

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: POSITIVE WORKPLACE: 2019 ANNUAL REPORT

OBJET: MILIEU DE TRAVAIL POSITIF : RAPPORT ANNUEL DE 2019

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 Service (OPS) strives to provide a positive workplace that exemplifies the organization's vision, mission and values. Members who work for the OPS can expect a work environment that promotes and offers personal and professional standards, diversity and non-discrimination.

In 2007, the OPS launched an innovative program known as "The Respectful Workplace." The Program was a concrete response to feedback from members about the need to address conflict, harassment and discrimination in the workplace. The OPS is seen as a leader in policing in strengthening respect in the workplace. Many other police services are developing or have modelled their programs based on the OPS initiative.

In 2017 OPS established the Office of Respect, Conduct and Values (ORCV), reporting to the Director General, to reflect the importance of this work in creating a positive work environment within OPS. The Respectful Workplace Program is managed within this Office. In 2018 the mandate of the Office was expanded to include ethical matters.

Annually, under Board Policy CR1, the Chief is required to report to the Ottawa Police Services Board (Board) on the usage and outcome of the Respectful Workplace Program (RWP), and creating and maintaining a positive work environment for members of the OPS. The OPS wants employees to be engaged in their positions and feel fulfilled in their jobs. This report fulfils that reporting obligation.

DISCUSSION

Changing the Approach to Workplace Conflict

The RWP is a comprehensive and proactive approach to managing workplace conflict, harassment and discrimination issues. The Program includes several elements:

- Policy – A policy is in place to guide employees on respectful behaviour in the workplace, and to outline the avenues open to them when they encounter disrespectful behaviour.
- Training – All employees and volunteers are trained on the Program so that the expectations of working in a respectful workplace are known by all.
- Professional Guidance and Support – The Program is actively managed and supported by the Executive Advisor, Office of Respect, Conduct & Values (ORCV) who ensures that issues which arise in this area are handled in accordance with the Program guidelines.

The OPS has been a leader with the RWP. The Program is focused on achieving resolution to workplace conflict, harassment and discrimination-where it exists, through face-to-face discussion, increased self awareness, and learning about the perspectives of others. This approach allows for the successful resolution of work related issues.

The Program has met with increasing success by being available for consultation to all employees, operational managers, the Ottawa Police Association (OPA) and the Senior Officers Association (SOA), on matters requiring guidance when it comes to issues of a respectful workplace and overall communication skills and conflict management. This proactive and well supported environment is well received by the employees, the Ottawa Police Association, and the Senior Officers Association.

Now that the employees have a supportive Program to draw on, a number of issues continue to be brought forward for resolution. This result was expected and it is

encouraging. Conflict will always occur in a workplace and employees see this as a workplace tool and it is seen in a positive light.

The Respectful Workplace Policy sets out 2 basic approaches to resolving conflict, harassment and discrimination matters: 1) Assisted Response and 2) Self Initiated Response.

If an employee chooses the *Assisted Response* approach, they will work with the Executive Advisor, Respect, Conduct & Values when dealing with an issue and work towards resolution. The volume and nature of these activities are reported below.

If an employee chooses the Self Initiated Response approach, the person who is affected (the Complainant) will speak directly to the person with the offending behaviour (the Respondent), requesting that the offending behaviour cease. Although the Self Initiated Response may occur more often, only those cases that have been brought to the attention of the Executive Advisor can be reported below for statistical purposes.

2019 Activity

The 2019 activity in the Program is similar to previous years in terms of volume and case types and is summarized in the table below. The 61 Respectful Workplace cases were on par with 2017 and 2018 levels.

Single Based Case refers to a case with one or two Complainants or Respondents, and a Group Based Case refers to a case with multiple Complainants or Respondents.

Professional Consultation refers to cases that were brought to the attention of the Executive Advisor, Respect, Conduct & Values for purposes of consultation and eventual action. Many of these cases were brought forward by a supervisor and involved consultation and guidance in order to deal with a Respectful Workplace issue before it escalates. This category was introduced in 2014 to capture these types of issues. They were previously categorized under the miscellaneous category.

Miscellaneous Case refers to cases that are brought forward and usually require a response about the RWP Policy.

Due to the confidential nature of the information, neither names nor case specifics will be disclosed, in order that the parties involved remain anonymous and the information confidential.

The protocol for reporting changed in the 2011 Positive Workplace Report. Only cases opened in the specific calendar year are shown in the data summaries. Cases that are on-going from the previous year are documented later in this report.

Summary of 2019 Activity

Table 1 – Types of Cases

	Self-Initiated Response			Assisted Responses			Total Number of Cases		
	2017	2018	2019	2017	2018	2019	2017	2018	2019
Single Based Clients	4	6	5	22	26	25	26	32	30
Group Based Clients	1	0	1	1	2	2	2	2	3
Professional Consultations	0	2	4	30	10	21	30	12	25
Miscellaneous	0	6	0	0	3	3	0	9	3
Total	5	14	10	53	41	51	58	55	61

Of the 61 RWP cases managed this year, there were 30 single based cases, 3 fell into the category of group based cases, 25 were classified as professional consultation and 3 fell into the Miscellaneous category. A total of 10 were Self Initiated and 51 were in the Assisted Response stream. It is not surprising that 51 files involving those seeking help prefer third party assistance.

In addition in 2019 a total of 5 workplace violence concerns were raised through the Health, Safety & Lifestyles section. Three cases were resolved using the Internal Responsibility System as prescribed by the *Occupational Health and Safety Act*. One case was resolved following intervention from the Ministry of Labour. One case still remains unresolved at the end of 2019.

It is challenging to chart any patterns as the cases come from different directorates and work areas, and there has not been a recurring concentrated pattern of concern. This is also due to the high level of employee movement in the organization, which makes it difficult to pinpoint specific areas of concern.

However, when multiple files are opened on an individual, flags are raised and the concerns may be highlighted to senior management or other disciplines for assistance. There were a number of cases this year that met that criterion and they have either been resolved through a multi-disciplinary approach or are on-going and awaiting resolution.

Table 2 – Employee Breakdown

	Female Civilian	Female Sworn	Male Civilian	Male Sworn	Total Number of Employees
Single Based Clients	23	14	4	30	71
Group Based Clients	4	2	5	4	15
Professional Consultations	16	15	0	30	61
Miscellaneous	0	3	1	0	4
Total	43	34	10	64	151

As shown in Table 2, there was practically equal representation based on numbers of men and women. Civilian members were less involved than their sworn counterparts, which makes sense as there are less civilians than sworn at OPS. As well with the Executive Advisor having moved back to Headquarters, there is more opportunity for the sworn to seek assistance, as there is an increased comfort level. The incidents occurred at various police stations/buildings and occurred during working hours.

Of the single and group based cases, most cases have been resolved however 11 files remain open or are on-going.

Not shown in the table are the 6 cases carried over from 2018. They were resolved and closed in 2019.

The top two categories of disrespectful behaviour this year were:

1. Disrespectful communication related to inappropriate behaviour, gossip and general lack of respect;
2. Personal harassment in the form of bullying, intimidation, yelling, swearing, rumours and conflict.

The single based cases were dealt with on an individual basis and the resolutions included: facilitated dialogue; investigation; mediation; or supervisor response. The group based cases were dealt with via RWP group intervention and group meetings. Generally speaking, the cases were closed and resolved in a mutually acceptable manner.

The volume of files being handled by the OCRV continues to be significant and growing. This has prompted discussions internally on how to best resource the area in the future in order to ensure it can fulfill its mandate and serve the needs of our members. The Executive Command and management will continue to review the area in the coming months.

Ethics Portfolio

In May 2018, a temporary position (Staff Sergeant – Ethics Project) was created within the ORCV. In March 2019, this position was re-named to Service Sergeant Major (SSM). As well, the Corp Sergeant Major (CSM) position was staffed full time to work alongside the SSM in the ORCV. Both these positions report to the Executive Advisor and they are the ears and voice of the Frontline to the Chief and vice-versa. These positions are key to the project work which the Service is undertaking to create a permanent ethics program within OPS. As the research shows, a robust ethics program supports the professionalization of policing, which in turn promotes public trust.

Over the course of 2019, the ORCV worked on and resolved 121 issues of an ethical nature. The Executive Advisor worked on 12 files and the SSM worked on 20 files and had 89 interactions. The breakdown of the files and the nature of the interactions are detailed below.

Ethics File Assessment Scale

Red: Potential for organizational and/or strategic consequences, and/or harm (mental and/or physical) to a person

Yellow: Tactical level issue that has the potential to evolve into a red file, if not addressed

Green: Neutral, positive contribution (i.e. training), advice and/or actions to promote organization's ethical climate

Table 3- Ethics File Breakdown

Ethics File Type	Number
Red File	32
Yellow File	10
Green File	79
Total Number of Files	121

The breakdown of the files by risk assessment largely reflects the breakdown of the overall nature of the files/issues.

In terms of red files, these include allegations of potential wrongdoing or conflict of interest, and the remainder are related to wellbeing both of the individual and the collective.

In terms of the yellow files, these are all related to personal discontent, disrespect and frustration that is impacting a larger group and has the potential to grow into a red file, if not addressed.

Most of the files are in the “Green” category. The vast majority of these can be broken down into these sub-categories:

1. *Assistance*: Advice to members of all levels of the chain of command (at their request) about tactical and strategic issues
2. *Instruction*: Providing ethics and leadership instruction at the Recruit, OPS Venturers, Front Line Supervisor (FLS), Major Case Management (MCM) and other levels
3. *Career/Leadership Development*: Providing leadership and/or career advice (i.e. career mapping, identifying appropriate contacts, etc) to members of the junior ranks at their request
4. *Wellbeing Support for Serving and Retired Members*: Sitting on Ottawa Police Veterans Association (OPVA) committee and on the Resiliency Performance Group (RPG) committee, organizing events (e.g. Christmas meal for junior ranks, support for former member’s family health crisis, suggesting group bonding activities to members of the chain of command at their request, etc)

Trend Analysis

Year-to-year variation in the number of cases is expected. As OPS continues to collect and analyze data in future years with the assistance of upgraded technology, the ability to provide meaningful statistical analysis may improve. This will allow for objective determination of whether or not observed year-to-year variations are significant in nature, or simply within normal variation. As well, with the Ethics portfolio being a part of the ORCV, the issues being raised will highlight various concerns and create a wider breadth for discussion, training, and resolution.

Case Conferences

Case conferences are another management tool established in OPS to deal with significant and complex employee issues, including RWP issues affecting the

workplace. They promote positive employee relations, transparency and consistency in the management of workplace issues. This approach involves bringing together the appropriate resources and expertise from various in-house disciplines to discuss and implement an action plan, and establish a time frame to resolve or develop a course of action to deal with the identified issues.

Establishing Rapport and Relationships

In order to maintain the credibility and raise awareness of the Respectful Workplace Program and Ethics portfolio, it is important to establish rapport and relationships throughout the organization. Throughout the year, a number of presentations were given to:

- All new employees – mandatory RWP training;
- New recruits and experienced officers
- New sergeants to inform them about the Office of Respect, Conduct & Values and the RWP and Ethics portfolio.
- Communication Centre Training Days
- “How to Manager Difficult Employees” Panel for Operational Leadership Course
- OPS Youth in Policing Initiative (YIPI) Students on the Respectful Workplace; and
- Call Centre employees
- Front Desk Services-NCO Training
- Performance Management and Talent Development re: Ethics and the Promotional Process

The ORCV participated and offered professional insight into the OPS Diversity Audit. The ORCV assisted in the curriculum development of the OPS’ latest training initiative called “Authentic Inclusion”. The SSM and CSM both presented at a Joint Senior Officer Staff Sergeant Managers Meeting held in the summer. This was their opportunity to formally introduce their roles and mandate in the Service. To profile the work of OPS, the Executive Advisor has invested in external networks in the RWP and Ethics communities. The ORCV met with senior officers of the Montreal Police Service (SPVM-Service de Police de la Ville de Montreal) to discuss the Ethics portfolio and to share best practices. The Executive Advisor attended information sessions on Anti-Semitism and an EDI

training session called the “DI Unconference”. The Executive Advisor sits on various committees regarding harassment, conflict and ethics and was a contributor to a Working Paper published in the June 2019 on Respectful Workplace. The Executive Advisor is a member of the CACP Ethics Committee.

Respectful Workplace 2020 Work Plan – Enhancing the Ethics Program

A number of key initiatives for 2020 have been identified to ensure that respect, civility and ethics are at the forefront of all OPS processes, practices and decisions. The SSM is actively working to develop and implement an expanded Ethics Program, as the benefits in terms of early complaint resolution and positive interactions are evident. The CSM will continue to work on matters related to dress, deportment and drill and assisting in the creation of a Code of Ethics for the OPS, along with working on ethics files. All this is being done with the oversight of the Executive Advisor, who is working in tandem to enhance the professionalism at OPS.

CONCLUSION

The OPS is committed to a respectful workplace. The RWP continues to be effective and is an excellent example of the tools we have to ensure all members can feel their concerns are being heard and addressed. Under the umbrella of the Office of Respect, Conduct and Values, an enhanced Ethics program has been developed in 2019 and continues to evolve to complement the existing RWP work.

The volume of files being handled by the OCRV continues to be significant and growing. This has prompted discussions internally on how to best resource the area in the future in order to ensure it can fulfill its mandate and serve the needs of our members. The Executive Command and management will continue to review the area in the coming months.

The continuous promotion of a respectful workplace, founded on principles of respectful communication, teamwork and the overall social and psychological well being of each employee is paramount. This in conjunction with working together with management and the Associations to bridge gaps and broker conflicts will foster and promote respectful interactions, and be in keeping with the OPS overall mission and values.