



DATE: 23 March 2015

TO/DEST: Executive Director, Ottawa Police Services Board

FROM/EXP: Chief of Police, Ottawa Police Service

SUBJECT/OBJET: **SWORN STAFFING TENURE PROGRAM – 2014 ANNUAL REPORT**

RECOMMENDATION

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

BACKGROUND

Section 31(1)(c) of the *Police Services Act* states that a board shall establish policies for the effective management of the police force. Board Policy CR-7 provides specific direction to the Chief with regard to managing the workforce within the Ottawa Police Service (OPS). The Policy identifies the requirement for the Chief to have a tenure program in place, to be reported on annually. This report fulfils the requirement.

DISCUSSION

The need for a Tenure Program

Police services across the country have identified the need to implement workforce management strategies that will balance organizational needs for experienced personnel with the members' need for challenging work, aligned with their career goals, which enables them to lead a healthy and balanced life.

- The OPS *Criminal Investigative Section 2000 Final Report* recommended that: **“Section managers should identify the average length of tenure a member will spend in their section.”** The rationale for this recommendation was that rotation of members would help reduce burnout and tunnel vision, and would permit the continuous development of members' knowledge, skills and abilities.
- In his review of the Toronto Police Service Central Field Drug Squad, entitled “Review and Recommendations Concerning Various Aspects of Police Misconduct,” the

Honourable Mr. Justice George Ferguson highlighted the need for a formally-structured process to facilitate the movement of staff into and out of “specialty” sections.

In 2008, a Tenure Design Team was created to develop a Tenure Program that was specific to the needs of the OPS and its membership. The goal of establishing a tenure program was to have a fair, transparent and fluid process in which to move and deploy the sworn workforce. The policy and program framework was developed by this group, based on consultations with the members, vetted by the Tenure Steering Committee and approved by the Chief on October 6, 2008 for implementation. Since that time, there have been four (4) subsequent policy updates as well as a comprehensive program review in 2013/2014 to build a more efficient and successful process.

The administration of the Sworn Staffing Tenure Program is the responsibility of the Superintendent of Resourcing and Development Directorate (RDD). The Sworn Staffing Tenure Steering Committee continues to be an important resource to this group, providing guidance and feedback and assisting with the fine-tuning of the process to ensure it remains relevant.

2013 Tenure Program Review

The Chief is required under the monitoring requirements of Board Policy CR-7 to “review the effectiveness of and adherence to the Tenure program and procedures.” Accordingly the Planning, Performance and Analytics Section of OPS commissioned an evaluation of the Tenure Program in 2013, which was undertaken by Prairie Research Associates Inc. (PRA).

PRA began the program evaluation with a strategic review, examined the tenure process as a whole, and analyzed its impact on members and the organization. They arrived at six key findings and made recommendations for improvement.

A final technical report on the review was provided to the Resourcing & Development (R&D) Superintendent on December 24, 2013. A management response was requested and provided by the Superintendent and his team on January 24, 2014. The process of finalizing the revisions to the Tenure Program and implementing the new Sworn Staffing Tenure Policy was completed on June 18, 2014.

The review resulted in several significant revisions to the process and policy. For the ranks of Constable and Sergeant, changes were made relating to patrol requirements, tenure durations, stream structure and the selection process.

Staff Sergeant placements continued to be managed by the Superintendents in the same manner as in 2013.

The 2014 Process

The merging of the 2014 and 2015 Application processes operating under the new policy with a transition plan was proposed by the RDD Team and approved by Executive Command. The next application process will be held in 2016. Interest in the 2014/2015 application process was at its highest level to date with a record number of 1,610 applications received from 522 members.

- A General Order (GO) was released in June of 2014 announcing the commencement of a 2014/2015 Sworn Staffing Tenure application process.
- A total of 130 positions were open for candidate competition: 62 at the rank of Constable and 68 at the rank of Sergeant.
- Eligible sworn members were permitted to submit a maximum of four (4) tenure applications.
- In September 2014 selection panels evaluated applications and other relevant documentation to create Tenure Selection Pools for each position.
- The 2014 Tenure transfer date was identified as Monday, November 10, 2014.
- Notifications to officers of their transfers began in October 2014; the GO was approved and distributed on October 27, 2014.
- The Tenure Selection Pools are also used to select qualified candidates when unplanned vacancies occur throughout the 2014/2015 cycle.
- From October 2014 to date, over 100 successful candidates have been selected from Tenure pools for tenured positions.

Table 1 below identifies the tenure transfer numbers reflected on the annual General Order for each of the last five (5) years of the Program. These numbers demonstrate the magnitude of planned rotation of personnel within the organization and are initiated by the observance of tenure end dates. The number of additional transfers varies from year to year based on factors such as: the tenure-in dates for members moving into positions; the number of members who transferred prior to their maximum tenure time; transfers resulting from promotions, secondments, U.N. Missions, retirements, and a member's election to transfer to a non-tenured position.

Table 1

**Transfer Activity Resulting from the Annual Tenure Transfer Process
2010 - 2014**

	2010	2011	2012	2013	2014
Total Tenure Transfers	60	32	78	93	74
<i>Breakdown:</i>					
Patrol to Tenured Position	26	14	33	37	29
Tenured Position to Patrol	24	16	31	39	30
Tenured Position to Tenured Position	10	2	14	17	15

CONSULTATION

Many groups of internal stakeholders were consulted during the review of the tenure program. As well a number of key agencies were contacted for input by PRA including:

1. Office of the Crown Attorney, Ottawa
2. Ottawa School Board – ‘Safe Schools’ Representatives
3. Ottawa Community
4. Ottawa Business Improvement Area Group
5. Edmonton Police Service
6. Durham Police Service.

FINANCIAL STATEMENT

The cost of the contract with PRA for the tenure review was \$62,875 exclusive of applicable taxes.

CONCLUSION

The OPS recognizes the importance of continuous review, improvement, and maintenance of the Sworn Staffing Tenure Program in order to facilitate the transfer of sworn personnel in an efficient, fair and transparent manner.

The primary goal has consistently been to ensure the rotation of sworn personnel after a specified time period to meet the current and future needs of the Service, while supporting the continuous development of members’ knowledge, skills, and abilities.

(Original signed by)

Charles Bordeleau
Chief of Police

Responsible for Report: Director General Debra Frazer