



**OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA**

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**REPORT
RAPPORT**

DATE: 23 March 2015

TO/DEST: Executive Director, Ottawa Police Services Board

FROM/EXP: Chief of Police, Ottawa Police Service

SUBJECT/OBJET: **SWORN PROMOTION PROCESS – 2014 ANNUAL REPORT**

RECOMMENDATION

That the Ottawa Police Services Board receives this report for information.

BACKGROUND

The Ottawa Police Services Board (the Board) Policy Manual includes Chief's Requirement Policy 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 they have met Board policy objectives. The primary focus of this report is the Superintendent and Sergeant promotion processes that were conducted in 2014.

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.

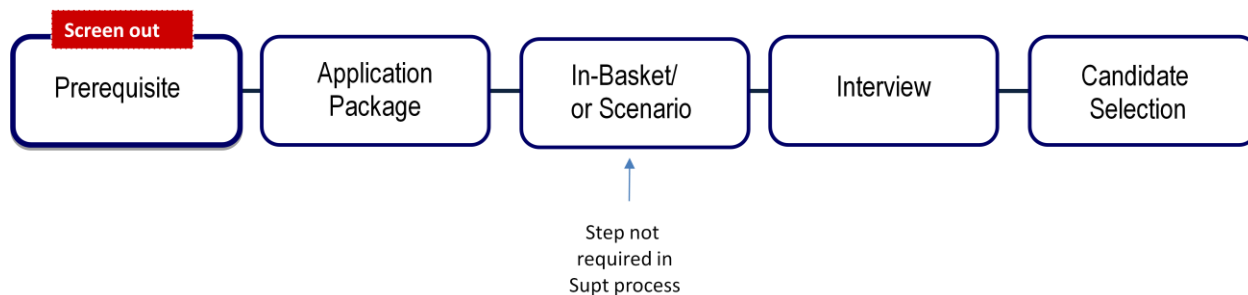
After each promotion process is completed, opportunities for improvement are identified based on feedback from participants and the promotion panel members. Capitalizing on these opportunities for improvement leads to improved tools and process, ensuring promotions at all ranks remain fair, open, and 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 the Manager, Talent Development and Performance Management, with input from a Promotion Steering Committee made up of the Superintendent of Resourcing and Development (Chair), the Director General Corporate Services, the two Deputy Chiefs, the Superintendent of the Emergency Operations Directorate, the Superintendent of Support Services, the Inspector of Outreach and Development, and the Staff Sergeant of Career Development. The Steering Committee reviews process and policy changes and provides input into the many practical aspects of each process. Significant changes to process are approved by the Senior Management Committee, as well as Executive Command.

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 diagram below:



Each promotion process is overseen by the Manager, Talent Development and Performance Management and is supported by panel members responsible for reviewing a candidate's application package, assessing their scenario or in-basket (where relevant) 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. 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 promotional process there is a debrief step where the candidates in the process 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.

Superintendent Promotion Process (Q1-Q2)

As a result of a review of the Superintendent promotion process, a new valid and defensible promotion assessment was implemented. The promotion assessment required that each

candidate be assessed by two Supervisors at the rank of Superintendent or higher, followed by a calibration meeting with all Superintendents. In order to move on to the interview, candidates were required to demonstrate (through the promotion assessment) the minimal level of expected performance at the Superintendent level against OPS Superintendent competencies, ethical accountability, and breadth of experience. Additionally, some minor improvements were made to the tools used to support the process for 2014.

2014 Sergeant Promotion Process (Q3-Q4)

As a result of a review of the Sergeant promotion process, changes for 2014 included improvements to the criteria used in the application stage, enhanced validity in the interview and scenario stage, as well as minor improvements made to the tools used to support the process.

At the application stage, scoring of the resume was streamlined to include the following three components: (1) breadth and depth of experience, (2) community engagement, and (3) formal education. To move on to the interview and scenario stage, a prospective Sergeant candidate was required to achieve a score of 65% on a review of the resume.

At the interview and scenario stage, candidates were given a short list of key competencies at the Sergeant rank well in advance of the interview and asked to prepare behavioural examples that demonstrate the desired competencies (i.e. Leadership, et al.). Six short scenarios were developed and each candidate was randomly assigned two scenarios. One universal scoring guide was used by the panels to assess all responses to the scenarios. The focus of the scoring guide was on the quality of the responses to ensure consistent scoring among panel members.

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.

Table 1: Promotion Cycle

	2013	2014	2015	2016
Q1-Q2	Staff Sergeant	Superintendent	Staff Sergeant	Superintendent
Q3-Q4	Inspector	Sergeant	Inspector	Sergeant

Promotion Process Results

Table 2 outlines the results of the 2014 Superintendent and Sergeant promotion processes.

Table 2: 2014 Promotion Process Results as at Dec 31, 2014

	Superintendent	Sergeant*
Promotion Candidates	5	139
Successful Candidates	2	110
Candidates Standing on Mark*	5	14
TOTAL Candidates Eligible for Promotion	7	124

**For the NCO ranks, candidates can retain their mark from the previous promotion process for one additional promotion cycle*

2014 Promotions

Table 3 summarizes the 2014 promotions by rank, aggregating the data provided in the Quarterly Workforce Management Board report. A total of 18 promotions were made in 2014.

Table 3: 2014 Promotions

	Sergeant	Staff Sergeant	Inspector	Superintendent	TOTAL
Promotions	12	4	2	0	18

CONSULTATION

Not applicable.

FINANCIAL STATEMENT

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. Under the guidance of a strong governance team, the sworn promotion process assists in identifying high calibre officers ready to take on more advanced leadership roles at all ranks.

(Original signed by)

Charles Bordeleau
Chief of Police

Responsible for report: Director General Debra Frazer

