

Report to / Rapport au:

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

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Submitted by / Soumis par:

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SUBJECT: SWORN PROMOTION PROCESS – 2017 ANNUAL REPORT

**OBJET: PROCESSUS DE PROMOTION DES AGENTS ASSERMENTÉS :
RAPPORT ANNUEL DE 2017**

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 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. The primary focus of this report is the Inspector and Staff Sergeant Promotion processes that were conducted in 2017.

DISCUSSION

The current sworn promotion processes were designed and implemented in 2009, based on feedback from both members and the Executive. The goal was to create a process that was streamlined and efficient, while producing successful candidates ready to take on the challenges of the next rank. The promotion processes were also designed to encourage interested OPS members to participate in a fair, transparent and open process.

After each promotion process is completed, opportunities for improvement are identified based on feedback from participants and promotion panel members. Capitalizing on these opportunities for improvement leads to improved tools and processes, ensuring promotions at all ranks remain fair, transparent, open, and non-discriminatory, and consistently deliver high calibre candidates ready to fill roles at the next rank.

Governance

The OPS Sworn Promotion processes are set out in policy and overseen by the Promotion Steering Committee which is chaired by the Chief Human Resources Officer (CHRO). The Steering Committee reviews policy and process changes and provides guidance and input into the many practical aspects of each process. External consultation is sought to review process interview questions and job scenarios (where applicable) to ensure they are drafted in a bias-neutral manner and do not contravene equity, diversity and inclusion (EDI) principles.

As part of the Gender Project, the promotion processes for all 4 sworn ranks were reviewed in 2017 and changes made. The changes reflected the insights gained during the Gender Project and were aimed at both removing systemic barriers from the process and fostering a bias neutral environment. For example: all interview panels include both men and women, all participants receive bias neutral training, and an independent observer will be present during the interviews.

Sworn Promotion Process Overview

The Sworn Promotion Process has a standardized framework, which is applied at the ranks of Superintendent, Inspector, Staff Sergeant and Sergeant. The framework is tailored to reflect relevant competencies and job requirements at the promotion rank. The standardized framework is comprised of the six (6) stages outlined in the list below:

Stage 1: Prerequisite

- Stage 2: Application Package
- Stage 3: Job Scenario* & Interview
- Stage 4: Debrief Process
- Stage 5: Reassessment
- Stage 6: Candidate Selection

* Step not required in Superintendent Process

Each promotion process is managed by the Talent Development and Performance Management Section and carried out by trained panel members responsible for evaluating the candidates at each stage of the process.

The panel for the Superintendent promotion process is made up of at least two (2) of the Deputy Chiefs and/or the Director General (Corporate Services). Each panel for the Inspector, Staff Sergeant and Sergeant Promotion Processes are comprised of two (2) members; one (1) at the Promotion Process rank, and one (1) at the next rank above.

At the end of each promotion process, there is a debrief step where the candidates are provided with an opportunity to receive feedback from their respective panel members on their results. The process is then concluded with a reassessment stage, which gives candidates an opportunity to request that their results be reviewed to ensure accuracy.

Training on the interpretation and application of process scoring guides occurs and all participants are required to attend bias-awareness training. In 2017, this training was provided by the Center for Intercultural Learning through Global Affairs Canada.

The involvement of an Independent Facilitator in the sworn promotion processes was introduced in 2017. The Independent Facilitator is present at all stages to guide and ensure the process is bias neutral.

All members participating in OPS promotion processes are required to sign an ethics statement, confirming their commitment to maintaining fairness and objectivity in their scoring and confidentiality with respect to their process involvement.

2 Year Promotion Cycle

The promotion process is based on a two (2) year cycle as outlined in Table 1 below. In the calendar years ending in an even number, promotion processes for the Superintendent and Sergeant are held. During calendar years ending in an odd number, promotion processes are held for Staff Sergeants and Inspectors. This cycle is communicated across the OPS to enable members to plan their careers and gain the breadth and depth of experience and skills required to be competitive. Variance from

this cycle can take place with the support of the Promotion Steering Committee and Executive Command based on operational exigencies.

Table 1: Promotion Cycle

	2017	2018	2019
Q1-Q2	Staff Sergeant	Superintendent	Staff Sergeant
Q3-Q4	Inspector	Sergeant	Inspector

2017 Promotion Process Results

As indicated in Table 2 below, forty-eight (48) candidates entered the 2017 Staff Sergeant promotion process. Thirty-five (35) members passed with a score of 65% or greater and five (5) candidates retained their 2015 eligibility. As a result, the 2017 Staff Sergeant Promotion Eligibility List consists of forty (40) members eligible to act and be promoted. There are 61 Staff Sergeant positions at OPS.

The 2017 Inspector Promotion process yielded a total of twenty-one (21) applicants. As indicated in Table 2 below, a total of fifteen (15) candidates were successful and two (2) candidates retained their previous eligibility status. As a result, the 2017 Inspector Promotion Eligibility Pool consists of seventeen (17) members eligible to act and be promoted. There are 21 Inspector positions at OPS.

Table 2: 2017 Promotion Process Results

	Staff Sergeant	Inspector
Total Number of Applications Received	48	21
Successful Candidates	35	15
Candidates who retained previous eligibility	5	2
Total Candidates Eligible for Promotion	40	17
Number of positions at the rank	61	21

*For the rank of Sergeant and Staff Sergeant, candidates can retain their mark from the previous promotion process for one additional promotion cycle. For the rank of Inspector and Superintendent, candidates remain in the pool and do not need to re-compete.

2017 Promotions

Table 3 below summarizes promotions in 2017 by rank, aggregating the data provided in the Quarterly Workforce Management Board reports.

Table 3: 2017 Promotions

	Sergeant	Staff Sergeant	Inspector	Superintendent	TOTAL
Promotions	26	6	0	1	33

CONCLUSION

The OPS recognizes the importance of maintaining a fair and transparent promotion process. The sworn promotion process assists in identifying qualified officers ready to take on more advanced leadership roles at all ranks. In 2017, a review of the sworn promotion process policies and procedures resulted in some amendments which supported the OPS commitment to EDI and bias-neutral evaluations.