

Report to / Rapport au:

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

26 November 2018 / 26 novembre 2018

Submitted by / Soumis par:

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SUBJECT: MEMBER ENGAGEMENT SURVEY

OBJET: SONDAGE EFFECTUÉ AUPRÈS DES MEMBRES

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 (OPSB), in collaboration with the Ottawa Police Service (OPS), is in the process of developing the 2019-2021 Strategic Plan. As one of the key inputs to this plan, the OPS conducted a Member Engagement Survey, the 8th such survey OPS has conducted since 1995. Members were invited to share their perceptions regarding:

- job satisfaction and level of engagement with the organization;
- career/professional growth opportunities;
- processes relating to promotions, transfers, job postings and temporary assignments;

- performance evaluation processes;
- access to required resources to perform their job;
- employee wellness, work environment, and work/life balance;
- information and communication;
- teamwork/work unit;
- the various levels of management, from immediate supervisor to Executive;
- ethical behaviour/respectful workplace/diversity and inclusion;
- external stakeholders and partnerships; and
- organizational performance.

TalentMap, a leading research firm specializing in employee engagement surveys, conducted this research on behalf of Service. Members were emailed an invitation to participate via a secure online portal. The survey was open from September 4th to 23rd, 2018. All data collected by TalentMap is completely confidential. Only aggregate results were provided to OPS. Further, no individual-level data will be shared.

Overall, a response rate of 62% was achieved. While this result is lower than the 2015 Member Engagement survey (72%), it is in line with TalentMap's industry benchmark of 66%. Results are considered a reliable representation of the entire employee population.

As cited in TalentMap's 2018 report to Ottawa Police Service, "employee engagement is a heightened emotional and intellectual connection than an employee has for his/her job, organization, manager, or coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work."

DISCUSSION

The research suggests that overall member engagement is consistent with 2015 results (48% vs. 47%). OPS began collecting data on overall engagement in 2012 (61%).

Changes in Level of Engagement

- There have been improvements in certain aspects of engagement since 2015; namely, there have been increases in seeing a clear link between one's work and OPS's Vision and Priorities.
- This gain was offset by a decline in the proportion of members who are proud to tell people they are a member of OPS.

Engagement by Directorate and Role

- Overall engagement ratings vary considerably by Directorate (from 75% favourable to 40% favourable). The Directorates with the highest and lowest overall engagement scores are listed in the table below with Executive Services, People and Culture and Corporate Support at the top of the list, and Community Relations & Frontline Specialized Support, Criminal Investigations and Frontline Operations at the bottom of the list.

Directorates with the Highest Engagement		Directorates with the Lowest Engagement	
Executive Services	75%	Frontline Operations	40%
People and Culture	63%	Criminal Investigations	43%
Corporate Support	62%	Community Relations & Frontline Specialized Support	50%
Training and Development	60%	Planning Performance & Analytics	52%
Support Services	53%	Office of the Chief	52%

Engagement by Role

- There was also variation in engagement by role, with Senior Officers by far the most engaged group (65% were highly engaged or engaged).
- Civilians (as a group) were the next most engaged (36% were highly engaged or engaged).
- However, Constables, NCOs, and Special Constables were least engaged (18-24% were highly engaged or engaged while 33-43% were disengaged).

Dimensions of Engagement

- Engagement is influenced by a variety of factors, or dimensions, and there was a wide variation in performance scores by dimension.
- The highest performance scores for OPS were for immediate supervisor (73% favourable), teamwork (60% favourable), and access to resources (60% favourable).
- The lowest-rated performance scores related to workforce management (13% favourable), organizational performance (16% favourable), and Executive Command (21% favourable).

- There have been several significant improvements on a few dimensions since 2015:
 - teamwork (+5%);
 - perceptions of middle management (+3%); and
 - workforce management (+3%).

The Highest-Rated Dimensions of Engagement (% Favourable)		The Lowest-Rated Dimensions of Engagement (% Favourable)	
Immediate Supervisor	73%	Workforce Management	13%
Teamwork	60%	Organizational Performance	16%
Access to Resources	60%	Executive Command	21%
Ethical Behaviour/Respectful Workplace/Diversity & Inclusion	56%	Senior Officers	24%
Middle Management Group	55%	Information and Communication	29%
Employee Wellness	52%	Performance Management	38%
Professional Growth	48%	External Stakeholders & Partnerships	48%

Drivers of Engagement

- TalentMap calculates the relative “weight” of each dimension of engagement in order to identify those which have the greatest impact in terms of influencing employee engagement. One can interpret the relative weights as the amounts of a total ‘pie’ of engagement which is explained by each dimension.
- The top three drivers of engagement remained the same in 2018 vs 2015.
- Professional Growth has the greatest impact on engagement - accounting for 17.4% of engagement.
- Perceptions of Executive Command and Organizational Performance each account for 10.6% of engagement.

Drivers of Engagement	
2018	2015
1. Professional Growth	1. Professional Growth
2. Executive Command	2. Organizational Performance
3. Organizational Performance	3. Executive Command

Job Satisfaction

- Job satisfaction remained at 62%, in line with 2015 OPS results.

CONSULTATION

The results of the member are leveraged as part of the 2019-2021 Strategic Planning process that includes OPSB members and OPS Senior Officers.

FINANCIAL IMPLICATIONS

Subject to priorities established throughout the strategic planning process, there are immediate financial implications.

SUPPORTING DOCUMENTATION

Document 1 – Executive Summary

Document 2 – Summary Presentation OPSB/OPS, 2018

[\(Both documents were issued at the Policy & Governance Committee meeting on 21 November 2018.\)](#)

CONCLUSION

The 2018 Member Engagement research is a key input to help the Service establish priorities for the 2019-2021 Strategic Plan. The survey provides members with an opportunity to share their perceptions on the various drivers of engagement. The information collected also helps the OPS assess organizational health and opportunities to strengthen engagement.