

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 – 2018 ANNUAL REPORT

**OBJET: PROCESSUS DE PROMOTION DES AGENTS ASSERMENTÉS :
RAPPORT ANNUEL DE 2018**

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 regards 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 2018.

DISCUSSION

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

Governance

The OPS sworn promotion processes are overseen by the Promotion Steering Committee which is chaired by the Chief Human Resources Officer (CHRO). The Steering Committee reviews policy and process changes and provides guidance and input into the many practical aspects of each process. External consultation is sought to review process interview questions and job scenarios (where applicable), as well as associated scoring guides, to ensure they are drafted in a bias-neutral manner and do not contravene equity, diversity and inclusion (EDI) principles.

Sworn Promotion Process Overview

Sworn promotion processes follow a rank-specific framework, which is tailored to reflect relevant competencies and job requirements at the promotion rank. The frameworks for the Superintendent and Sergeant promotion process are outlined below.

Table 1: Superintendent and Sergeant Promotion Process Frameworks

	Superintendent	Sergeant
Stage 1	Validate Prerequisites	Validate Prerequisites
Stage 2	Application Process	Application Process
Stage 3	Interview	Resume Review
Stage 4	Eligibility for Promotion and Acting Assignments	Job Scenario and Interview
Stage 5	Debrief Process	Eligibility for Promotion and Acting Assignments
Stage 6	Reassessment Process	Debrief Process
Stage 7	Selection from Promotion Eligibility List	Reassessment Process
Stage 8	N/A	Selection from the Promotion Eligibility List

Each promotion process is overseen by the Manager, Talent Development and Performance Management and the Talent Development Specialist. The process is further supported by trained panel members responsible for evaluating the candidates at each stage of the process.

The promotion process panels for the Superintendent promotion process is made up of at least two (2) of the Deputy Chiefs and/or the Director General (Corporate Services). Promotion process panels for the Inspector, Staff Sergeant and Sergeant processes are comprised of two (2) sworn members; one (1) at the Promotion Process rank, and one (1) at the rank above.

In 2018, the panel for the Superintendent promotion process consisted of both of the Deputy Chiefs, as well as the Director General. The panels for the 2018 Sergeant promotion process consisted of a Sergeant and a Staff Sergeant, marking the first time that Sergeants have been included in the promotion panels.

At the end of each promotion process, candidates are offered a debrief with at least one of their respective panel members to discuss their process results and to receive feedback on their performance.

The process concludes with a reassessment stage, which gives candidates an opportunity to request that their results be reviewed to ensure accuracy. The reassessment panel for the Superintendent promotion process consists of the Chief of Police. The reassessment panel for the Inspector, Staff Sergeant and Sergeant promotion processes consists of two (2) Superintendents.

Panel training is conducted by the Manager, Talent Development and Performance Management and the Talent Development Specialist. In addition, all process panel members are required to attend bias-neutral training in accordance with the Equitable Workplace Environment Policy. The six Gender Audits identified the need for this training to help reduce bias in the process. In 2018, this training was provided by the Center for Intercultural Learning through Global Affairs Canada.

The involvement of an Independent Facilitator in the sworn promotion processes was introduced in 2017. This element is another recommendation from the Gender Audit and helps support transparency and reduce bias. This year, Independent Facilitators from the People and Culture and Training and Development Directorates were present at all evaluation stages of the promotion processes, ensuring that panels fairly evaluated candidate responses and provided bias-neutral feedback. Independent Facilitators were also required to attend bias-neutral training and received instruction on process specifics, including the use of the standardized scoring guides.

All members participating in OPS promotion processes are required to sign an ethics statement, confirming their commitment to maintaining fairness, objectivity and confidentiality.

2 Year Promotion Cycle

The sworn promotion processes are based on a two (2) year cycle, with two (2) promotion processes taking place each year. Table 2 below outlines the two (2) year cycle for each promotion process. In the calendar years ending in an even number, promotion processes for the Superintendent and Sergeant will be held. During calendar years ending in an odd number, promotion processes will be held for Staff Sergeants and Inspectors.

Communicating this cycle enables members to better plan their careers and gain the necessary breadth and depth of experience and skills required to be competitive. Variance from this cycle can take place with the support of the Promotion Steering Committee and Executive Command based on operational exigencies.

Table 2: Promotion Cycle

	2018	2019	2020
Q1-Q2	Superintendent	Staff Sergeant	Superintendent
Q3-Q4	Sergeant	Inspector	Sergeant

2018 Promotion Process Results

As indicated in Table 3 below, five (5) candidates entered the 2018 Superintendent promotion process. Three (3) candidates were successful and passed with a score of 65% or greater. One (1) member remained in the Superintendent Promotion Eligibility pool as a result of previous promotion processes.

The 2018 Sergeant promotion process yielded a total of 112 applicants. One (1) member was not permitted to advance in the process as a result of not meeting the Professional Standards Section (PSS) clearance requirements, as outlined in the process documents. One (1) candidate was screened out of the process in Stage 3: Resume Review as a result of not meeting the minimum score of 60%.

There were 110 candidates who advanced to Stage 4: Job Scenario and Interview for which 81 were successful in meeting the minimum score of 65%.

Six members remained in the Sergeant Promotion Eligibility Pool as a result of previous promotion processes.

Eight members in the Sergeant Promotion Eligibility Pool re-entered the process in 2018 with the goal of improving their mark. At the end of the process they chose to stand on their previous marks.

Table 3: 2018 Promotion Process Results

	Superintendent	Sergeant
Total number of applications received (2018)	5	112
Total applicants screened out (PSS or resume)	0	2
Candidates interviewed (2018)	5	110
Successful candidates	3	81
Candidates who retained previous eligibility	1	6
Total candidates eligible for promotion	4	95

*For the rank of Sergeant and Staff Sergeant, candidates can retain their mark from the previous promotion process for one additional promotion cycle. For the rank of Inspector and Superintendent, candidates remain in the pool and do not need to re-compete.

2018 Promotions

Table 4 below summarizes the 2018 promotions by rank, aggregating the data provided to the Board in the Quarterly Workforce Management Reports.

Table 4: 2018 Promotions

	Sergeant	Staff Sergeant	Inspector	Superintendent	TOTAL
Promotions	31	13	8	2	54

CONCLUSION

The OPS recognizes the importance of maintaining a fair, transparent and equitable promotion process, one that also has the goal of reducing bias. The sworn promotion processes assist in identifying high calibre officers ready to take on more advanced leadership roles at all ranks.