

Report to / Rapport au:

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

27 April 2020 / 27 avril 2020

Submitted by / Soumis par:

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SUBJECT: SWORN PROMOTION PROCESS – 2019 ANNUAL REPORT

**OBJET: PROCESSUS DE PROMOTION DES AGENTS ASSERMENTÉS :
RAPPORT ANNUEL DE 2019**

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 (the 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 Staff Sergeant and Inspector promotion processes that were conducted in 2019.

DISCUSSION

Revisions to the sworn promotion processes were designed and implemented in 2019, 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 the 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 overseen by the Promotion Steering Committee which was chaired by the Chief Human Resources Officer in 2019. 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), as well as associated scoring guides, to ensure they are drafted in a bias-neutral manner and do not contravene equity, diversity and inclusion (EDI) principles.

Sworn Promotion Process Overview

Sworn promotion processes follow a rank-specific framework, which is tailored to reflect relevant competencies and job requirements at the promotion rank. The frameworks for the Staff Sergeant and Inspector promotion process are outlined below.

Table 1: Staff Sergeant and Inspector Promotion Process Frameworks

	Staff Sergeant	Inspector
Step 1	Prerequisite	
Step 2	Application Process and Eligibility Review	
Step 3	Job Scenario	
Step 4	Interview	
Step 5	Eligibility for Promotion and Acting Assignments	
Step 6	Debrief Process	
Step 7	Reassessment Process	
Step 8	Selection from the Promotion Eligibility List	

Each promotion process is overseen by the Manager, Talent Development and Performance Management and the Talent Development Specialist. The process is further supported by trained panel members responsible for evaluating the candidates at each stage of the process.

The promotion process panels for the Superintendent promotion process is made up of at least two (2) of the Deputy Chiefs and/or the Chief Administrative Officer. Promotion process panels for the Inspector, Staff Sergeant and Sergeant processes are comprised

of two (2) sworn members; one (1) at the Promotion Process rank, and one (1) at the rank above.

Contrary to previous years, in 2019, for both the Inspector and Staff Sergeant Promotion processes, there was a single, dedicated panel for the Scenario step and a different panel dedicated to the Interview step of the processes. In addition, the Scenario step for both processes was done in a group in a computer lab and was scored “blind” by the panel. This was done in order to increase the consistency in the panels’ scoring of the candidates, as well as to ensure the process was conducted in a bias-neutral manner and would not contravene equity, diversity and inclusion (EDI) principles .

At the end of each promotion process, candidates are offered a debrief with at least one of their respective panel members to discuss their process results and to receive feedback on their performance.

The process concludes with a reassessment stage, which gives candidates an opportunity to request that their results be reviewed to ensure accuracy. The reassessment panel for the Superintendent promotion process consists of the Chief of Police. The reassessment panel for the Inspector process consists of the two (2) Deputy Chief’s. The Staff Sergeant and Sergeant promotion processes consists of two (2) Superintendents.

Panel training is conducted by the Manager, Talent Development and Performance Management and the Talent Development Specialist. In addition, all process panel members are required to attend bias-neutral training in accordance with the Equitable Workplace Environment Policy. The 2017 Gender Audit identified the need for this training to help reduce bias in the process. In 2019, 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. This element is another recommendation from the Gender Audit and helps support transparency and reduce bias. This year, Independent Facilitators from the People and Culture and Training and Development Directorates were present at all evaluation stages of the promotion processes, ensuring that panels fairly evaluated candidate responses and provided bias-neutral feedback. Independent Facilitators were also required to attend bias-neutral training and received instruction on process specifics, including the use of the standardized scoring guides.

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

2 Year Promotion Cycle

The sworn promotion processes are based on a two (2) year cycle, with two (2) promotion processes taking place each year. Table 2 below outlines the two (2) year cycle for each promotion process. In the calendar years ending in an even number, promotion processes for the Superintendent and Sergeant will be held. During calendar years ending in an odd number, promotion processes will be held for Staff Sergeants and Inspectors.

Communicating this cycle enables members to better plan their careers and gain the necessary 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 2: Promotion Cycle

	2020	2021	2022
Q1-Q2	Superintendent	Staff Sergeant	Superintendent
Q3-Q4	Sergeant	Inspector	Sergeant

2019 Promotion Process Results

As indicated in Table 3 below, eight (8) candidates entered the 2019 Inspector Promotion process. One (1) candidate withdrew prior to the Scenario step. One (1) candidate was not successful at the Scenario step and one (1) at the Interview step was also not successful. Five (5) candidates were successful and passed with a score of 65% or greater. Six (6) members remained in the Inspector Promotion Eligibility pool as a result of previous promotion processes, bringing the total number of eligible members to eleven (11).

The 2019 Staff Sergeant Promotion process yielded a total of 43 applicants. Seven (7) candidates were screened out of the process as a result of not receiving a valid OPC Promotional exam and/or were not successful in the Scenario step. One (1) candidate withdrew their application after the Scenario step.

There were 35 candidates who advanced to the Interview step. All were successful in meeting the minimum score of 65%.

Three (3) members remained on the Staff Sergeant Promotion Eligibility List as a result of previous promotion processes.

Nine (9) members on the Staff Sergeant Promotion Eligibility List re-entered the process in 2019 with the goal of improving their mark. At the end of the process, two (2) of them chose to stand on their previous marks.

With some members standing on their previous marks, some participating and improving their rank and new members being added to the list, the total number of eligible members on the Staff Sergeant Promotion Eligibility List is 38.

Table 3: 2019 Promotion Process Results

	Staff Sergeant	Inspector
Total number of applications received (2019)	43	8
Total applicants screened out (PSS or resume)	0	0
Candidates interviewed (2019)	35	6
Successful candidates	35	5
Candidates who retained previous eligibility	5	6
Total candidates eligible for promotion	38	11

*For the rank of Sergeant, candidates can retain their mark from the previous Promotion process for one additional promotion cycle.

For the rank of Staff Sergeant, in 2019, through a Memorandum of Agreement (MOA) with the Ottawa Police Association (OPA), candidates who remained on the 2017 Staff Sergeant Promotion Eligibility list and who received a mark of seventy (70) percent or greater on the Scenario step of the 2019 Promotion process would be allowed to stand on their mark in 2019. Standing on your mark has been removed from the Promotion process moving forward.

For the rank of Inspector and Superintendent, candidates remain in the Eligibility pools and do not need to re-compete.

2019 Promotions

Table 4 below summarizes the 2019 promotions by rank, aggregating the data provided to the Board in the Quarterly Workforce Management Reports.

Table 4: 2019 Promotions

	Sergeant	Staff Sergeant	Inspector	Superintendent	TOTAL
Promotions	9	5	2	0	16

CONSULTATION

N/A

LEGAL IMPLICATIONS

N/A

RISK MANAGEMENT IMPLICATIONS

N/A

FINANCIAL IMPLICATIONS

N/A

CONCLUSION

The OPS recognizes the importance of maintaining a fair, transparent and equitable promotion process, one that also has the goal of reducing bias. The sworn promotion processes assist in identifying high calibre officers ready to take on more advanced leadership roles at all ranks. This report highlights the sworn promotion process for 2019. The sworn promotion processes will be under review in 2020 as a priority action item within the EDI Action Plan.