

Report to / Rapport au:

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

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Submitted by / Soumis par:

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

Contact Person / Personne ressource:

**Debra Frazer, Director General / Directrice générale
*frazerd@ottawapolice.ca***

SUBJECT: Positive Workplace: 2015 Annual Report

**OBJET: MILIEU DE TRAVAIL POSITIF : RAPPORT ANNUEL DE 2015
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 professional and respectful work environment that promotes diversity and non-discrimination.

In 2007, the OPS launched the Respectful Workplace Program. The program is 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.

Under Board Policy CR-1, the Chief is required to report annually to the Ottawa Police Services Board (Board) on the usage and outcome of the Respectful Workplace Program (RWP) and the OPS work environment. The OPS wants employees to be engaged in their work and fulfilled by their jobs, as we know this leads to better service to citizens. This report complies with the Board 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 Manager, Respectful Workplace, 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 focuses 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 has proven successful in the resolution of work related issues.

The RWP Manager ensures that there is open access to the program and makes herself available for consultation to all operational managers, the Ottawa Police Association (OPA) and the Senior Officers Association (SOA). She regularly provides advice and guidance on respectful workplace issues, conflict management and communication. This proactive and well supported environment is a key to the Program's success and is well received by OPS employees.

Members actively use the Program to bring forward issues 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 RWP Manager 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 RWP Manager can be reported below for statistical purposes.

2015 Activity

The 2015 activity in the Program is summarized in the table below. *Single Based Case* refers to a case with one Complainant and a *Group Based Case* refers to a case with multiple Complainants or Respondents. *Professional Consultation* refers, in general, to cases that were brought to the attention of the Respectful Workplace Program Manager by a supervisor and involved consultation and guidance. This occurs prior to it becoming larger and something that could have potentially had a negative impact on the OPS. This new category captures some matters previously addressed under the miscellaneous category. *Miscellaneous Case* refers to cases that usually require a response about the RWP policy.

Due to the confidential nature of the information, neither names nor specifics are used in this report, in order that the parties involved remain anonymous and the information confidential.

Table 1 – Types of Cases

| | Self-Initiated Response | | | Assisted Responses | | | Total Number of Cases | | |
|----------------------------|-------------------------|----------|----------|--------------------|-----------|-----------|-----------------------|-----------|-----------|
| | 2013 | 2014 | 2015 | 2013 | 2014 | 2015 | 2013 | 2014 | 2015 |
| Single Based Clients | 1 | 6 | 4 | 23 | 30 | 28 | 24 | 36 | 32 |
| Group Based Clients | 0 | 0 | 0 | 4 | 6 | 3 | 4 | 6 | 3 |
| Professional Consultations | 0 | 0 | 0 | 0 | 0 | 18 | 0 | 0 | 18 |
| Miscellaneous | 2 | 0 | 0 | 7 | 18 | 2 | 9 | 18 | 2 |
| Total | 3 | 6 | 4 | 34 | 54 | 51 | 37 | 60 | 55 |

In general the level of activity under the Program has remained the same from 2014 to 2015. There were 55 Respectful Workplace cases brought forward in 2015 compared to 60 in 2014. The larger size of the group cases in 2014 explains the difference. Activity in 2013 was much lower, with 37 cases. Due to the high level of employee movement in the organization 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.

Of the cases managed in 2015, there were 32 single based cases, 18 were classified as professional consultations, three fell into the category of group based cases and two were miscellaneous cases. The data shows that employees prefer third party assistance, as 51 (or 93%) of cases were in the Assisted Response stream.

Table 2 – Employee Breakdown

| | Female Civilian | Female Sworn | Male Civilian | Male Sworn | Total Number of Employees |
|----------------------------|-----------------|--------------|---------------|------------|---------------------------|
| Single Based Clients | 36 | 7 | 6 | 27 | 76 |
| Group Based Clients | 7 | 4 | 0 | 23 | 34 |
| Professional Consultations | 8 | 5 | 6 | 12 | 31 |
| Miscellaneous | 0 | 0 | 1 | 1 | 2 |
| Total | 51 | 16 | 13 | 63 | 143 |

Table 2 summarizes the program data on a demographic basis. Sworn Males (63) represent the largest RWP client group, followed by Civilian Females (51); the number of Sworn cases (79) were higher than Civilian (64); and males (76) were slightly higher users than their female counterparts (67). The incidents occurred at various police stations/buildings during working hours.

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

Not shown in the table are the 13 cases carried over from 2014. They were resolved in 2015 and are now closed.

The prevalent RWP categories were:

1. Disrespectful behaviour related to disrespectful communication, 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 guided change process, RWP remedial training and group discussion. Generally speaking, the cases were closed and resolved in a mutually acceptable manner.

Trend Analysis

Year-to-year variation in the number of cases is expected. As OPS continues to collect and analyze data in future years, the ability to provide meaningful statistical analysis will improve. This will enable for objective determination of whether or not observed year-to-year variations are significant in nature, or simply within normal variation.

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 program, it is important to establish rapport and relationships throughout the organization. On a yearly basis, a number of presentations are given to:

- All new employees – (mandatory RWP training);
- New sergeants to inform them about the Program as part of the Frontline Supervisory Course;
- OPS Youth in Policing Initiative (YIPI) Students on the Respectful Workplace; and
- OPS Volunteers to provide an overview of the Program.

Respectful Workplace 2016 Action Plan

The program is entering its tenth year of operation. Staff are assessing the RWP program elements to ensure that it continues to evolve and address the range of

respect, civility and ethical issues that members are bringing forward. This work will be done in consultation with the OPA and SOA to ensure best practices.

CONSULTATION

Not applicable.

FINANCIAL IMPLICATIONS

Not applicable.

CONCLUSION

The continuous promotion of a respectful workplace, founded on principles of respectful communication and teamwork, partnered with the overall social and psychological well being of each employee, is key to OPS' success and aligns with its mission and values.

The RWP continues to be successful and demonstrates OPS' commitment to a respectful workplace. Through it, members can bring forward their concerns and ensure they are being heard and addressed.