

**Report to / Rapport au:**

**OTTAWA POLICE SERVICES BOARD  
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

**22 March 2021 / 22 mars 2021**

**Submitted by / Soumis par:**

**Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa**

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**SUBJECT: SWORN PROMOTION PROCESS – 2020 ANNUAL REPORT**

**OBJET: PROCESSUS DE PROMOTION DES AGENTS ASSERMENTÉS :  
RAPPORT ANNUEL DE 2020**

**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 promotion process that was conducted in 2020.

**DISCUSSION**

An interim Superintendent sworn promotion process was designed and implemented in 2020, based on feedback from the Executive Command. 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 interim promotion process was also designed to encourage a diverse applicant pool of OPS members.

## **Governance**

The OPS sworn promotion processes are typically overseen by the Promotion Steering Committee which is chaired by the Human Resources Superintendent. The Steering Committee reviews policy and process changes and provides guidance and input into the many practical aspects of each process. This year, the Executive Command exercised their discretion to implement interim changes necessary to ensure that the OPS's business continuity and succession needs are met.

External consultation is sought to review process interview questions 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 interim framework used for the Superintendent promotion process is outlined below.

**Table 1: 2020 Superintendent Process Frameworks**

	<b>2020 Superintendent Process Framework</b>
Step 1	Process Launch
Step 2	Application
Step 3	Interview
Step 4	Promotion Eligibility Selection
Step 5	Promotion/Acting Assignment Selection
Step 6	Debrief

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 was made up of the entire Executive Command team.

In addition, all process panel members were required to attend bias-neutral training in accordance with the Equitable Workplace Environment Policy. The 2017 Gender Audit identified the need for this training to help reduce bias in the process. In 2019/2020, 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, the Manager of Talent Development & Performance Management was present at all evaluation stages of the promotion processes, ensuring that the promotional panels evaluated the candidate responses fairly, and provided bias-neutral feedback.

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

After the promotion process was completed, opportunities for improvement and development were identified from select panel members and the members chain of command.

### **2 Year Promotion Cycle (under review)**

Typically, 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. Variance from this cycle can take place with the support of the Promotion Steering Committee and Executive Command based on operational exigencies.

As such, in late 2019, it was communicated that there would be no Sergeant Promotions process in 2020 and no Staff Sergeant Promotions process in 2021. This will allow time for a full review of the Promotions process for all ranks will be undertaken in 2021.

**Table 2: Promotion Cycle**

	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>Q1-Q2</b>	Superintendent	Staff Sergeant	Superintendent
<b>Q3-Q4</b>	Sergeant	Inspector	Sergeant

### **2020 Superintendent Promotion Process Results**

Twelve (12) candidates entered the 2020 Superintendent Promotion process. At the time of the process launch, there were currently two (2) confirmed Inspectors eligible for promotion. It was forecasted that four (4) Superintendent vacancies would be forecasted between 2020-2022. Moving away from pool system was done to ensure members don't sit in pool for long periods with no chance for promotion. The intent was

to create a process where successful applicants would be promoted within a 12-24 month timeline. Candidates were assessed upon completion of the Interview and the Chief, in consultation with the interview panel, selected two additional members to be considered for promotion to the expected vacancies over the next two years.

### 2020 Promotions

Table 4 below summarizes the 2020 promotions by rank, aggregating the data provided to the Board in the Quarterly Workforce Management Reports.

**Table 4: 2020 Promotions**

	<b>Sergeant</b>	<b>Staff Sergeant</b>	<b>Inspector</b>	<b>Superintendent</b>	<b>TOTAL</b>
<b>Promotions</b>	28	15	4	2	<b>49</b>
<b>Female</b>	6	7	2	1	<b>16</b>
<b>Male</b>	22	8	2	1	<b>33</b>

While we are not currently able to collect comprehensive demographic data because of issues related to self-identification, we are seeing positive increases in the number of successful promotions of those who self-identify as racialized (11) or women in senior officer ranks. For example the OPS was the first police service in Canada to promote a black woman to the rank of superintendent in 2020. Table 5 below summarizes the total representation of females holding senior officer ranks.

**Table 5: Senior Officer Female representation**

	<b>Inspector</b>	<b>Superintendent</b>
<b>Female</b>	6	2
<b>Male</b>	18	6
<b>Total</b>	24	8
<b>Females as a % of total</b>	25%	25%

\* Source Workforce Management Report – Fourth Quarter 2020

**CONSULTATION** Not applicable

**LEGAL IMPLICATIONS** Not applicable

**RISK MANAGEMENT IMPLICATIONS** Not applicable

**FINANCIAL IMPLICATIONS** Not applicable

### 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. This report highlights the sworn promotion process for 2020. The sworn promotion processes will be under review in 2021 as a priority action item within the EDI Action Plan.