

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: 2016 ANNUAL REPORT

**OBJET: PROCESSUS DE PROMOTION DES AGENTS ASSERMENTÉS :
RAPPORT ANNUEL DE 2016**

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 regard 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 the Service has met Board policy objectives. The primary focus of this report is the Superintendent and Sergeant promotion processes that were conducted in 2016.

DISCUSSION

Design of the Sworn Promotion Process

The current sworn promotion process was 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 process was also designed to encourage interested OPS members to participate in a fair, open, and non-discriminatory 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, open, and non-discriminatory, and consistently deliver high calibre candidates ready to fill roles at the next rank.

Governance

The promotion process at the OPS is overseen by a Promotion Steering Committee, chaired by the Chief Human Resources Officer. The Steering Committee reviews process and policy changes and provides direct guidance and input into the many practical aspects of each process. All individual candidate promotion results are reviewed by the Steering Committee prior to the Chief's final approval.

Sworn Promotion Process Overview

The sworn promotion process has a standardized framework which is applied to the ranks of Superintendent, Inspector, Staff Sergeant, and Sergeant. The broad framework is tailored to reflect the relevant competencies and job requirements at each rank. The standardized framework is comprised of the five steps outlined in the list below:

1. Prerequisite
2. Application Package
3. Scenario *
4. Interview
5. Candidate Selection

* step not required in Superintendent Process

Each promotion process is overseen by the Manager, Talent Development and Performance Management and the Talent Development Specialist, and is supported by

panel members responsible for reviewing a candidate's application package, assessing their scenario and conducting their interview. The panel for the Superintendent promotion process is made up of the Director General Corporate Services and the two Deputy Chiefs, and is facilitated by the A/Director, Strategic Staffing and Talent Management. The number of panels for the Sergeant to Inspector ranks depends on the number of candidates in the process. Each panel for the Inspector promotion process is comprised of an Inspector and a Superintendent, and the Sergeant and Staff Sergeant promotion processes have panels comprised of a Staff Sergeant and an Inspector. Candidates, panel members and steering committee members must all sign an ethics statement acknowledging the confidentiality of the process.

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 there were no errors in the scoring.

2016 Sergeant Promotion Process (Q3-Q4)

A review of the Sergeant promotion process was conducted prior to the 2016 process. Changes for 2016 included additional screening at the prerequisite and application stages with an increased focus on the use of performance management information, as well as minor improvements made to the tools used to support the process.

2016 Superintendent Promotion Process (Q1-Q2)

A review of the Superintendent promotion process was conducted prior to the 2016 process. Similar to the Sergeant promotion process, changes for 2016 included additional screening at the prerequisite and application stages with an increased focus on performance management information. At the same time, a change was made at the candidate selection stage in order to focus on targeted development planning for OPS' future senior officers. The OPS implemented a new eligibility standard that removes the 5 year expiry date on promotion eligibility. In addition, to remain in the eligibility pool the Superintendent candidate must demonstrate progress on his/her succession development plan.

Promotion Cycle

A two-year cycle, which outlines the timelines for each promotion process, has been developed and approved by Executive Command and communicated to members (see

Table 1). The plan indicates that there will be two promotion processes per year. In the calendar years ending in an even number, promotion processes for the Sergeant and Superintendent will be held. During odd years, promotion processes will be held for Inspectors and Staff Sergeants. Communicating this cycle enables members to better plan their careers and prepare for promotion processes by gaining the necessary experience and skills. Variance from this cycle can take place with the support of the promotion steering committee and the executive based on operational exigencies.

Table 1: Promotion Cycle

	2016	2017	2018
Q1-Q2	Superintendent	Staff Sergeant	Superintendent
Q3-Q4	Sergeant	Inspector	Sergeant

Promotion Process Results

Table 2 outlines the results of the 2016 Sergeant and Superintendent promotion processes.

Table 2: 2016 Promotion Process Results as at Dec 31, 2016

	Sergeant	Superintendent
Promotion Candidates	116	3
Successful Candidates	94	2
Candidates Standing on Mark*	11	0
TOTAL Candidates Eligible for Promotion	105	2

**For the ranks of staff sergeant and sergeant, candidates can retain their mark from the previous promotion process for one additional promotion cycle. For the ranks of inspector and superintendent, a new eligibility standard that removes the 5 year expiry date on promotion eligibility.*

2016 Promotions

Table 3 summarizes the 2016 promotions by rank, aggregating the data provided in the Quarterly Workforce Management Board report.

Table 3: 2016 Promotions

	Sergeant	Staff Sergeant	Inspector	Superintendent	TOTAL
Promotions	15	12	7	5	39

CONSULTATION

Not applicable

FINANCIAL IMPLICATIONS

Not applicable

CONCLUSION

The OPS recognizes the importance of maintaining a fair and open promotion process to guide the promotion of successful candidates to the next rank. The sworn promotion process assists in identifying high calibre officers ready to take on more advanced leadership roles at all ranks. Further enhancements to OPS promotion processes are expected in 2018 as a result of the gender audit currently underway in 2017.