Table 2 summarizes the 2022 promotions by rank, aggregating the data provided to the Board in the Quarterly Workforce Management Reports. Any promotions done in 2022 were a result of Sworn Promotional Processes conducted in previous years and the eligibility lists and pools that stemmed from those processes. Execution of the Sworn Promotional Processes resulted in a clearing of all pools and made way for the development of new pools using new processes that are being rolled out in 2023.

**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>

Note, further work is required to develop and incorporate diversity data and targets into the promotional model. The collection of this data will be a component of the processes to be developed in 2023.

### CONSULTATION

Not applicable

### FINANCIAL IMPLICATIONS

Not applicable

### CONCLUSION

The OPS recognizes the importance of maintaining fair, transparent, and equitable promotional processes, that provide career development opportunities for members and meet the operational needs of the organization. The sworn promotion processes assist in identifying high calibre officers ready to take on more advanced leadership roles at all ranks. This report provides the aggregate information on sworn promotions in 2022.

The OPS is looking forward to reporting on the work of the Sworn Promotions Team that is underway in 2023.