

SWORN OFFICER RECRUITMENT STRATEGY UPDATE

Police Services Board

January 28, 2019



OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA

A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire



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BACKGROUND



- Update the Board on ongoing recruitment efforts
- Discuss process improvements
- Outline Outreach recruitment and increases to the number of diverse and female candidates
- Next Steps

ONGOING CHALLENGE



- OPS expects to hire 500 Sworn Officers over next 5 years to meet growth needs and replacements for retirements.
- 1,500 prospects needed to meet goal
- Strong focus on ensuring our hiring is meaningfully reflective of the community we serve

WHO ARE WE LOOKING FOR



■ **Police Services Act (Section 43) hiring requirements:**

- § Is a Canadian citizen or a permanent resident of Canada;
- § Is at least eighteen years of age;
- § Is physically and mentally able to perform the duties of the position, having regard to his or her own safety and the safety of members of the public;
- § Is of good moral character and habits; and
- § Has successfully completed at least four years of secondary school education or its equivalent

■ **Reflective of the community we serve**

■ **Constable Essential Competencies**

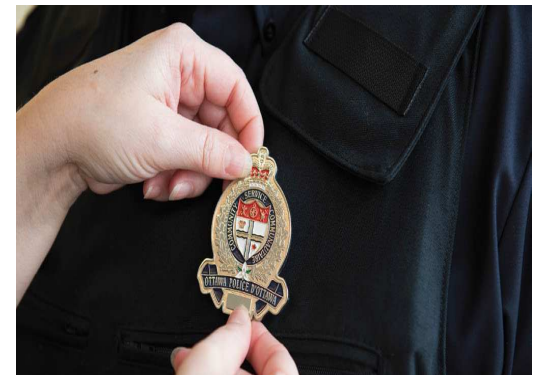
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|------------------------------------|--------------------------------------------|
| § 1. Analytical Thinking | § 5. Self-control |
| § 2. Self-confidence | § 6. Relationship Building |
| § 3. Communication | § 7. Achievement Orientation |
| § 4. Flexibility/Valuing Diversity | § 8. Medical/Physical Skills and Abilities |

■ **Work and life experience**

CHALLENGES AND OPPORTUNITIES



- Highly competitive recruitment environment
- Changing views of the profession
- Recruitment of millennials
- It's a "job"
- Commitment to adequacy and standards
- Organization wide ownership



2018 RECRUITMENT IMPROVEMENTS



■ Initiated Outreach Recruitment Team

§ 1 Sergeant

§ 3 Constable

§ 1 Civilian

§ Expanded Employment Screeners

§ 6 Sworn officers

■ Process workshops

§ Reviewed and streamlined application process

§ Improved employment screening tools

OUTREACH RECRUITMENT TEAM



- Outreach Team Initiated (July 3, 2018)
- Community Events, Job Fairs
- New approaches (social media, virtual ridealongs and information sessions, OSEG)
- Strong focus on diverse community and female candidates
 - § Women's PREP Workshops - Partnership with La Cite College
 - § Women's only information sessions

2018 RECRUITMENT RESULTS



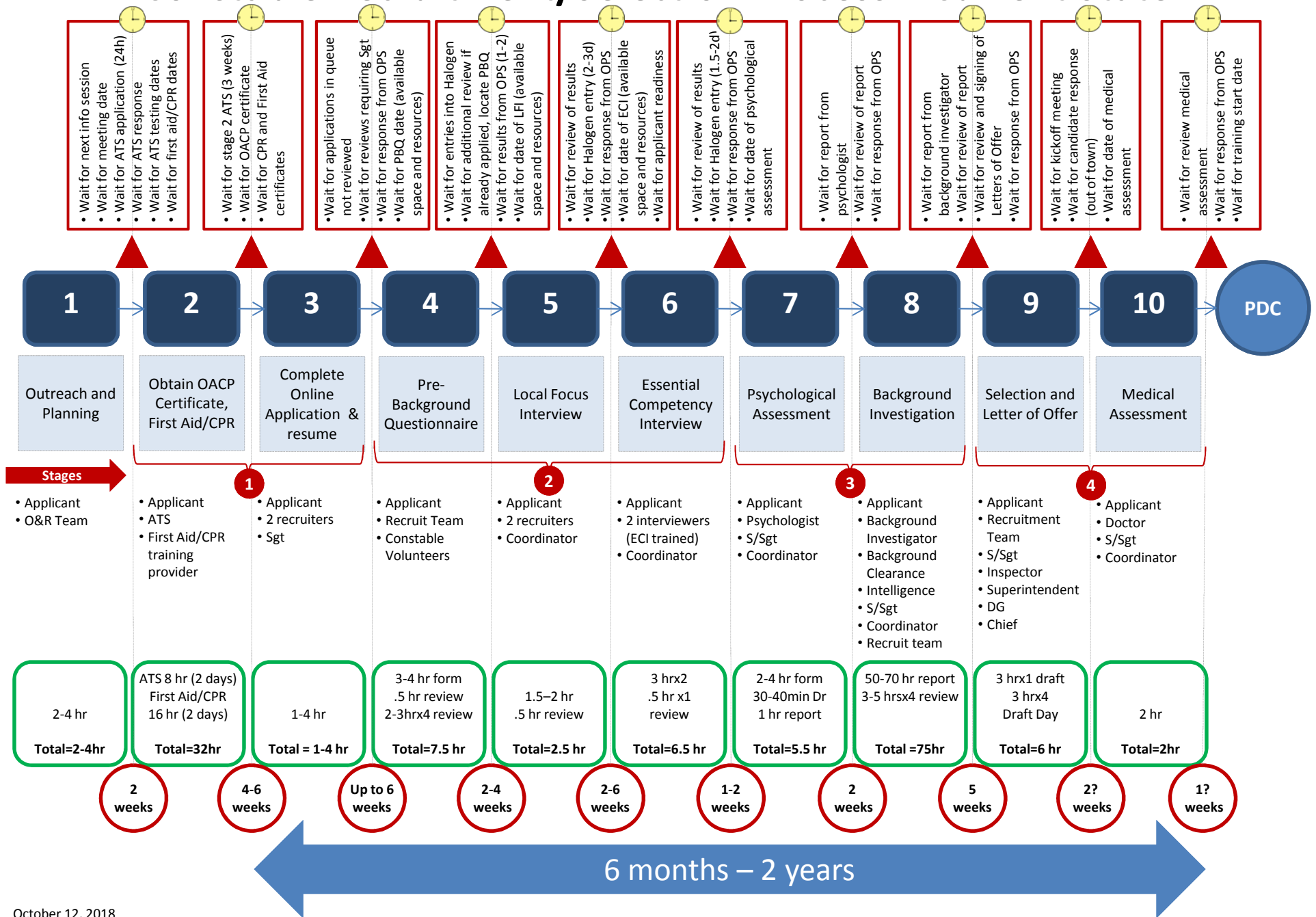
- These approaches are having an impact
- Significantly increased applicant pools:
 - § 442 prospects generated through outreach team since July 2018
 - § 27% Female
 - § 50% Estimated racialized*
- Hiring our classes
 - § 2018: 78 hired – exceeded goal of 72
 - § Males 81%
 - § Females 19%
 - § Racialized 23%

RECRUITMENT PROCESS IMPROVEMENTS

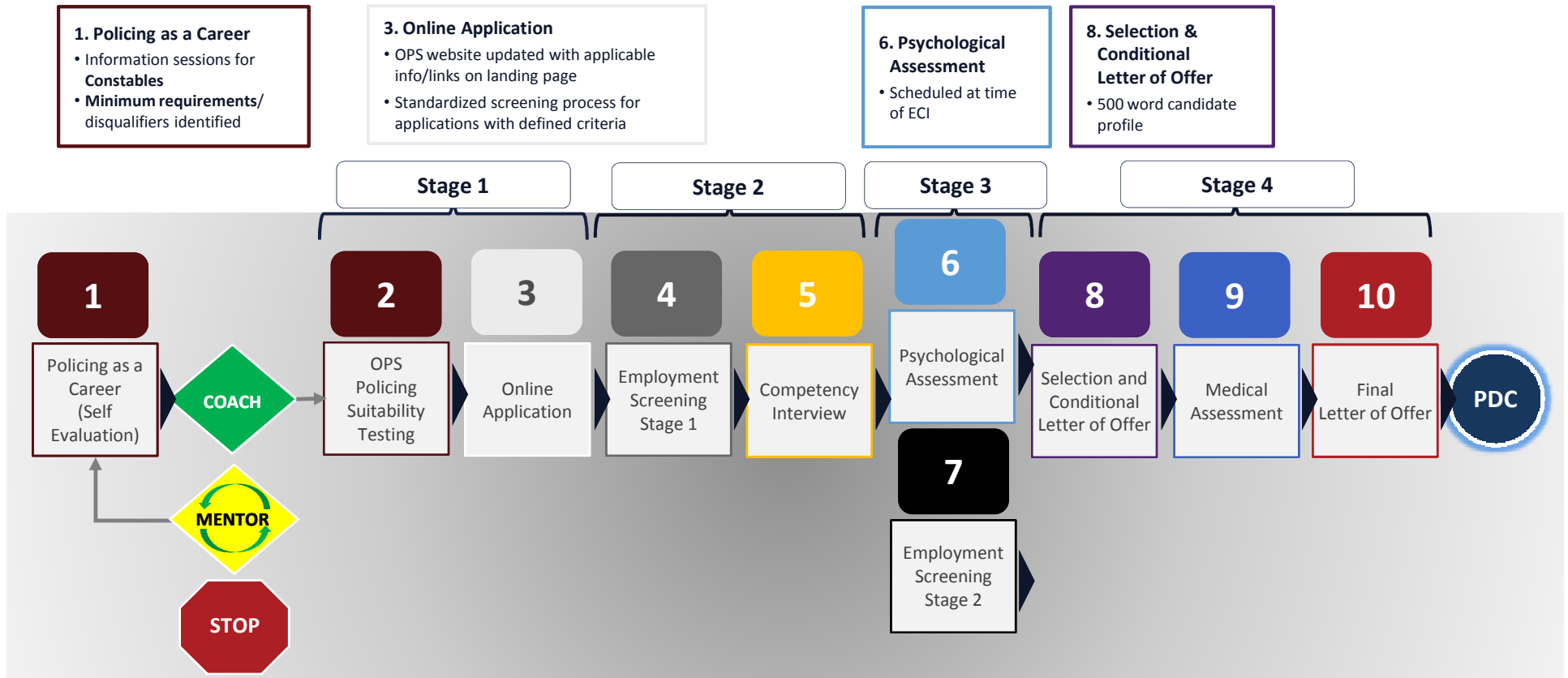


- Our focus now is on the application process
- Too long, inefficient and jeopardizes ability to hire qualified candidates
- Work is ongoing to achieve a job offer within 2 to 6 months.

Constable Recruitment/Selection Process – Current State



Constable Recruitment/Selection Process – Future State **DRAFT**



1. Policing as a Career

- Information sessions for Constables
- Minimum requirements/disqualifiers identified

3. Online Application

- OPS website updated with applicable info/links on landing page
- Standardized screening process for applications with defined criteria

6. Psychological Assessment

- Scheduled at time of ECI

8. Selection & Conditional Letter of Offer

- 500 word candidate profile

1. Policing as a Career

- Self Evaluation (green, yellow, red)
 - Green – coaching
 - Yellow – mentoring
 - Red – another career path

2. OPS Policing Suitability Testing

Applicant must bring:

- First Aid
- CPR C
- Hearing test results
- Vision test results
- Proof of highest level of education
- College/ university degree transcripts or PADI substitute
- PIN test
- Or CSS COR through ATS equivalent
- Written component
- Sign waiver
- Includes disqualifiers

4. Employment Screening – Stage 1

- PBQ
- Risk assessment
- Review by Civilian SME of:
 - Social media
 - Other service applications
 - Performance reviews
 - Education

 Up to **10 weeks**

5. Competency Interview

- ECI completed on same day
- Psychological Assessment booked

 Up to **4 weeks**

7. Employment Screening – Stage 2

- 5 page summary of competencies (template)
- Rationale for successful /unsuccessful candidates
- Files reviewed and quality controlled by NCOs and Coordinator

 Up to **2 weeks**

PROVINCIAL DATA ON CONSTABLE SELECTION SYSTEM



■ Continues to be a significant barrier

- § candidate expense & travel
- § difficult to practice for physical portion,
- § requires renewal to stay valid in process,
- § low female success rate,
- § demographics not reflective of community

■ Applicant Testing Services 17 year results

- § **72,269 total applicant's**
 - § Males 83%
 - § Females 17%
- § **Certificate attained**
 - § Males: 63%
 - § Females: 42%

■ Other police services have opted out of the Constable Selection System

NEXT STEPS



- Continued focus on Outreach
- Finalize application process
- Report back to the Board in January 2020