

Report to / Rapport au:

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

21 March 2016 / 21 mars 2016

Submitted by / Soumis par:

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SUBJECT: SWORN PROMOTION PROCESS: 2015 ANNUAL REPORT

**OBJET: PROCESSUS DE PROMOTION DES AGENTS ASSERMENTÉS :
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 Services Board (the Board) Policy Manual includes Chief's Requirement CR-7, which provides direction with regard 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 Inspector and Staff Sergeant promotion processes that were conducted in 2015.

DISCUSSION

Design of the Sworn Promotion Process

The current sworn promotion process was 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 process was also designed to encourage interested OPS members to participate in a fair, open, and non-discriminatory process.

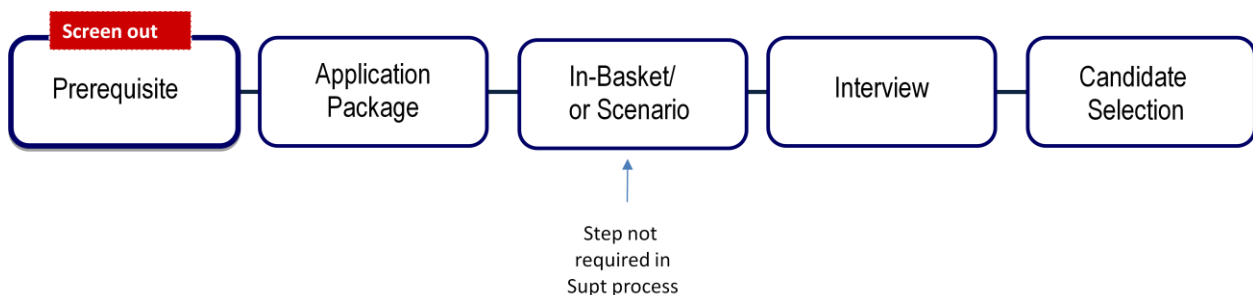
After each promotion process is completed, opportunities for improvement are identified based on feedback from participants and the promotion panel members. Capitalizing on these opportunities for improvement leads to improved tools and process, ensuring promotions at all ranks remain fair, open, and non-discriminatory, and consistently deliver high calibre candidates ready to fill roles at the next rank.

Governance

The promotion process at the OPS is overseen by a Promotion Steering Committee, chaired by the Superintendent of Resourcing and Development. The Steering Committee reviews process and policy changes and provides direct guidance and input into the many practical aspects of each process. All individual candidate promotion results are reviewed by the Steering Committee prior to the Chief's final approval.

Sworn Promotion Process Overview

The sworn promotion process has a standardized framework which is applied to the ranks of Superintendent, Inspector, Staff Sergeant, and Sergeant. The broad framework is tailored to reflect the relevant competencies and job requirements at each rank. The standardized framework is comprised of the five steps outlined in the diagram below:



Each promotion process is overseen by the Talent Development and Performance Management Section, and is supported by panel members responsible for reviewing a candidate's application package, assessing their scenario or in-basket (where relevant) and conducting their interview. The panel for the Superintendent promotion process is

made up of the Director General Corporate Services and the two Deputy Chiefs. The number of panels for the Sergeant to Inspector ranks depends on the number of candidates in the process. Each panel for the Inspector promotion process is comprised of an Inspector and a Superintendent, and the Sergeant and Staff Sergeant promotion processes have panels comprised of a Staff Sergeant and an Inspector. Candidates, panel members and steering committee members must all sign an ethics statement acknowledging the confidentiality of the process.

At the end of each promotion process there is a debrief step where the candidates are provided with an opportunity to receive feedback from their respective panel members on their results. The process is then concluded with a reassessment stage, which gives candidates an opportunity to request that their results be reviewed to ensure there were no errors in the scoring.

2015 Staff Sergeant Process (Q1-Q2)

A review of the Staff Sergeant promotion process was conducted prior to the 2015 process. Changes for 2015 included additional screening at the prerequisite and application stages with an increased focus on the use of performance management information, as well as minor improvements made to the tools used to support the process.

2015 Inspector Promotion Process (Q3-Q4)

A review of the Inspector promotion process was conducted prior to the 2015 process. Similar to the S/Sgt promotion process, changes for 2015 included additional screening at the prerequisite and application stages with an increased focus on performance management information. At the same time, a change was made at the candidate selection stage which now includes a targeted development plan. As well the standard was changed to remove the 5 year expiry date on promotion eligibility. To remain in the pool the Inspector candidate must maintain a current OPC Inspector qualification and demonstrate progress on his/her succession development plan.

Promotion Cycle

A two-year cycle, which outlines the timelines for each promotion process, has been developed, approved by Executive Command and communicated to members (see Table 1). The plan indicates that there will be two promotion processes per year. In the calendar years ending in an even number, promotion processes for the Sergeant and Superintendent will be held. During odd years, promotion processes will be held for Inspectors and Staff Sergeants. Communicating this cycle enables members to

better plan their careers and prepare for promotion processes by gaining the necessary experience and skills.

Table 1: Promotion Cycle

	2015	2016	2017	2018
Q1-Q2	Staff Sergeant	Superintendent	Staff Sergeant	Superintendent
Q3-Q4	Inspector	Sergeant	Inspector	Sergeant

Promotion Process Results

Table 2 outlines the results of the 2015 Staff Sergeant and Inspector promotion processes.

Table 2: 2015 Promotion Process Results as at Dec 31, 2015

	Staff Sergeant	Inspector
Promotion Candidates	51	9
Successful Candidates	43	3
Candidates Standing on Mark*	2	7
TOTAL Candidates Eligible for Promotion	45	10

**For the ranks of staff sergeant and sergeant, candidates can retain their mark from the previous promotion process for one additional promotion cycle. For the ranks of inspector and superintendent, a new eligibility standard that no longer places a 5 year expiry date on promotion eligibility.*

2015 Promotions

Table 3 summarizes the 2015 promotions by rank, aggregating the data provided in the Quarterly Workforce Management Board report.

Table 3: 2015 Promotions

	Sergeant	Staff Sergeant	Inspector	Superintendent	TOTAL
Promotions	28	6	2	0	36

CONSULTATION

Not applicable.

FINANCIAL IMPLICATIONS

Not applicable.

SUPPORTING DOCUMENTATION

Document 1 – 2015 Promotions

CONCLUSION

The OPS recognizes the importance of maintaining a fair and open promotion process to guide the promotion of successful candidates to the next rank. Under the guidance of a strong governance team, the sworn promotion process assists in identifying high calibre officers ready to take on more advanced leadership roles at all ranks.

Document 1**2015 Promotions**

	Sergeant	Staff Sergeant	Inspector	Superintend ent	TOTAL
Promotions	28	6	2	0	36

Sergeant

1. Jason Arbuthnot
2. Eric Beaurivage
3. Carolyn Botting
4. Gord Burns
5. Mireille Clement
6. Roberto Corzato
7. Maze Dikah
8. Douglas Edgar
9. Darren Elder
10. James Hutchins
11. Cameron Graham
12. Maria Keen
13. Marc Levesque
14. Brent MacIntyre
15. Julie Mann
16. Jorge Mendonca
17. Paul Murphy
18. Mark Nethercott
19. Chris O'Brien
20. Andrew Pidcock

21. Eustace Roberts
22. Mohammed Salehe
23. Evan Smith
24. Paul Smith
25. Peter Van Der Zander
26. Derek Wereley
27. Greg Wilson
28. Robert Wyers

Staff Sergeant

1. Robert Bernier
2. Kenneth Bryden
3. Peter Danyluk
4. Kevin Kennedy
5. Dave Lockhart
6. Robert Price

Inspector

1. Michael Laviolette
2. Michel Marin