



EMPLOYEE INSIGHTS AT WORK

EXECUTIVE REPORT

OCTOBER 2018



OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA

A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire



Presentation:

Introduction	p. 5
Survey Overview	p.12
Key Areas of Focus	p.17
Ethical Behaviour	p.46
Summary of Key Insights	p.55

Technical Report:

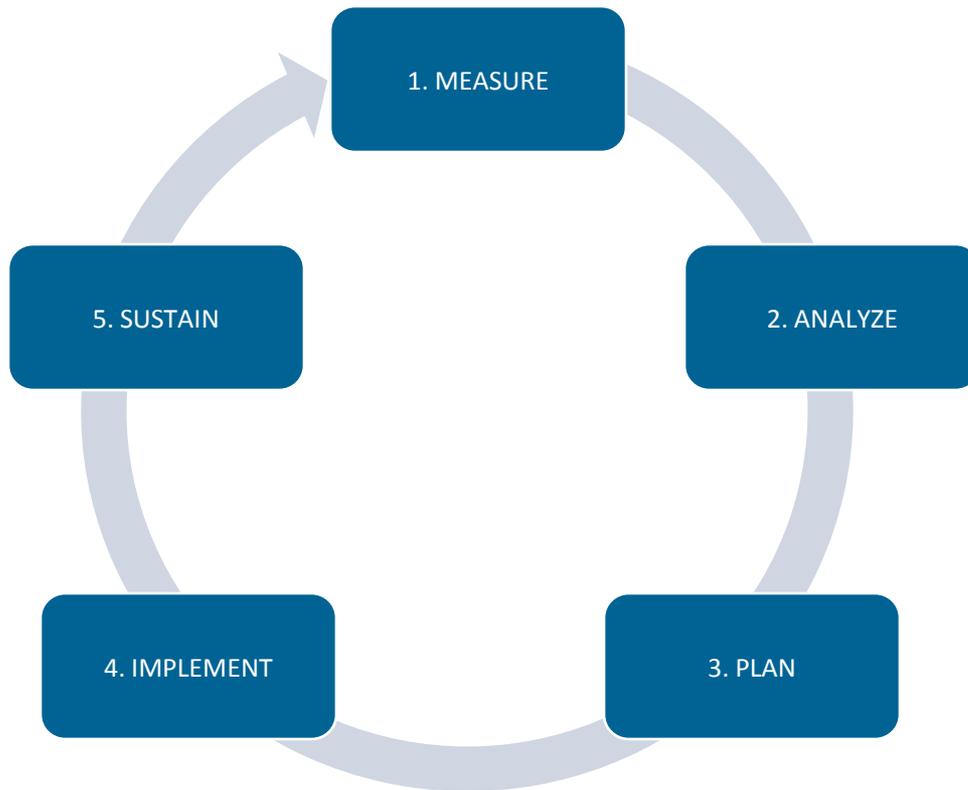
Employment Dimensions	p. 60
Ethical Behaviour	p. 69
Analysis by Age Group	p. 90
Analysis by Length of Service	p. 97
Analysis by Role (2015 groups)	p. 104
Long Term Trends	p. 116
Respondent Profiles	p. 128



- Introduction
- Survey Overview
- Key Areas of Focus
 - Engagement scores
 - Drivers of engagement
 - Strengths and possible areas for improvement
- Next Steps
 - Summary of Key Insights
 - Preliminary Directions



Step 1 of your continuous improvement cycle is complete



Success Factors:

- Part of an ongoing continuous improvement process
- Meaningful, noticeable improvements
- Employee involvement and communication
- Delivering on promises



INTRODUCTION

Employee engagement is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or coworkers that, in turn, influences him/her to apply additional discretionary effort to his/her work.

Head



Rational

It makes sense for me to work here based on my skills, work preferences, values and aspirations.

Heart



Emotional

I care about the well being of the organization and have an emotional commitment to the organization and its people.

Hands



Behavioural

I am willing to put in extra effort;
I take initiative to improve the organization;
I actively promote the organization to others.

Engaging Workplace



Engaged Attitudes



Engaged Behaviours



Organizational Performance

Professional Growth
Workforce Management
Performance Management
Access to Resources
Employee Wellness
Information & Communication
Teamwork
Immediate Supervisor
Middle Management Group
Senior Officers
Executive Command
Organizational Performance
Ethical Behaviour/Respectful
Workplace/Diversity and Inclusion
External Stakeholders and
Partnerships

Proud
Focused
Optimistic
Determined
Resilient
Flexible
Committed
Connected
Motivated
Inspired
Emotionally Invested

Goes the Extra Mile
Persistent
Helpful
Collaborative
"Can-do" Approach
Takes Initiative
Ambassador

Productivity
Citizen engagement
Lower absenteeism
Employee Retention

Organizations with high levels of engagement (65% or greater) continue to outperform the total stock market index and posted total shareholder returns 22% higher than average in 2010. On the other hand, companies with low engagement (45% or less) had a total shareholder return that was 28% lower than the average.

(Trends in Global Employee Engagement, Aon Hewitt, 2011)

Business/work units scoring in the top half on employee engagement double their odds of success in comparison to those in the bottom half. Those at the 99th percentile have nearly five times the success rate as those at the 1st percentile. Median differences between top-quartile and bottom-quartile units were:

- 12% in customer ratings
- 49% in safety incidents
- 16% in profitability
- 37% in absenteeism
- 18% in productivity
- 41% in patient safety incidents
- 25% in turnover (high-turnover orgs.)
- 60% in quality (defects)
- 49% in turnover (low-turnover orgs.)

Q12® Meta-Analysis: The Relationship Between Engagement at Work and Organizational Outcomes, Gallup, 2009 (examination of 199 research studies across 152 organizations in 44 industries and 26 countries.)

Organizations with high employee engagement had a 19% increase in operating income and nearly 28% growth in earnings per share (EPS). Conversely, companies with low levels of engagement saw operating income drop more than 32% and EPS decline 11%.

(How Employee Engagement Drives Business Success, Mosley, Eric, 2011, citing Towers Watson study of 50 companies over a one-year period)

Increasing an individual's level of engagement can improve their performance by up to 20% and reduce the probability that they will leave by 87%.

(Institute for Employment Studies (IES) 2008 publication, Going the Extra Mile)



- Productivity
- Citizen engagement
- Lower absenteeism
- Employee Retention

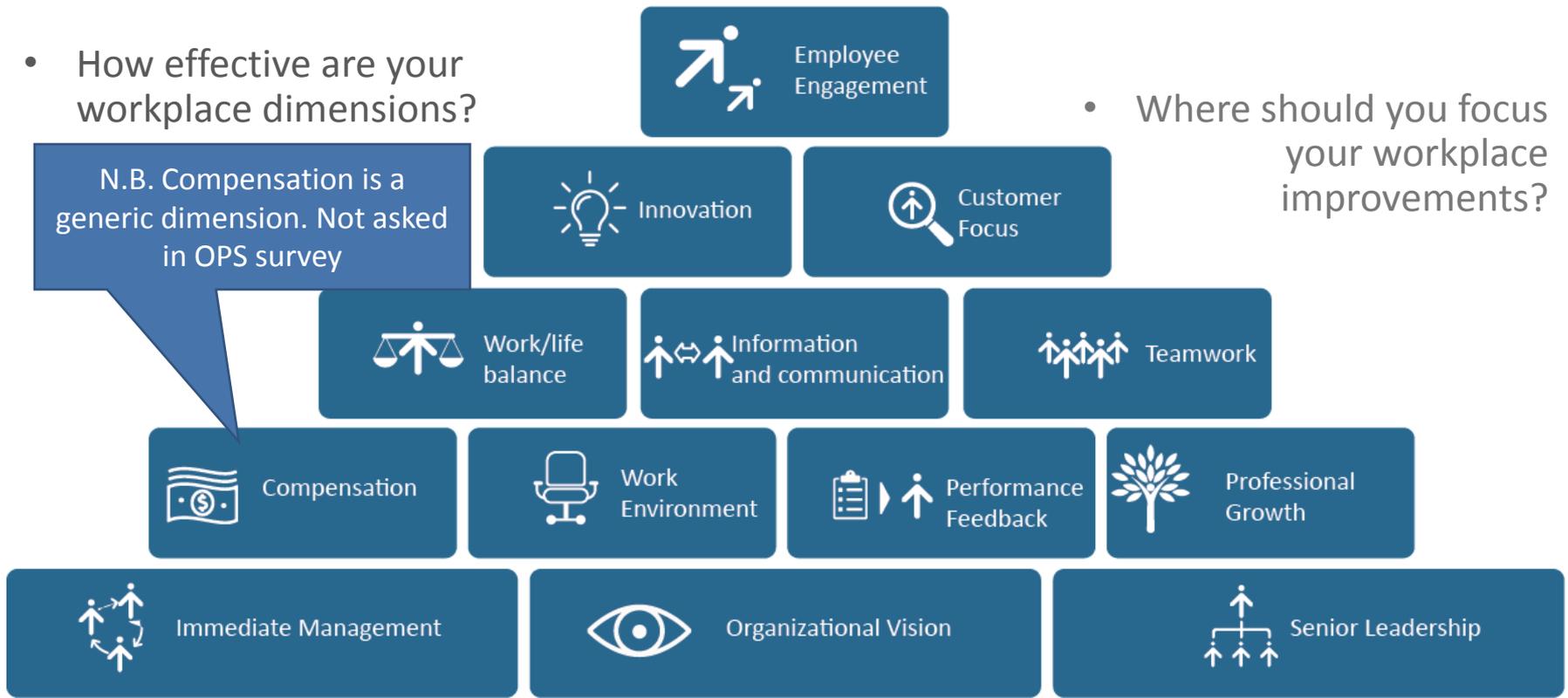
No data or reports will be provided unless there are at least five (5) respondents.



- How engaged are your employees?
- How effective are your workplace dimensions?

- What are the most powerful drivers of engagement?
- Where should you focus your workplace improvements?

N.B. Compensation is a generic dimension. Not asked in OPS survey



Benchmark	Small Organization	Medium Organization	Large Organization	Healthcare Centres	Healthcare Primary	Public Sector	Overall TalentMap
Demographics	< 250 employees	250 – 999 employees	1,000 + employees	Smaller Community Centres	Larger Hospitals / Admin.	Public Services	All Clients



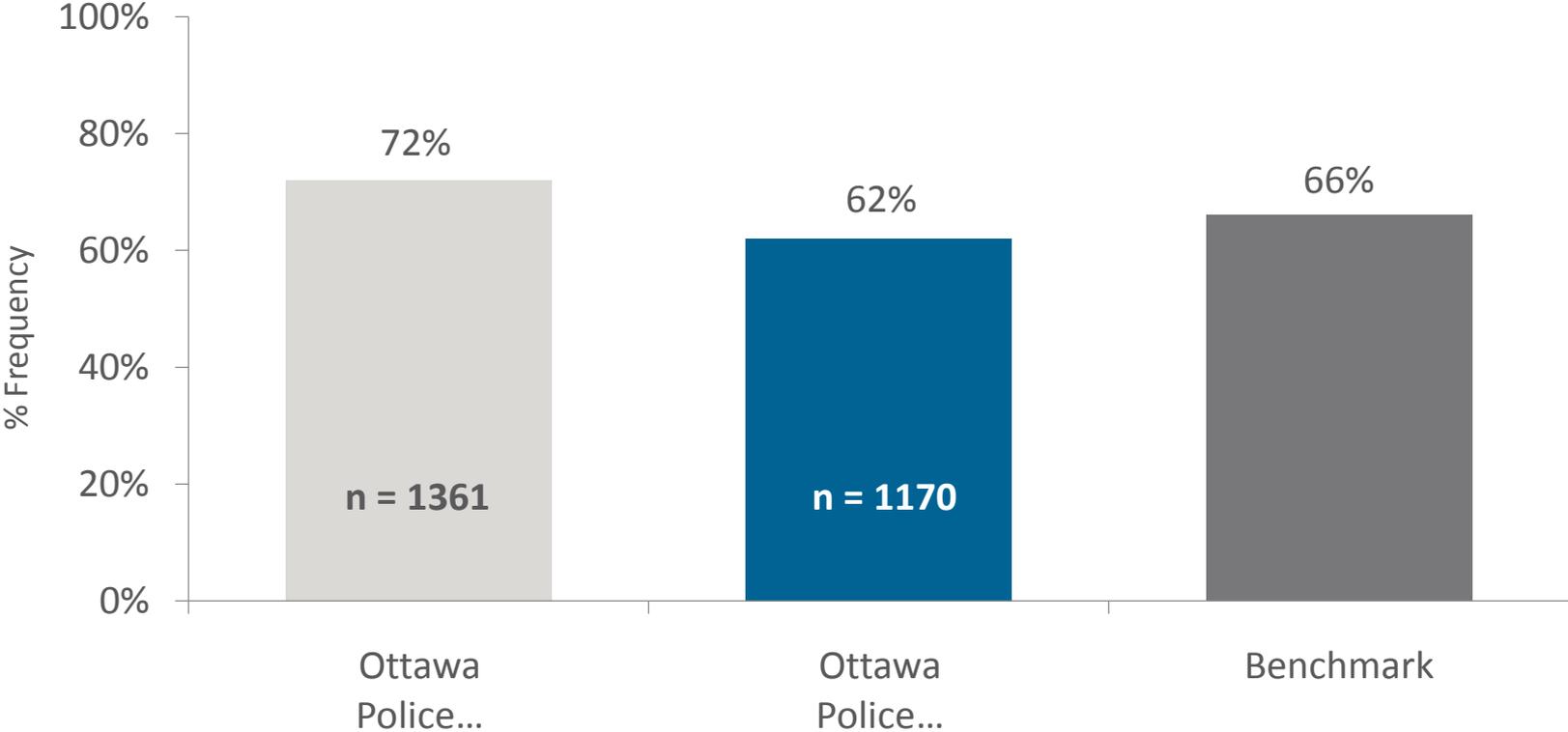
Ottawa Police Service Benchmark



SURVEY OVERVIEW

Your survey period – September 4 to September 23, 2018

Response Rate



PARTICIPATION RATES BY DIRECTORATE

DIRECTORATE	Employee Count*	Final Count**	Response Rate
Community Relations & Frontline Specialized Support	152	75	49%
Corporate Support	183	94	51%
Criminal Investigations	373	218	58%
Executive Services	36	29	81%
Frontline Operations	644	378	59%
Office of the Chief	14	11	79%
People and Culture	23	18	78%
Planning, Performance & Analytics	30	23	77%
Support Services	337	204	61%
Training and Development	90	32	36%
Not Identified	n/a	77	n/a
Total	1882	1170	62%

*Employee Count provided in HRIS column entitled "Directorate"

**Final Count based on respondent self-selection in demographic section of the questionnaire

PARTICIPATION RATES BY ROLE – 2018 groups

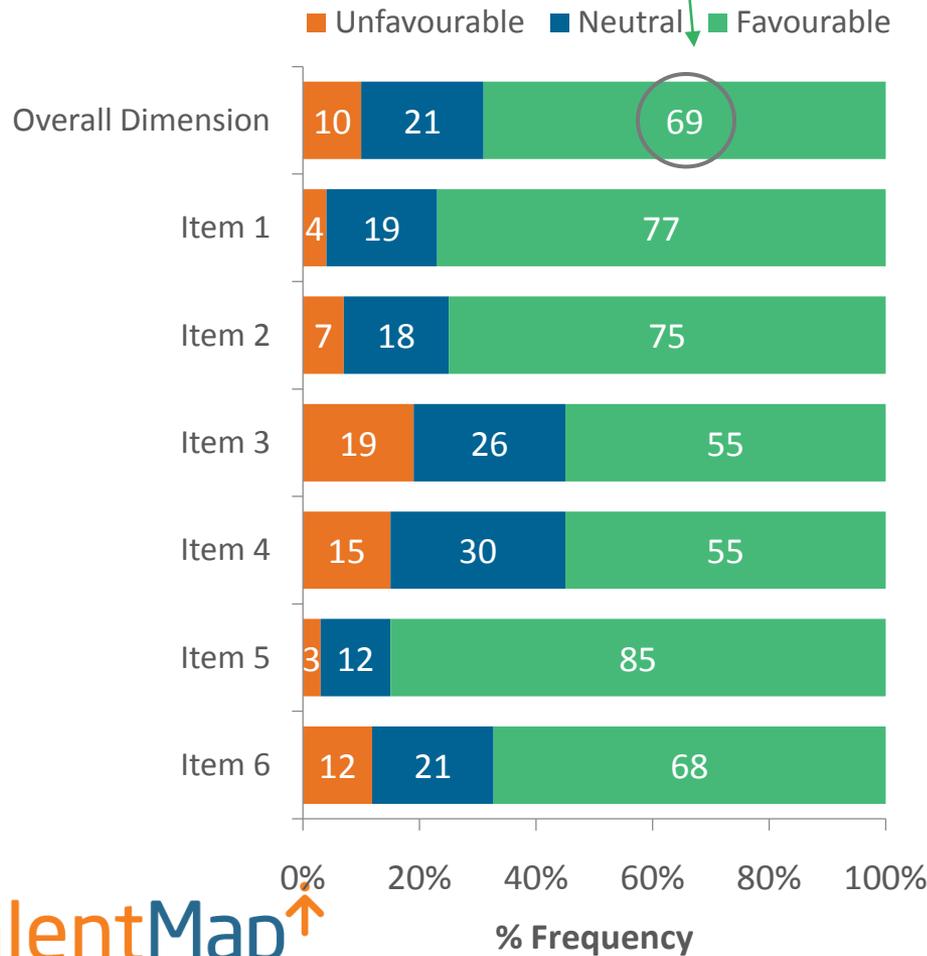
Role	Employee Count*	Final Count**	Response Rate
Civilian	513	346	67%
Civilian: Pay Group 1-4	not available	95	n/a
Civilian: Communications Centre Clerk	not available	55	n/a
Civilian: Pay Group 5-11 (non-supervisory)	not available	127	n/a
Civilian: Supervisor	not available	36	n/a
Civilian: OPA Manager	not available	21	n/a
Civilian: Senior Officer (Director/Chief Official/Legal Counsel/SOA Manager/Executive Advisor/Labour Relations Advisor/Executive Assistant to the Chief)	not available	12	n/a
Sworn	1369	824	60%
Sworn: Special Constable	51	22	43%
Sworn: Constable	1025	528	52%
Sworn: Sergeant	204	134	66%
Sworn: Staff Sergeant	57	39	68%
Sworn: Senior Officer (Inspector/Superintendent/Executive Officer)	28	25	89%
Executive Command: Executive Command (Chief/Deputy Chief/Director General)	4	1	25%
Not Identified	n/a	75	n/a
TOTAL:	1882	1170	62%

*Employee Count provided in HRIS column entitled "Directorate"

**Final Count based on respondent self-selection in demographic section of the questionnaire

Unless otherwise stated, the overall dimension is the mean (average) of all items including custom item(s).

The previous period's overall dimension score may be recalculated to correspond with the way in which the current period's aggregate dimension score is calculated.



Company Previous Period	+/- TM Benchmark
-1	-2
+6	0
+2	+5
-10	-12
0	+3
-4	-6
-2	n/a

TalentMap overall benchmark calculated using standard TalentMap questionnaire items

Your organization's % Favourable score that is above or below the benchmark's % Favourable score for that item

Indicates that benchmark data for the item is unavailable for comparison



KEY AREAS OF FOCUS

TalentMap calculates an engagement score for your organization as a whole based on answers to the six engagement questions.

Engagement items are as follows:

Read each statement and indicate your level of agreement.

	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
a. I am proud to tell others I work for my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. I am optimistic about the future of my organization.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. My organization inspires me to do my best work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. I would recommend my organization to a friend as a great place to work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. My job provides me with a sense of personal accomplishment.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. I can see a clear link between my work and my organization's long-term objectives.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

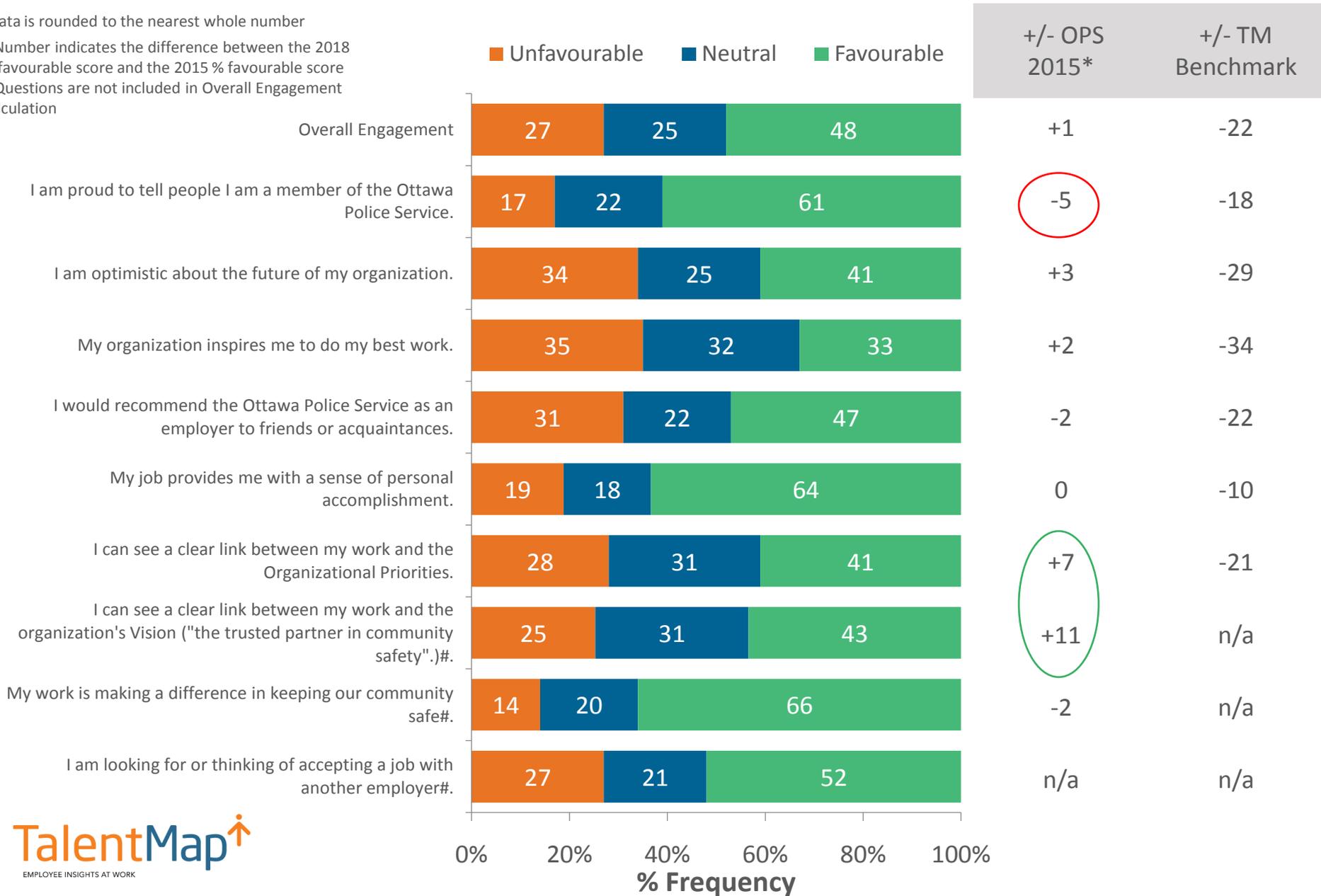
ENGAGEMENT SCORES

Data is rounded to the nearest whole number

* Number indicates the difference between the 2018

% favourable score and the 2015 % favourable score

Questions are not included in Overall Engagement calculation

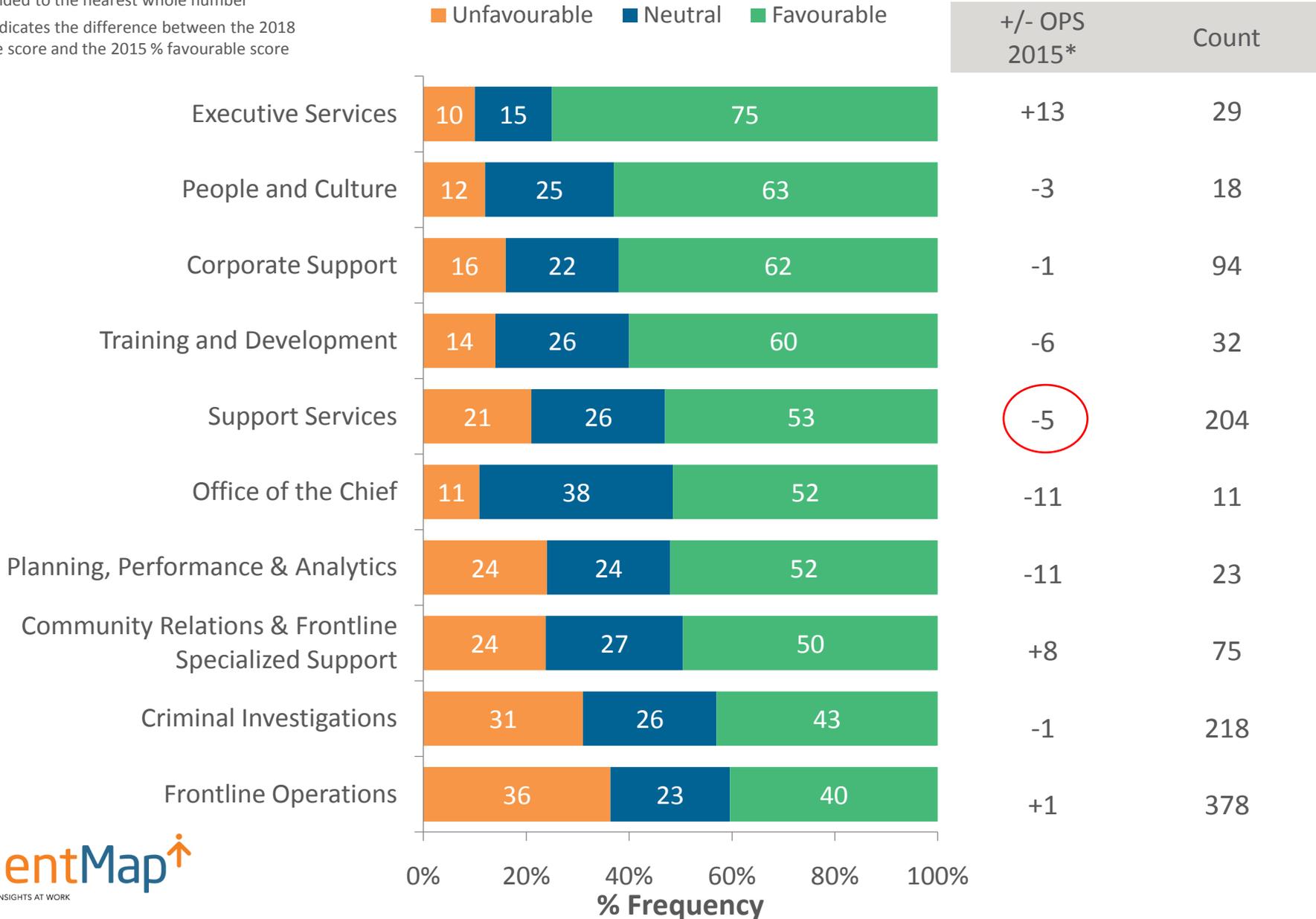


ENGAGEMENT SCORES BY DIRECTORATE

Data is rounded to the nearest whole number

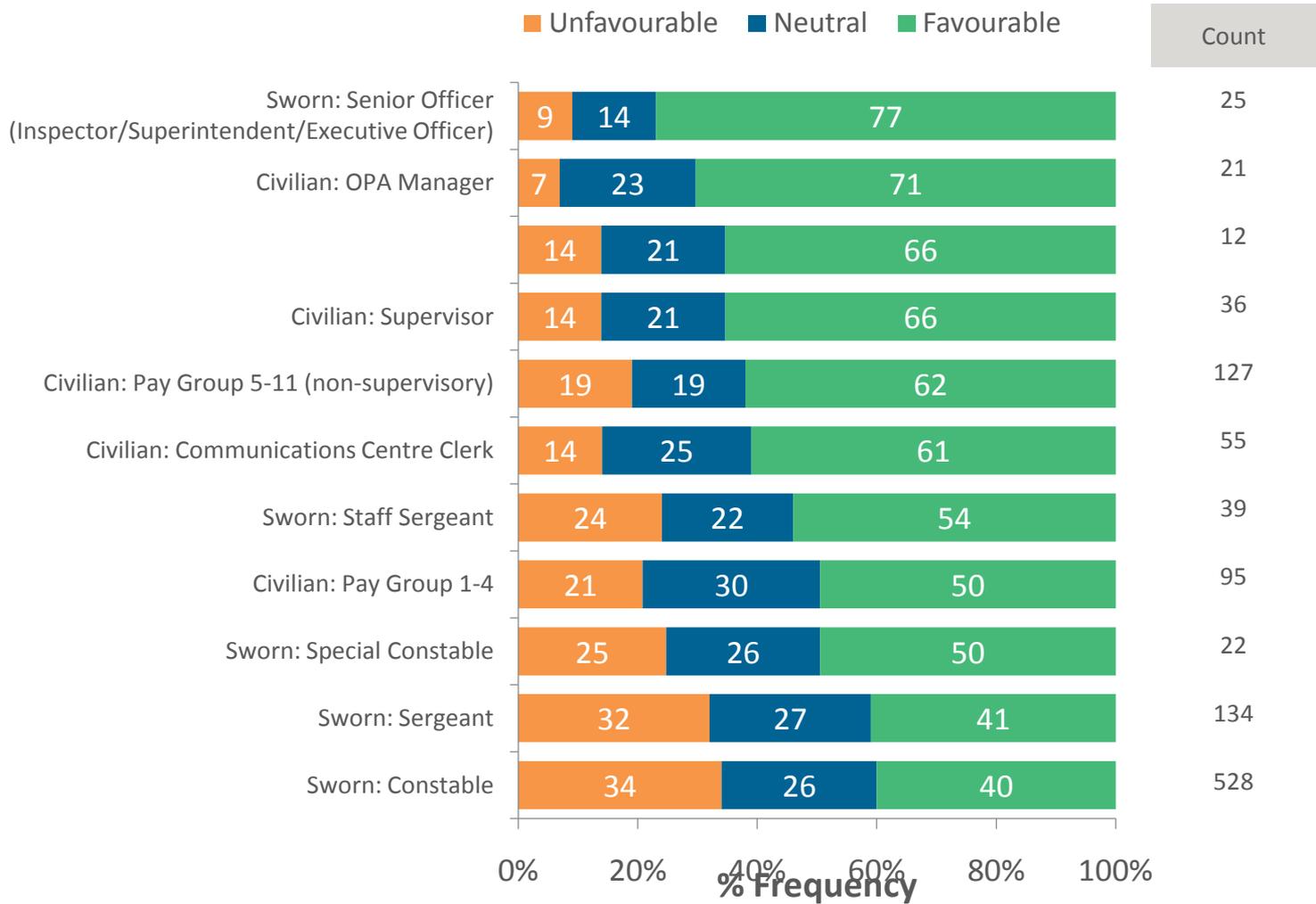
* Number indicates the difference between the 2018 % favourable score and the 2015 % favourable score

Unfavourable Neutral Favourable

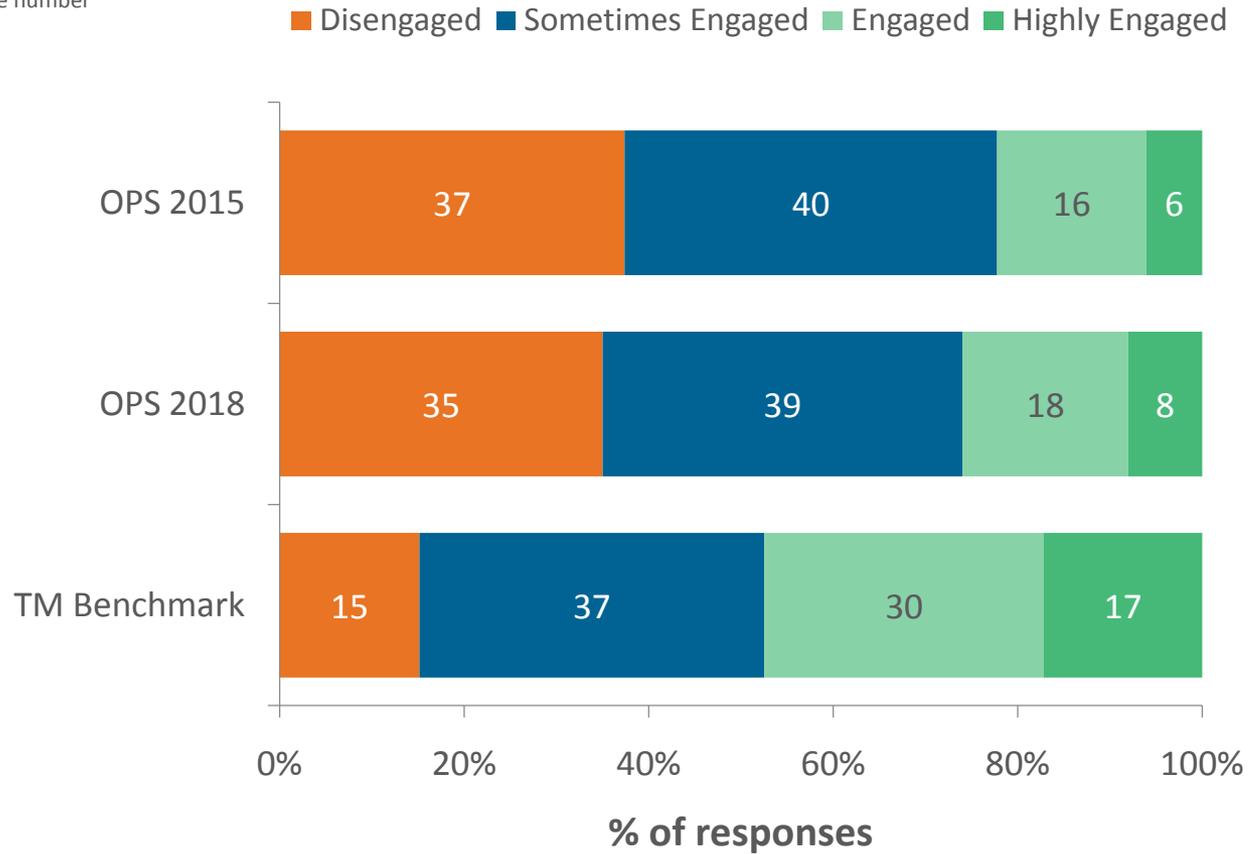


ENGAGEMENT SCORES BY ROLE - 2018 groups

Data is rounded to the nearest whole number



Data is rounded to the nearest whole number



	Disengaged	Sometimes Engaged	Engaged	Highly Engaged
Scoring Criteria (six engagement questions)	< 18	18-23	24-27	> 28 out of 30

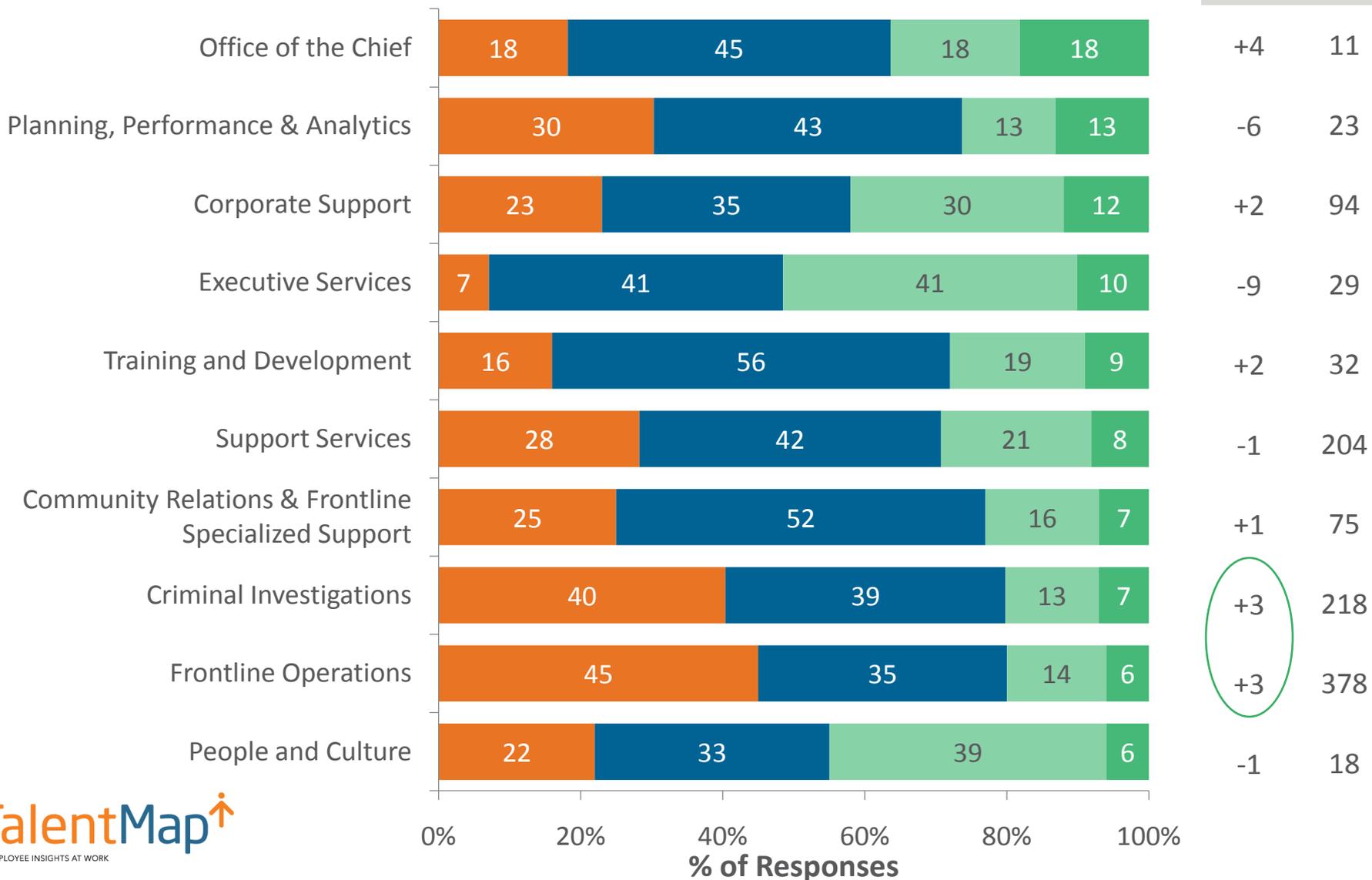
ENGAGEMENT DISTRIBUTION BY DIRECTORATE

Data is rounded to the nearest whole number

* Number indicates % Highly Engaged

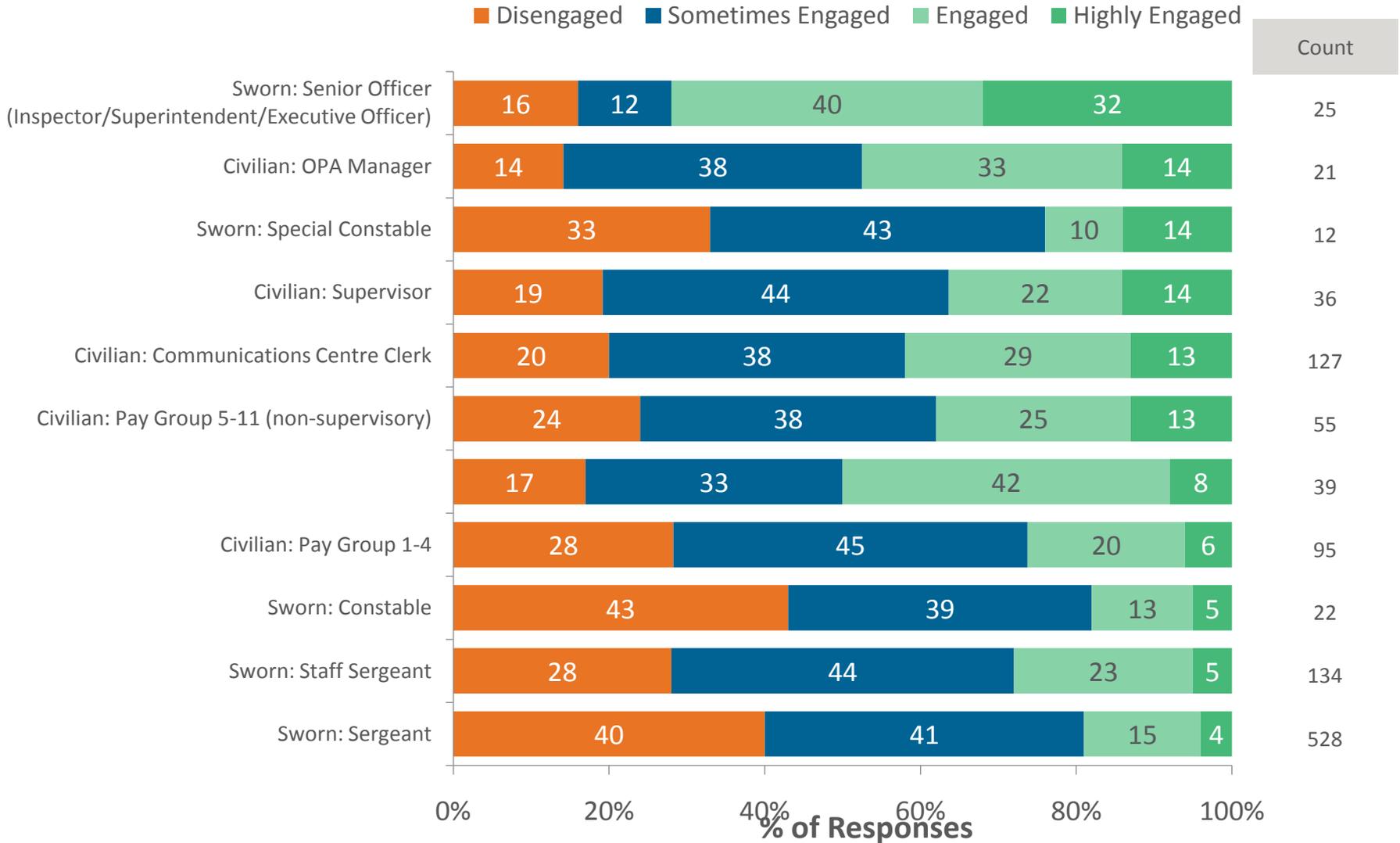
Disengaged Sometimes Engaged Engaged Highly Engaged

+/- OPS 2015* Count

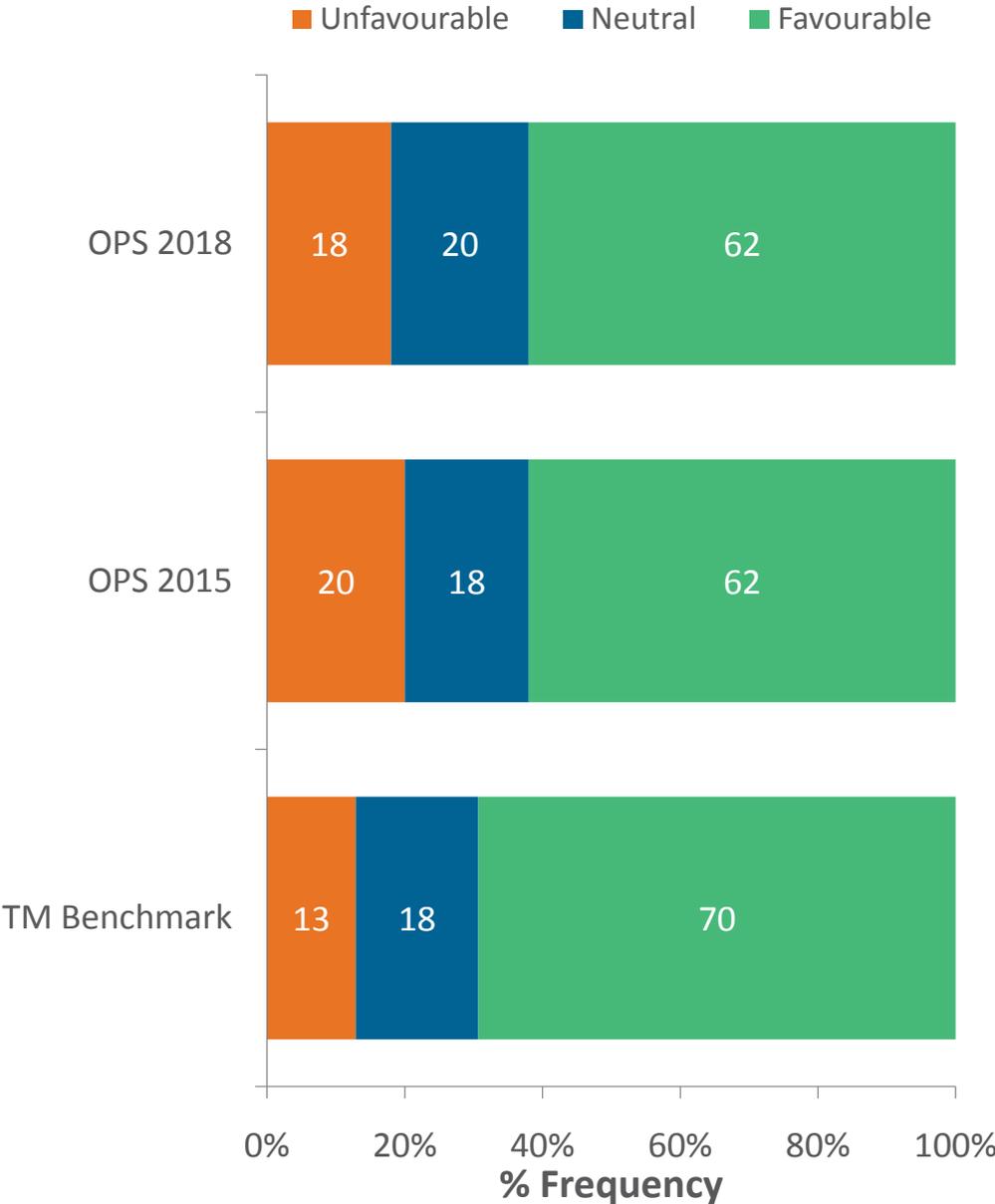


ENGAGEMENT DISTRIBUTION BY ROLE - 2018 groups

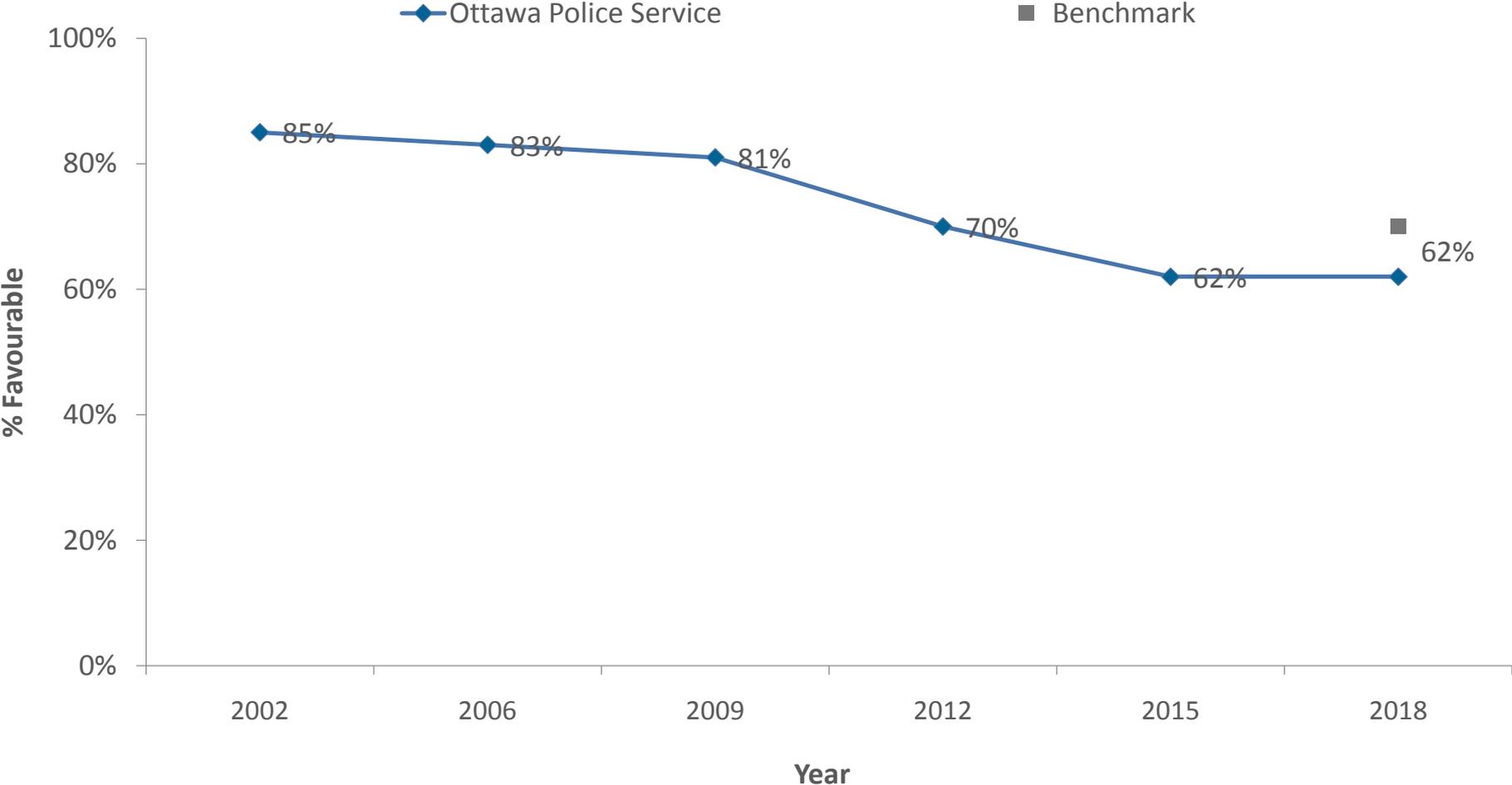
Data is rounded to the nearest whole number



Data is rounded to the nearest whole number



Overall, how satisfied are you with your job?

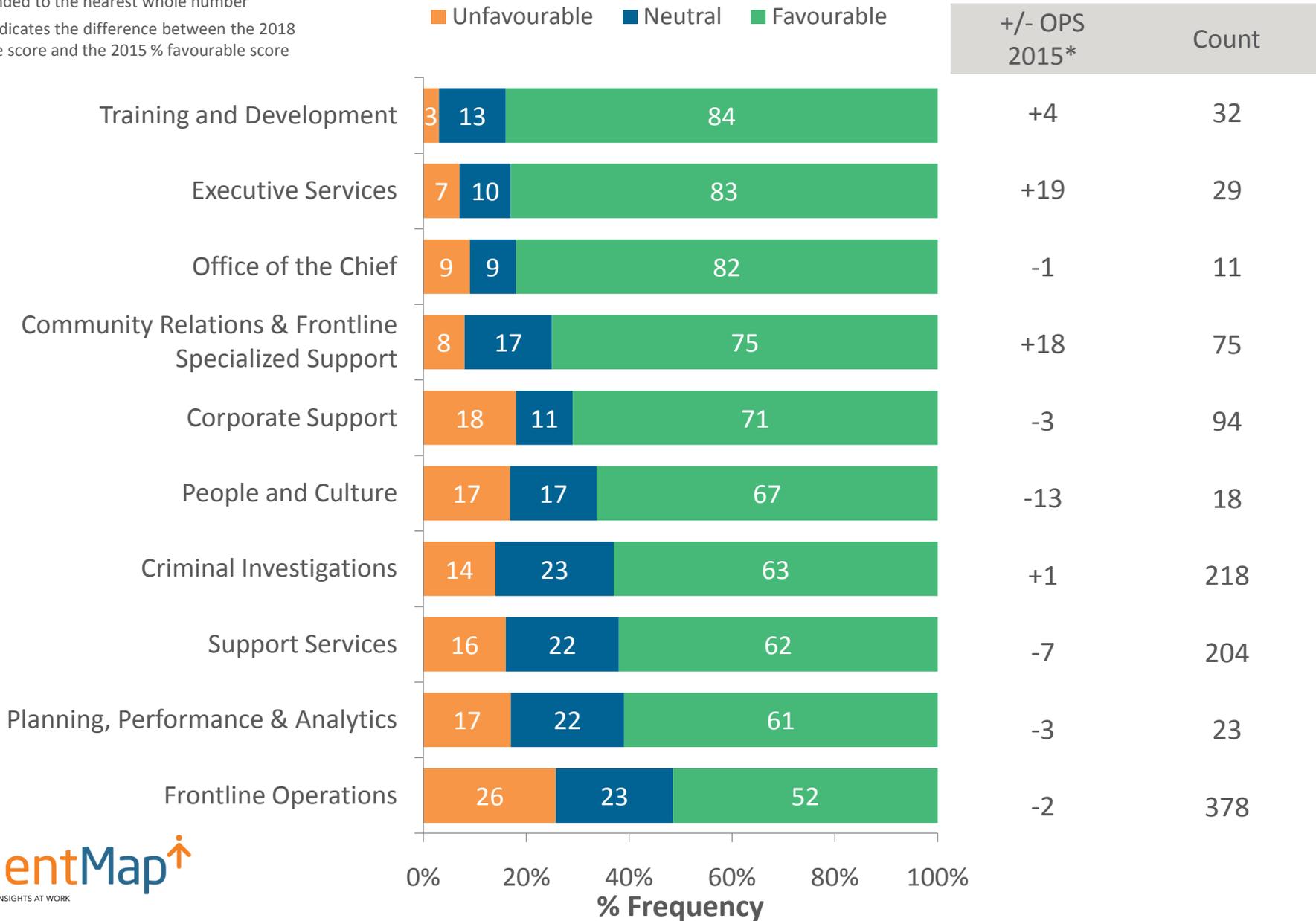


JOB SATISFACTION SCORES BY DIRECTORATE

Data is rounded to the nearest whole number

* Number indicates the difference between the 2018 % favourable score and the 2015 % favourable score

Unfavourable Neutral Favourable

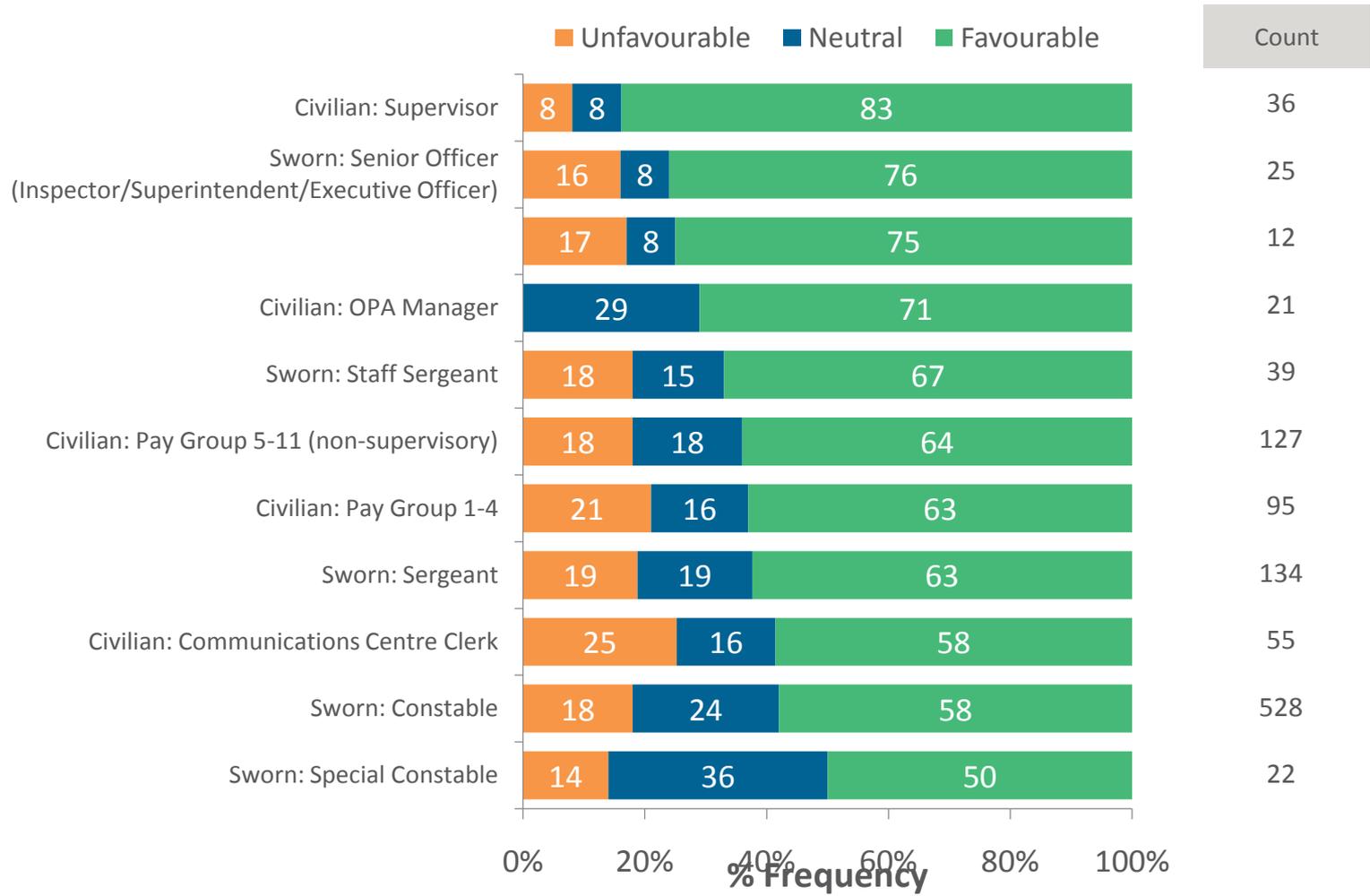


HEATMAP: JOB SATISFACTION BY DIRECTORATE

Lower Same Higher 	Difference Between DIRECTORATE and OPS Overall											
	OPS Overall	Community Relations & Frontline Specialized	Corporate Support	Criminal Investigations	Executive Services	Frontline Operations	Office of the Chief	People and Culture	Planning, Performance & Analytics	Support Services	Training and Development	Currently on Secondment
Response Count	1170	75	94	218	29	378	11	18	23	204	32	11
JOB SATISFACTION	62	+13	+9	+1	+21	-10	+20	+5	-1	0	+22	-35

JOB SATISFACTION SCORES BY ROLE - 2018 groups

Data is rounded to the nearest whole number



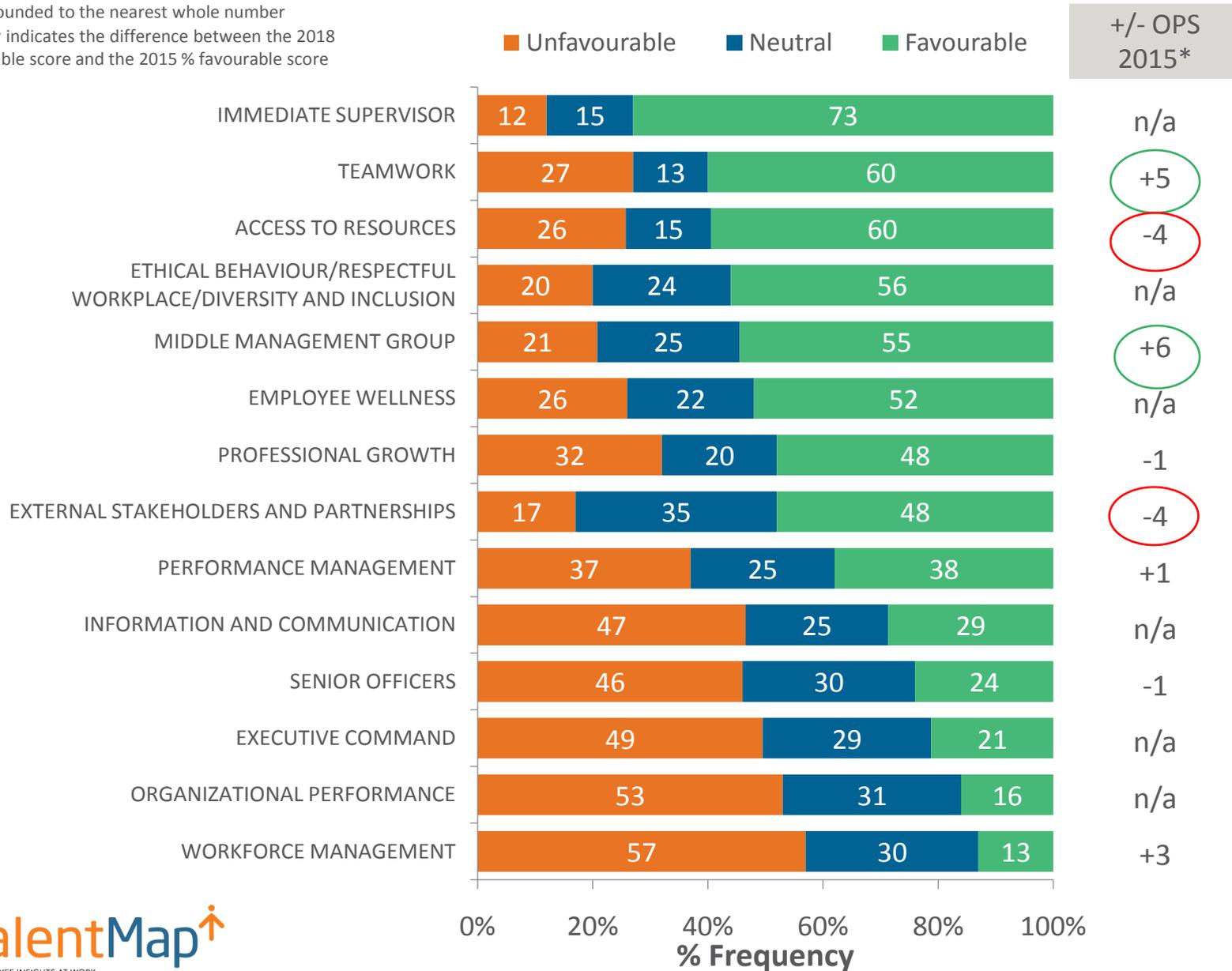
HEATMAP: JOB SATISFACTION BY ROLE - 2018 groups

 Lower Same Higher	Difference Between ROLE and OPS Overall											
	OPS Overall	Civilian: Pay Group 1-4	Civilian: Communications Centre Clerk	Civilian: Pay Group 5-11 (non-supervisory)	Civilian: Supervisor	Civilian: OPA Manager	Civilian: Senior Officer*	Sworn: Special Constable	Sworn: Constable	Sworn: Sergeant	Sworn: Staff Sergeant	Sworn: Senior Officer (Inspector/Superintendent/ Executive Officer)
Response Count	1170	95	55	127	36	21	12	22	528	134	39	25
JOB SATISFACTION	62	+1	-4	+2	+21	+9	+13	-12	-4	+1	+5	+14

*Note: Civilian: Senior Officer refers to (Director/Chief Official/Legal Counsel/SOA Manager/Executive Advisor/Labour Relations Advisor/Executive Assistant to the Chief)

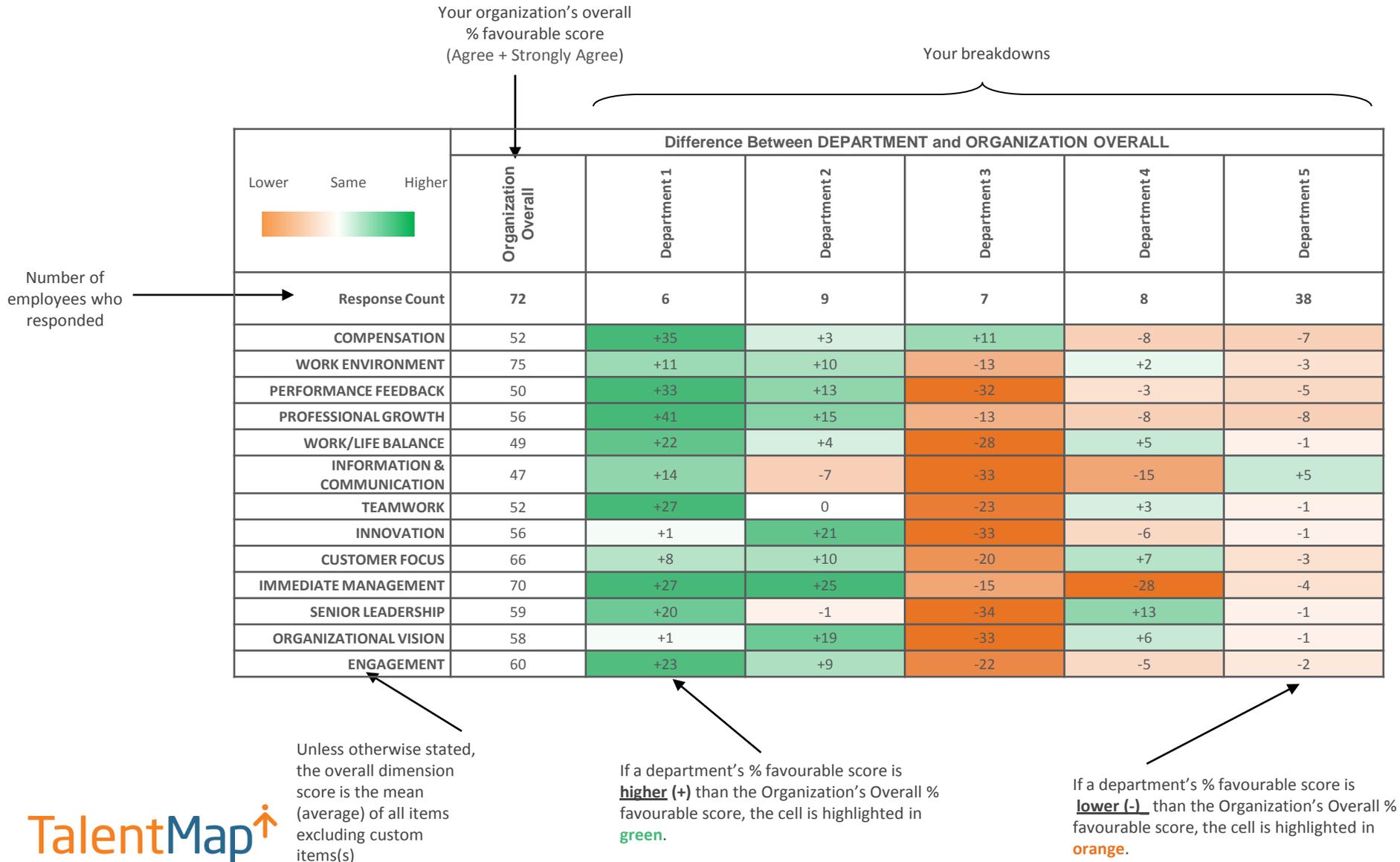
PERFORMANCE SCORES BY MAIN SURVEY ATTRIBUTES

Data is rounded to the nearest whole number
 * Number indicates the difference between the 2018 % favourable score and the 2015 % favourable score



UNDERSTANDING YOUR HEATMAP

The heatmap shows the % favourable difference between each **department** and the **organization overall** on each of the survey dimensions.



HEATMAP BY DIRECTORATE

Difference Between DIRECTORATE and OPS Overall



	OPS Overall	Community Relations & Frontline Specialized	Corporate Support	Criminal Investigations	Executive Services	Frontline Operations	Office of the Chief	People and Culture	Planning, Performance & Analytics	Support Services	Training and Development	Currently on Secondment
Response Count	1170	75	94	218	29	378	11	18	23	204	32	11
PROFESSIONAL GROWTH	48	+9	+13	+4	+20	-10	+22	+4	+9	-3	+19	-28
WORKFORCE MANAGEMENT	13	0	+6	0	+9	-5	+20	+25	+2	+1	+5	-11
PERFORMANCE MANAGEMENT	38	+4	+14	-5	+19	-5	-2	+23	-3	+3	+6	-25
ACCESS TO RESOURCES	60	+13	+5	+1	+2	-4	+18	-20	-31	+7	0	-23
EMPLOYEE WELLNESS	52	+6	+8	0	+13	-4	+13	-8	+1	0	+3	-29
INFORMATION AND COMMUNICATION	29	+3	+1	-4	+25	-3	+19	-4	-5	+5	+8	-23
TEAMWORK	60	+7	0	+6	+15	-4	+20	+5	0	-8	+10	-19
IMMEDIATE SUPERVISOR	73	+7	-1	+2	+6	+1	+20	+14	-10	-7	+11	-35
MIDDLE MANAGEMENT GROUP	55	+4	-3	-4	-18	+4	+15	-23	-10	-4	+13	-18
SENIOR OFFICERS	24	+7	+17	-5	+14	-6	+15	+8	+10	+3	+6	-24
EXECUTIVE COMMAND	21	+2	+20	-5	+27	-6	+10	+17	+15	+2	+2	-12
ORGANIZATIONAL PERFORMANCE	16	-1	+10	-4	+13	-4	+10	+10	+9	+1	+8	-9
ETHICAL BEHAVIOUR/RESPECTFUL WORKPLACE/DIVERSITY AND INCLUSION	56	+6	+3	+2	+4	-2	+18	+3	+4	-3	+8	-37
EXTERNAL STAKEHOLDERS AND PARTNERSHIPS	48	+8	+17	-3	+31	-7	+21	+6	+11	0	+10	-28
ENGAGEMENT	48	+2	+14	-5	+27	-8	+4	+15	+4	+5	+12	-36

HEATMAP BY ROLE - 2018 groups

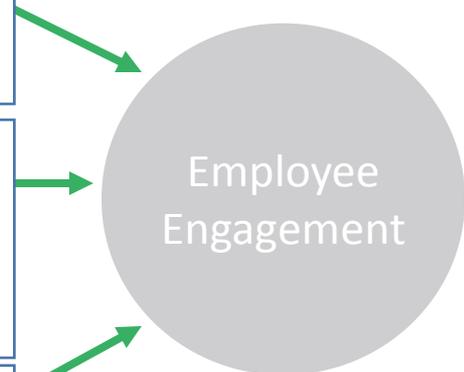
	Difference Between ROLE and OPS Overall											
	OPS Overall	Civilian: Pay Group 1-4	Civilian: Communications Centre Clerk	Civilian: Pay Group 5-11 (non-supervisory)	Civilian: Supervisor	Civilian: OPA Manager	Civilian: Senior Officer*	Sworn: Special Constable	Sworn: Constable	Sworn: Sergeant	Sworn: Staff Sergeant	Sworn: Senior Officer (Inspector/Superintendent/Executive Officer)
Response Count	1170	95	55	127	36	21	12	22	528	134	39	25
PROFESSIONAL GROWTH	48	-4	+3	+8	+18	+27	+9	-19	-5	-1	+11	+24
WORKFORCE MANAGEMENT	13	-3	+4	+2	+8	+30	+26	-13	-5	-4	+14	+40
PERFORMANCE MANAGEMENT	38	+3	+9	+6	+14	+16	-5	-4	-4	-3	+3	+13
ACCESS TO RESOURCES	60	+10	+12	-10	+10	+1	-12	-5	-1	-2	+1	+12
EMPLOYEE WELLNESS	52	0	+2	+3	+4	+15	+10	-2	-4	0	+6	+21
INFORMATION AND COMMUNICATION	29	+4	+13	+4	+1	-5	+10	-1	-5	-1	+5	+27
TEAMWORK	60	-10	-19	0	-3	+13	+11	-8	-1	+8	+15	+15
IMMEDIATE SUPERVISOR	73	-14	-13	-4	-5	+9	-6	+9	+3	0	+11	+7
MIDDLE MANAGEMENT GROUP	55	-19	+2	-7	-4	+6	-4	+7	+1	+1	+9	+8
SENIOR OFFICERS	24	+4	+4	+13	+9	+16	+26	-2	-5	-7	-2	+34
EXECUTIVE COMMAND	21	+3	+2	+19	+11	+26	+30	-8	-7	-6	+3	+20
ORGANIZATIONAL PERFORMANCE	16	-1	+1	+10	+6	+12	+25	-1	-5	-3	+8	+19
ETHICAL BEHAVIOUR/RESPECTFUL WORKPLACE/DIVERSITY AND INCLUSION	56	-8	-4	+2	+3	+8	+9	-6	-1	+3	+7	+13
EXTERNAL STAKEHOLDERS AND PARTNERSHIPS	48	-2	-6	+17	+23	+13	+18	-6	-7	0	+9	+25
ENGAGEMENT	48	+2	+13	+14	+18	+23	+18	+2	-8	-7	+6	+29

*Note: Civilian: Senior Officer refers to (Director/Chief Official/Legal Counsel/SOA Manager/Executive Advisor/Labour Relations Advisor/Executive Assistant to the Chief)

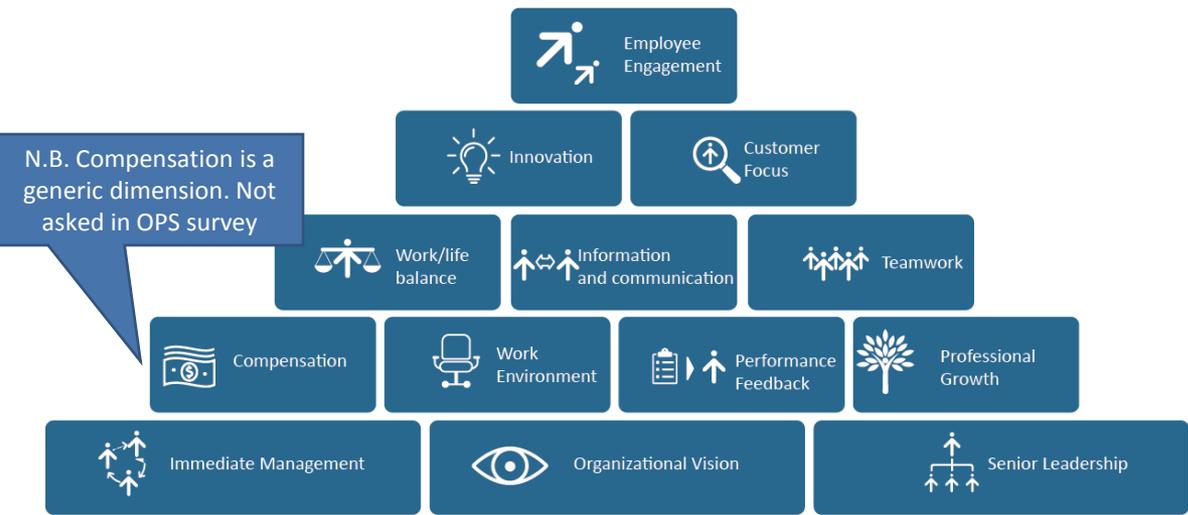
Hypothesized Drivers

- PROFESSIONAL GROWTH
- WORKFORCE MANAGEMENT
- PERFORMANCE MANAGEMENT
- ACCESS TO RESOURCES
- EMPLOYEE WELLNESS
- INFORMATION AND COMMUNICATION
- TEAMWORK
- IMMEDIATE SUPERVISOR
- MIDDLE MANAGEMENT GROUP
- SENIOR OFFICERS
- EXECUTIVE COMMAND
- ORGANIZATIONAL PERFORMANCE
- ETHICAL BEHAVIOUR/RESPECTFUL
WORKPLACE/DIVERSITY AND INCLUSION
- EXTERNAL STAKEHOLDERS AND PARTNERSHIPS

RELATIVE
WEIGHT



Previous period drivers highlighted in grey.



- ❖ An index is created for each of the 14 dimensions (an average score for all of the items included in that dimension).
- ❖ RWA (Relative Weight Analysis) is an approach used to evaluate the relative importance of predictor variables when dealing with correlated predictors. This technique accounts for potential multi-collinearity between predictors.
- ❖ Relative weights for each of the predictors represent the percentage of variance in the dependent variable explained by each predictor *considering both its direct effect on the dependent variable and its joint effect with the other predictors.*
- ❖ Relative weights are reported as percentages ranging from 0 to 100%. We call those survey dimensions with the largest relative weights “drivers” of engagement.

Survey Dimension	RELATIVE WEIGHT (Impact on Engagement)
PROFESSIONAL GROWTH	17.40%
EXECUTIVE COMMAND	10.60%
ORGANIZATIONAL PERFORMANCE	10.60%
SENIOR OFFICERS	8.30%
EMPLOYEE WELLNESS	7.40%
WORKFORCE MANAGEMENT	6.80%
EXTERNAL STAKEHOLDERS AND PARTNERSHIPS	6.70%
INFORMATION AND COMMUNICATION	6.40%
ETHICAL BEHAVIOUR/RESPECTFUL WORKPLACE/DIVERSITY AND INCLUSION	6.10%
TEAMWORK	5.80%
PERFORMANCE MANAGEMENT	5.00%
MIDDLE MANAGEMENT GROUP	3.90%
IMMEDIATE SUPERVISOR	2.80%
ACCESS TO RESOURCES	2.20%

KEY DRIVERS BY DIRECTORATE

Survey Dimension	Pearson Coefficient										
	Community Relations & Frontline Specialized	Corporate Support	Criminal Investigations	Executive Services	Frontline Operations	Office of the Chief	People and Culture	Planning, Performance & Analytics	Support Services	Training and Development	Currently on Secondment
Professional Growth	.567	.779	.571	.615	.748	.933	.625	.733	.683	.761	.484
Workforce Management	.476	.622	.522	.511	.583	.867	.279	.676	.457	.322	.255
Performance Management	.404	.546	.407	.664	.534	.343	.000	.541	.527	.318	.557
Access to Resources	.310	.411	.410	.389	.357	.229	.222	.599	.454	.355	.458
Employee Wellness	.471	.610	.526	.694	.623	.000	.575	.686	.634	.356	.365
Information & Communication	.603	.532	.463	.509	.607	.712	.591	.698	.636	.294	.613
Teamwork	.509	.493	.382	.310	.566	.252	.185	.572	.535	.407	.261
Immediate Supervisor	.362	.506	.297	.000	.387	.105	.108	.694	.481	.381	.507
Middle Management Group	.566	.524	.405	.270	.530	.301	.134	.673	.506	.446	.222
Senior Officers	.545	.741	.597	.581	.642	.701	.279	.737	.648	.514	.662
Executive Command	.678	.755	.666	.579	.658	.824	.378	.571	.622	.481	.205
Organizational Performance	.582	.786	.650	.759	.692	.688	.540	.669	.675	.319	.271
Ethical Behaviour/Respectful Workplace/Diversity and Inclusion	.665	.738	.401	.541	.569	.269	.547	.784	.585	.593	.485
External Stakeholders and Partnerships	.595	.699	.461	.381	.515	.315	.312	.461	.521	.467	.242

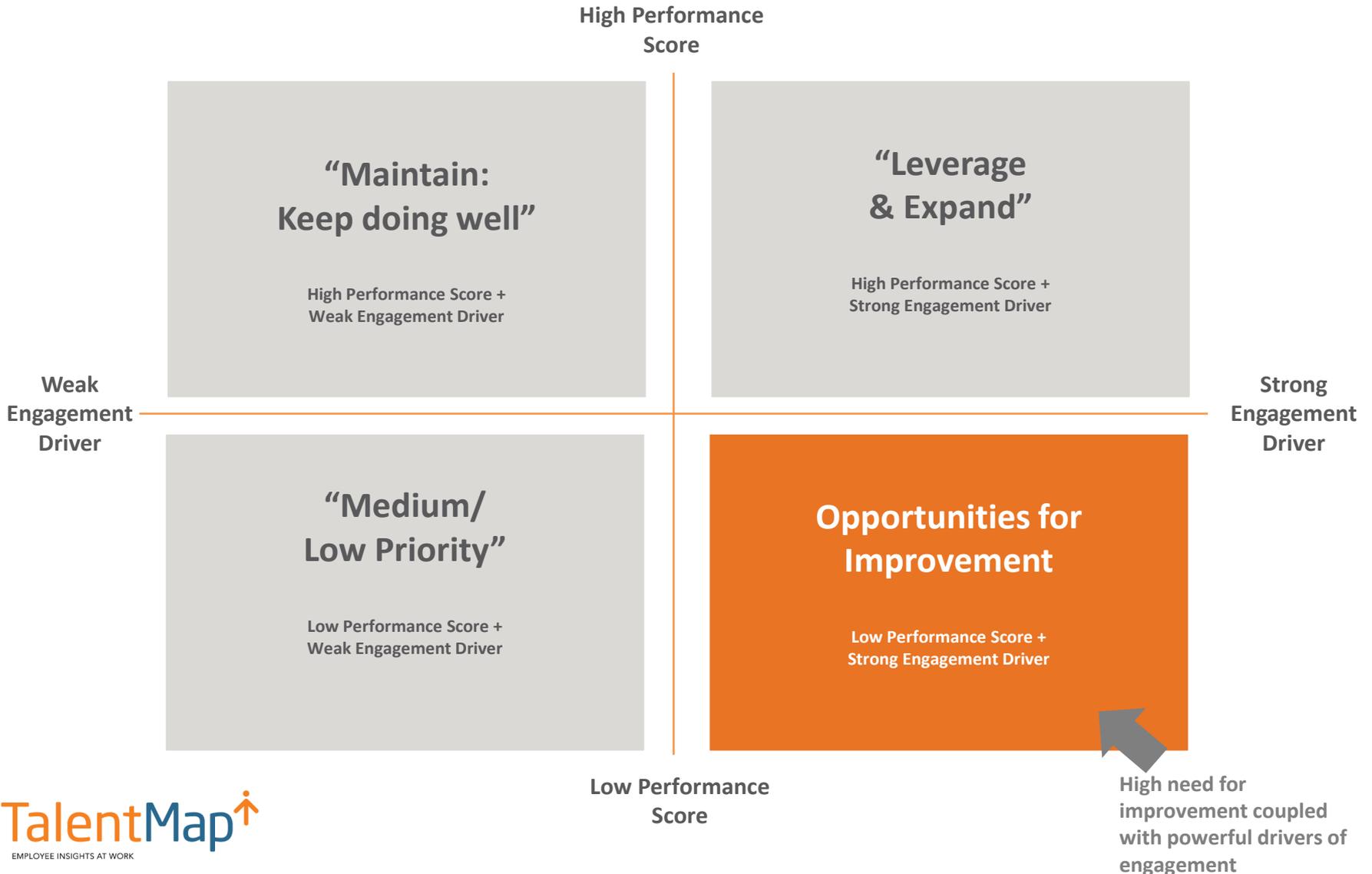
Note: The top three drivers for each group are highlighted in blue
 The results for Directorates with < 50 respondents should be interpreted carefully due to the small number of respondents in this group.

KEY DRIVERS BY ROLE - 2018 groups

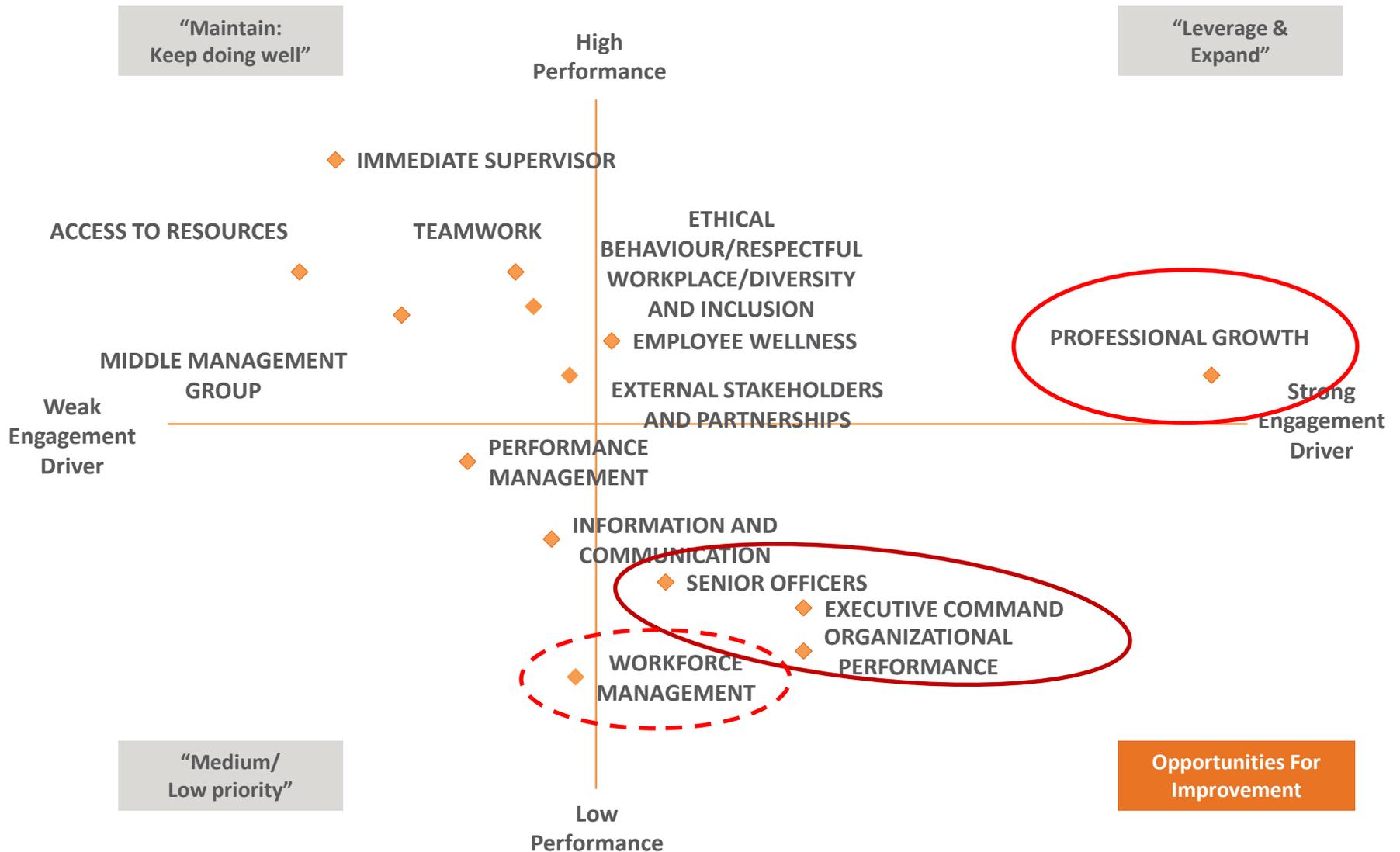
Survey Dimension	Pearson Coefficient										
	Civilian: Pay Group 1-4	Civilian: Communications Centre Clerk	Civilian: Pay Group 5-11 (non-supervisory)	Civilian: Supervisor	Civilian: OPA Manager	Civilian: Senior Officer	Sworn: Special Constable	Sworn: Constable	Sworn: Sergeant	Sworn: Staff Sergeant	Sworn: Senior Officer (Inspector/Superintendent/Executive Officer)
Professional Growth	.642	.618	.751	.727	.566	.831	.614	.672	.696	.643	.834
Workforce Management	.452	.530	.526	.474	.302	.619	.257	.534	.488	.495	.656
Performance Management	.437	.484	.565	.443	.273	.572	.624	.518	.452	.301	.447
Access to Resources	.262	.391	.536	.539	.460	.559	.612	.402	.311	.201	.264
Employee Wellness	.692	.509	.584	.674	.464	.651	.862	.580	.523	.388	.565
Information & Communication	.487	.651	.599	.531	.685	.601	.793	.567	.520	.383	.666
Teamwork	.616	.584	.633	.503	.043	.774	.670	.493	.499	.281	.761
Immediate Supervisor	.544	.485	.538	.430	.462	.799	.662	.346	.410	.265	.526
Middle Management Group	.532	.509	.517	.678	.051	.526	.707	.504	.460	.307	.097
Senior Officers	.623	.680	.689	.636	.343	.720	.748	.593	.677	.541	.711
Executive Command	.506	.636	.606	.713	.542	.794	.568	.666	.639	.571	.720
Organizational Performance	.647	.625	.698	.757	.534	.885	.579	.681	.590	.559	.670
Ethical Behaviour/Respectful Workplace/Diversity and Inclusion	.646	.751	.785	.345	.311	.883	.536	.533	.431	.499	.697
External Stakeholders and Partnerships	.576	.584	.597	.196	.376	.454	.402	.546	.351	.355	.598

Note: The top three drivers for each group are highlighted in blue
 The results for Directorates with < 50 respondents should be interpreted carefully due to the small number of respondents in this group.

- Improving engagement should be focused on dimensions exhibiting a combination of **low performance scores and strong drivers**
- Focusing on the lower dimension scores exclusively may not fully address what is needed to target and improve engagement

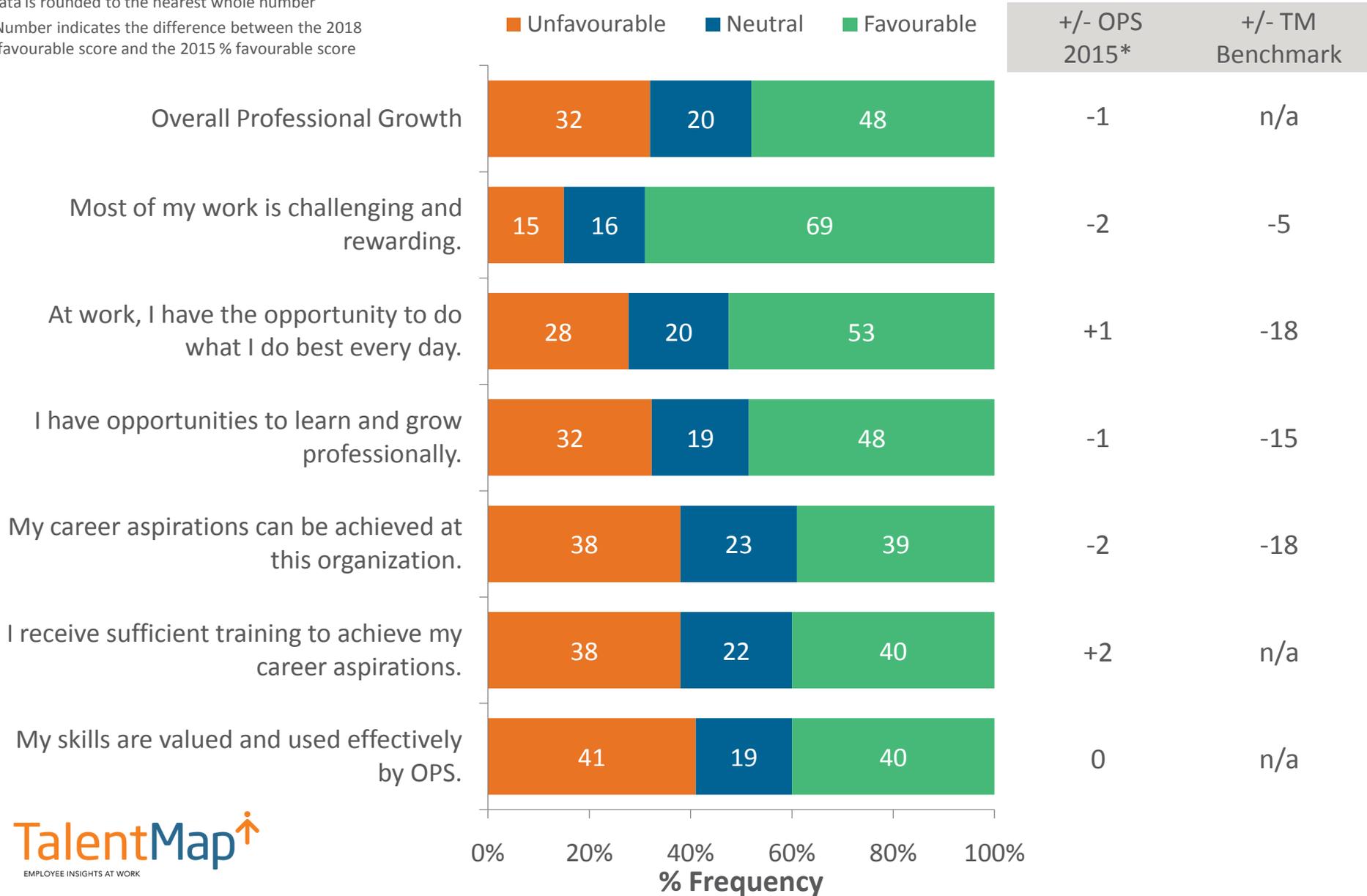


KEY STRENGTHS AND OPPORTUNITY AREAS



PROFESSIONAL GROWTH (KEY DRIVER #1 – 17.4%)

Data is rounded to the nearest whole number
 * Number indicates the difference between the 2018 % favourable score and the 2015 % favourable score

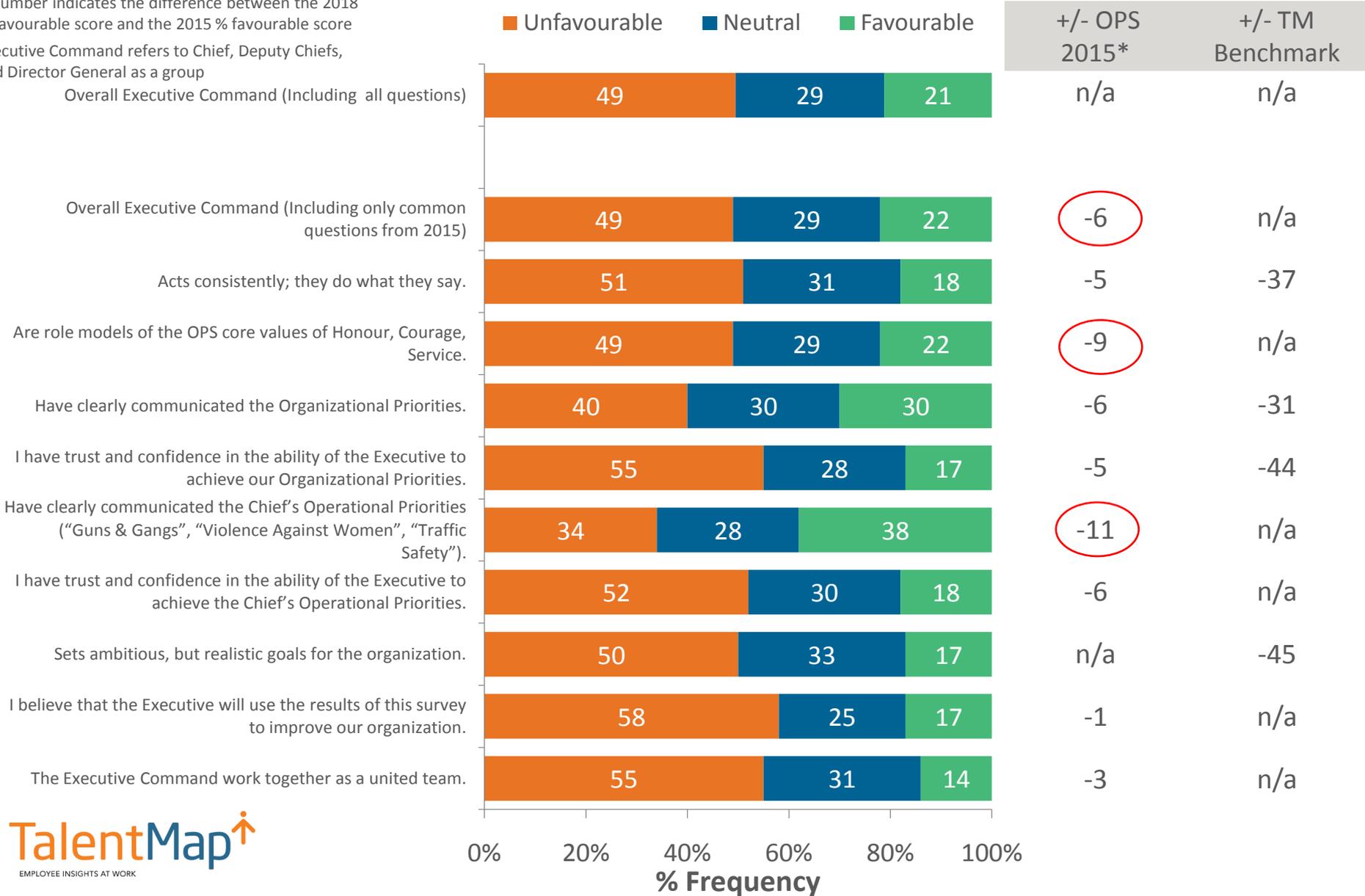


EXECUTIVE COMMAND (KEY DRIVER #2 – 10.6%)

Data is rounded to the nearest whole number

* Number indicates the difference between the 2018 % favourable score and the 2015 % favourable score

Executive Command refers to Chief, Deputy Chiefs, and Director General as a group



ORGANIZATIONAL PERFORMANCE (KEY DRIVER #3 – 10.6%) 43

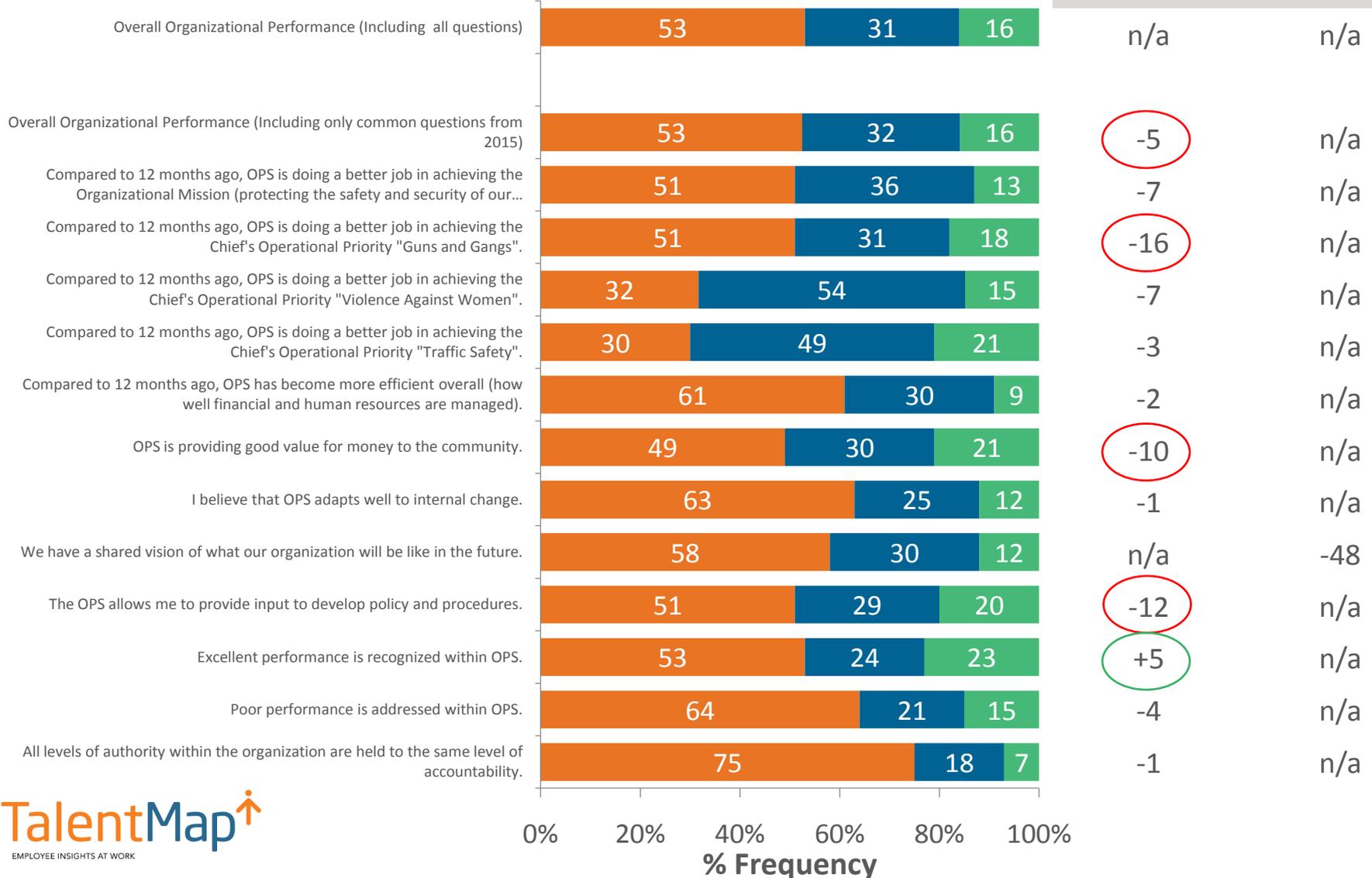
Data is rounded to the nearest whole number

* Number indicates the difference between the 2018 % favourable score and the 2015 % favourable score

Unfavourable Neutral Favourable

+/- OPS
2015*

+/- TM
Benchmark

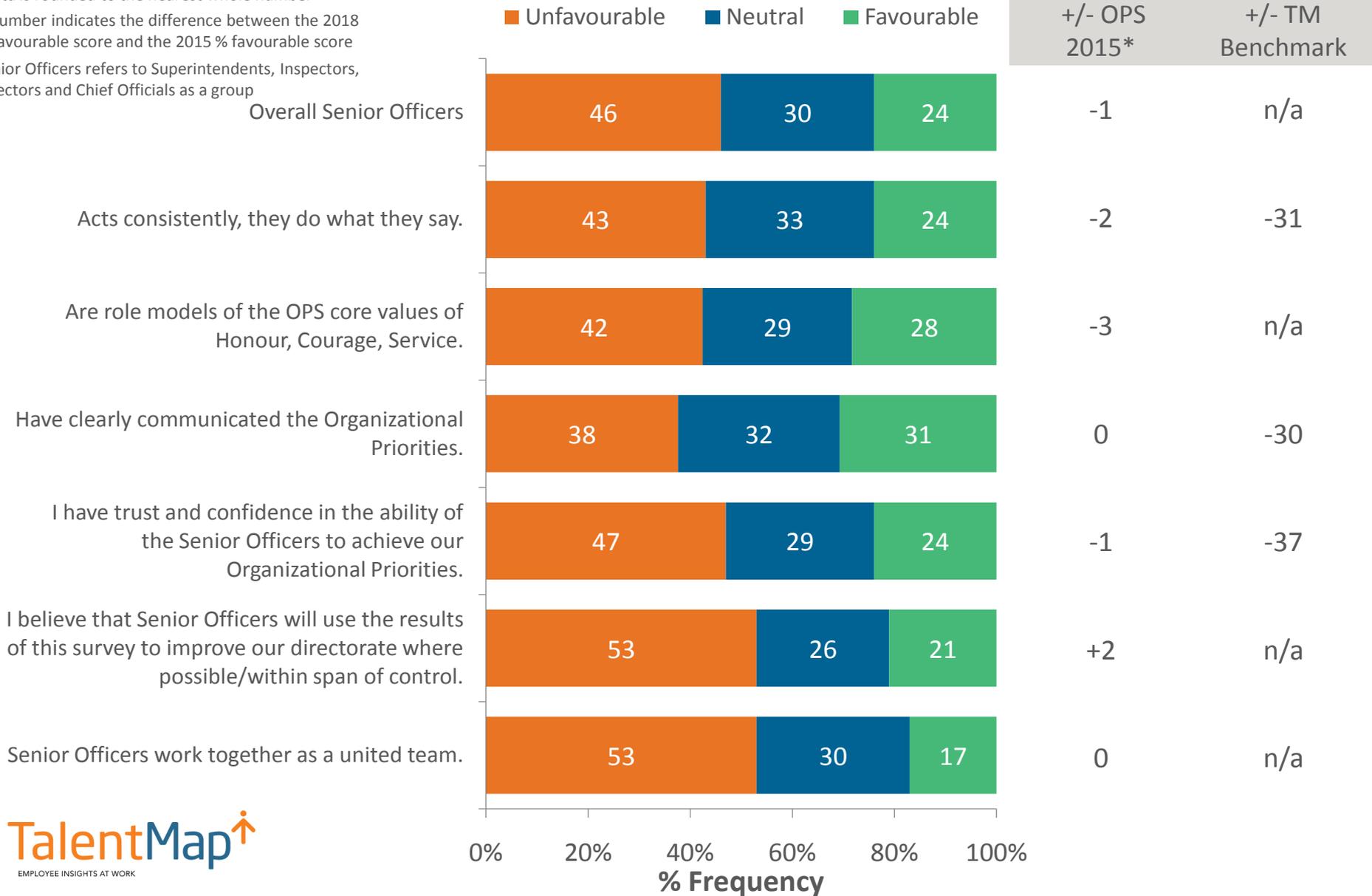


SENIOR OFFICERS – 8.3%

Data is rounded to the nearest whole number

* Number indicates the difference between the 2018 % favourable score and the 2015 % favourable score

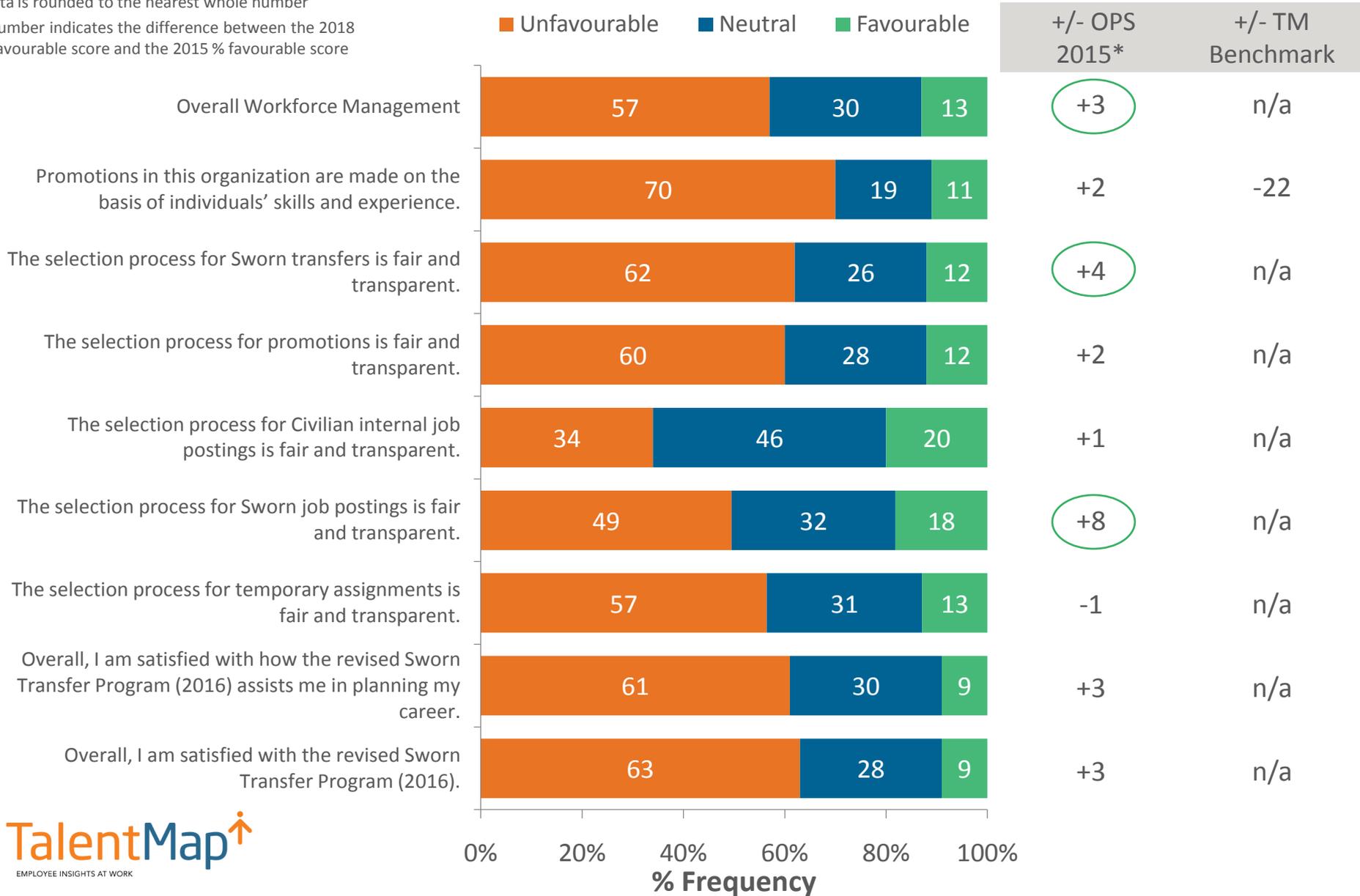
Senior Officers refers to Superintendents, Inspectors, Directors and Chief Officials as a group



WORKFORCE MANAGEMENT – 6.8%

Data is rounded to the nearest whole number

* Number indicates the difference between the 2018 % favourable score and the 2015 % favourable score



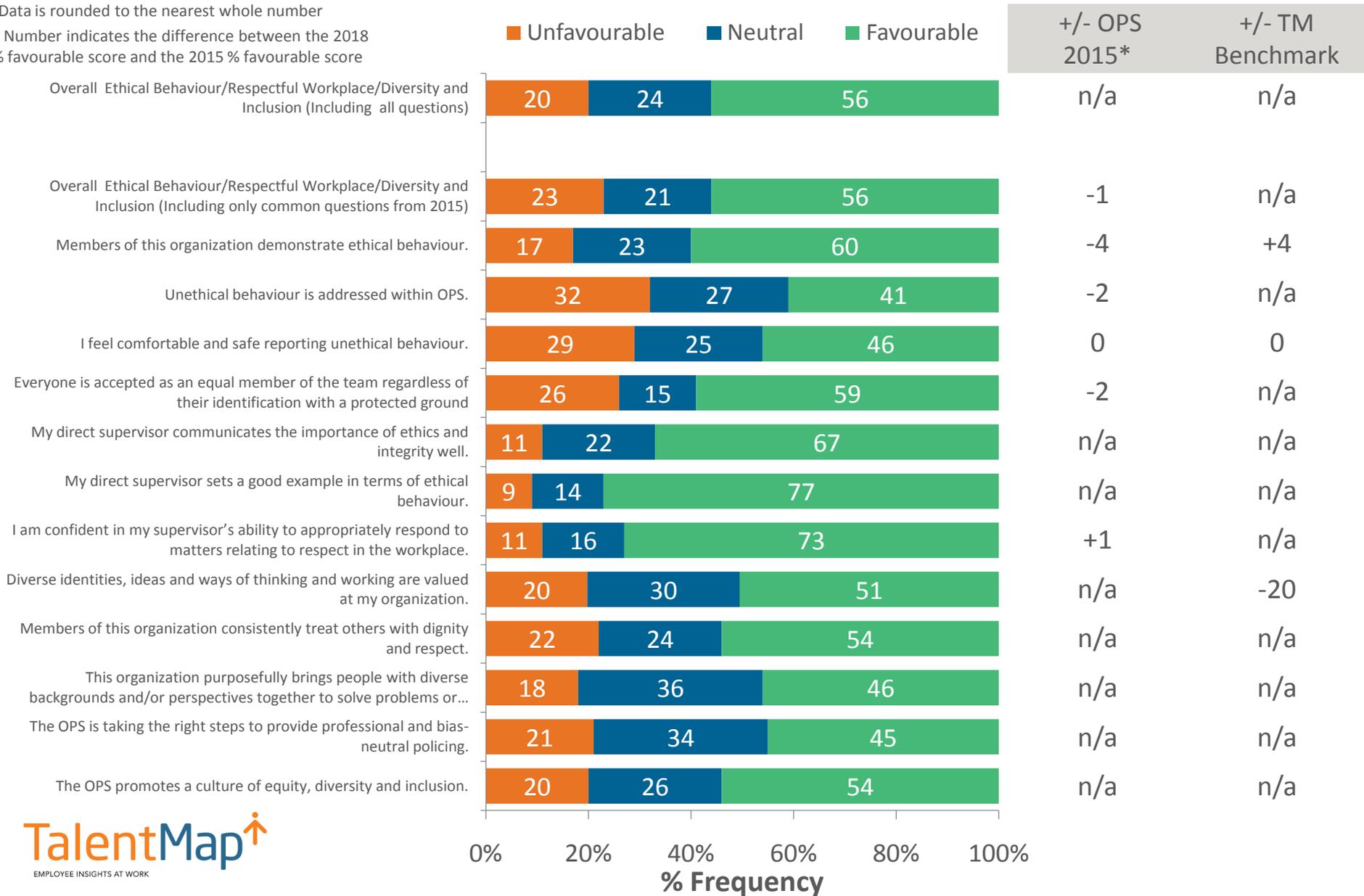


ETHICAL BEHAVIOUR/RESPECTFUL
WORKPLACE/DIVERSITY AND INCLUSION

ETHICAL BEHAVIOUR/RESPECTFUL WORKPLACE /DIVERSITY AND INCLUSION

Data is rounded to the nearest whole number

* Number indicates the difference between the 2018 % favourable score and the 2015 % favourable score



ETHICAL BEHAVIOUR/RESPECTFUL WORKPLACE/DIVERSITY AND INCLUSION BY DIRECTORATE

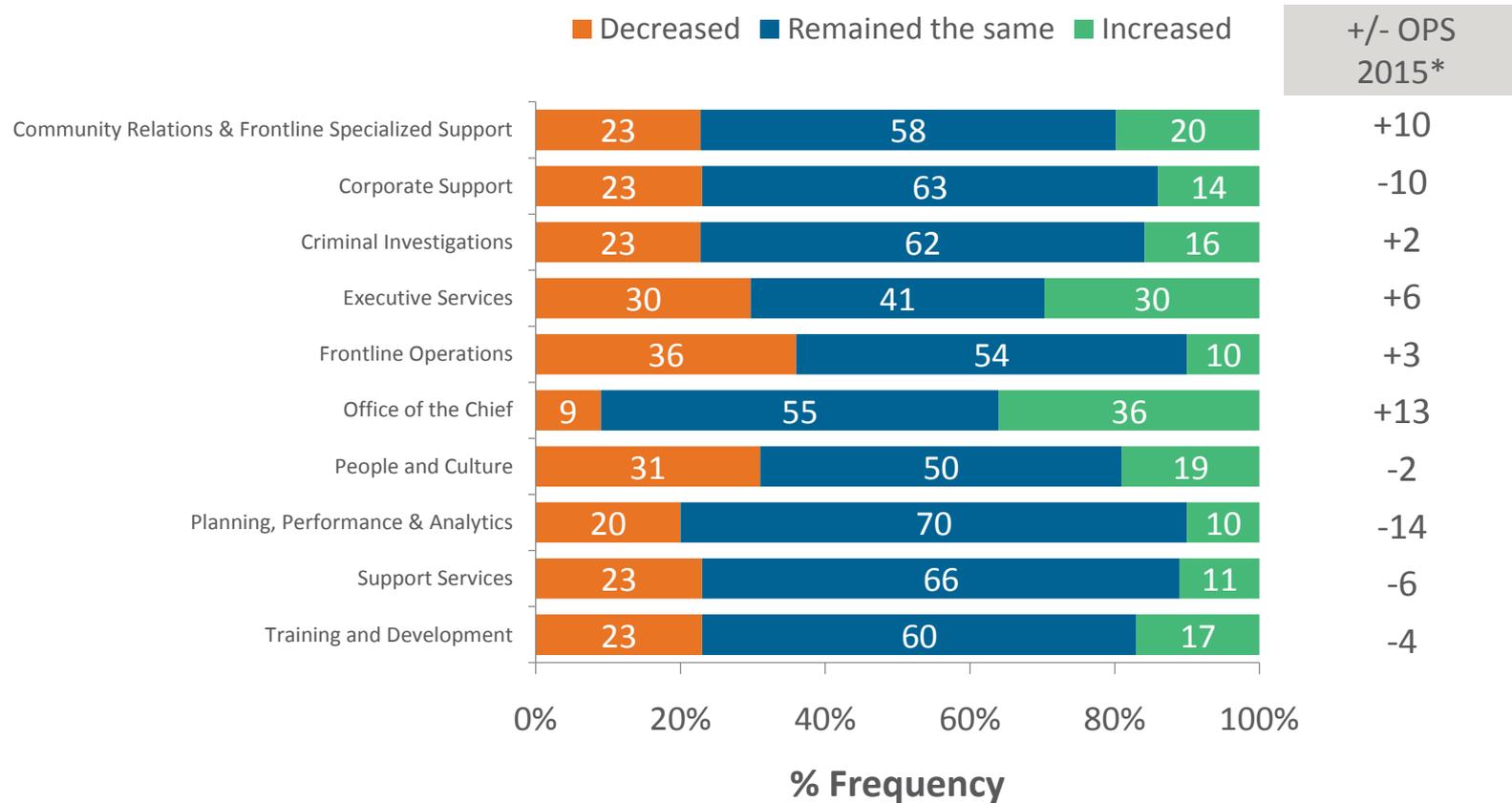
“n/a – no opinion” responses have been excluded

Data is rounded to the nearest whole number

* Number indicates the difference between the 2018

% Increased score and the 2015 % Increased score

In the past 3 years, I think that the level of respect in our workplace has:



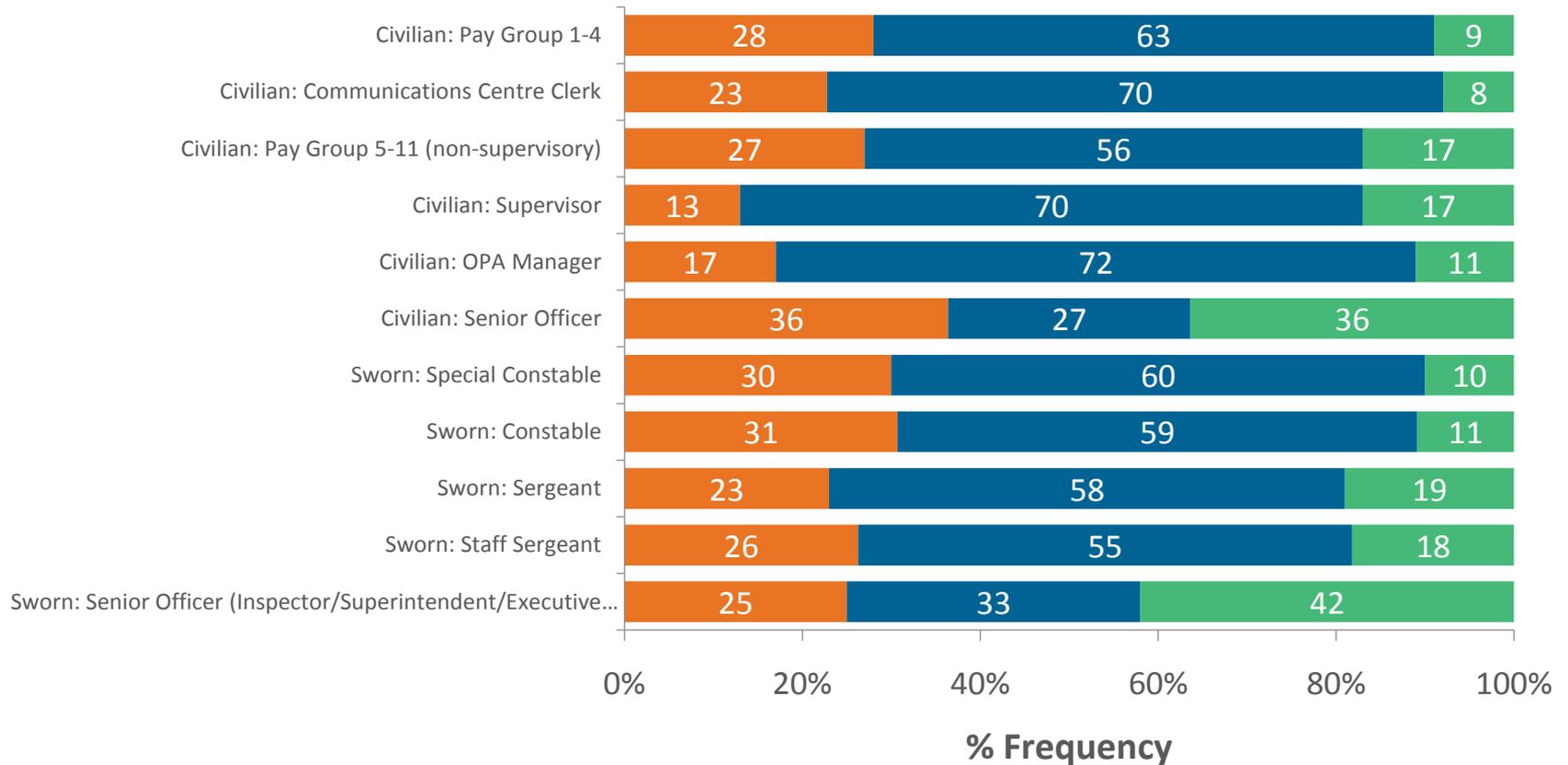
ETHICAL BEHAVIOUR/RESPECTFUL WORKPLACE/ DIVERSITY AND INCLUSION BY ROLE - 2018 groups

“n/a – no opinion” responses have been excluded

Data is rounded to the nearest whole number

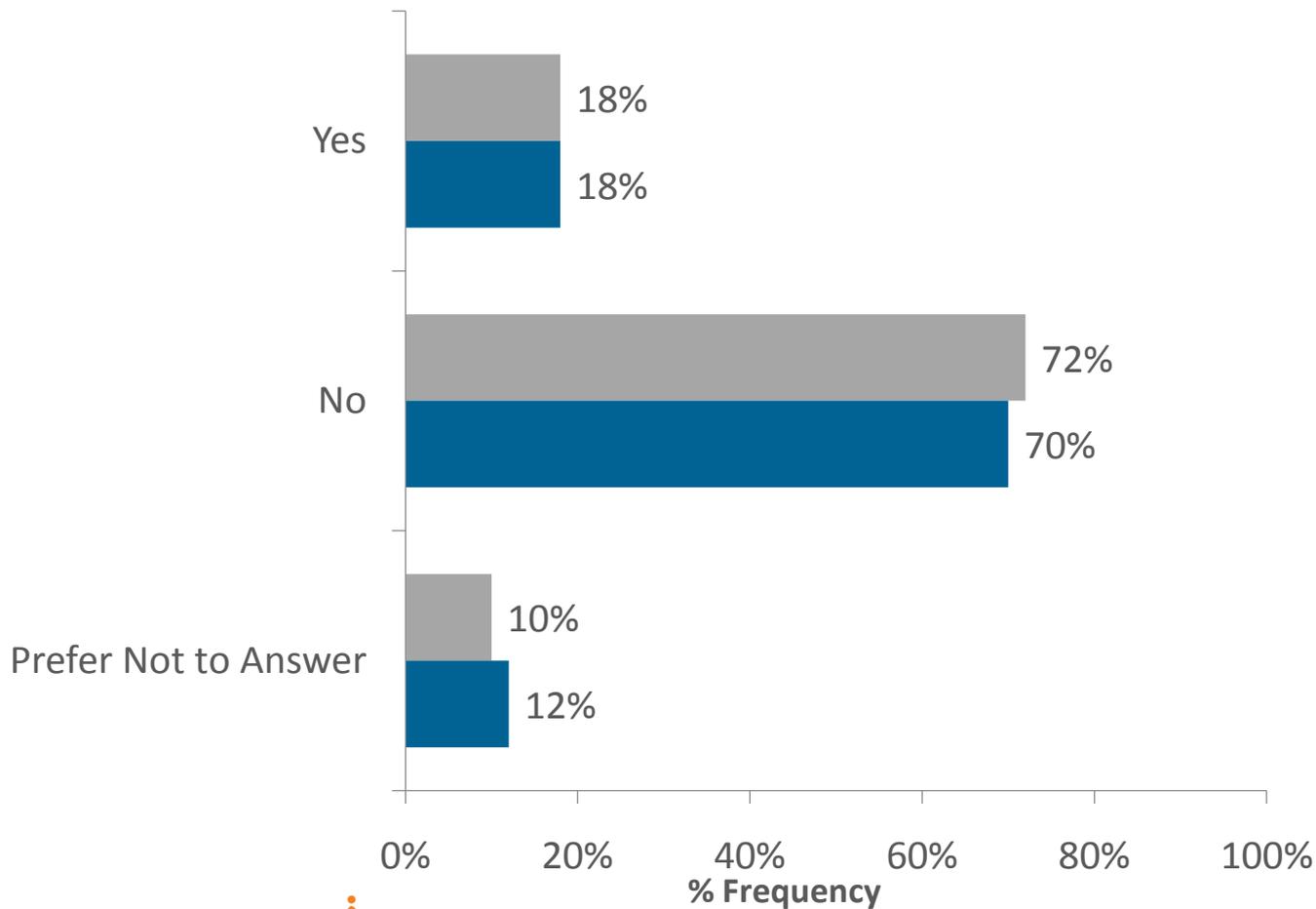
In the past 3 years, I think that the level of respect in our workplace has:

Decreased Remained the same Increased



Have you personally experienced workplace harassment in the last 12 months at OPS?

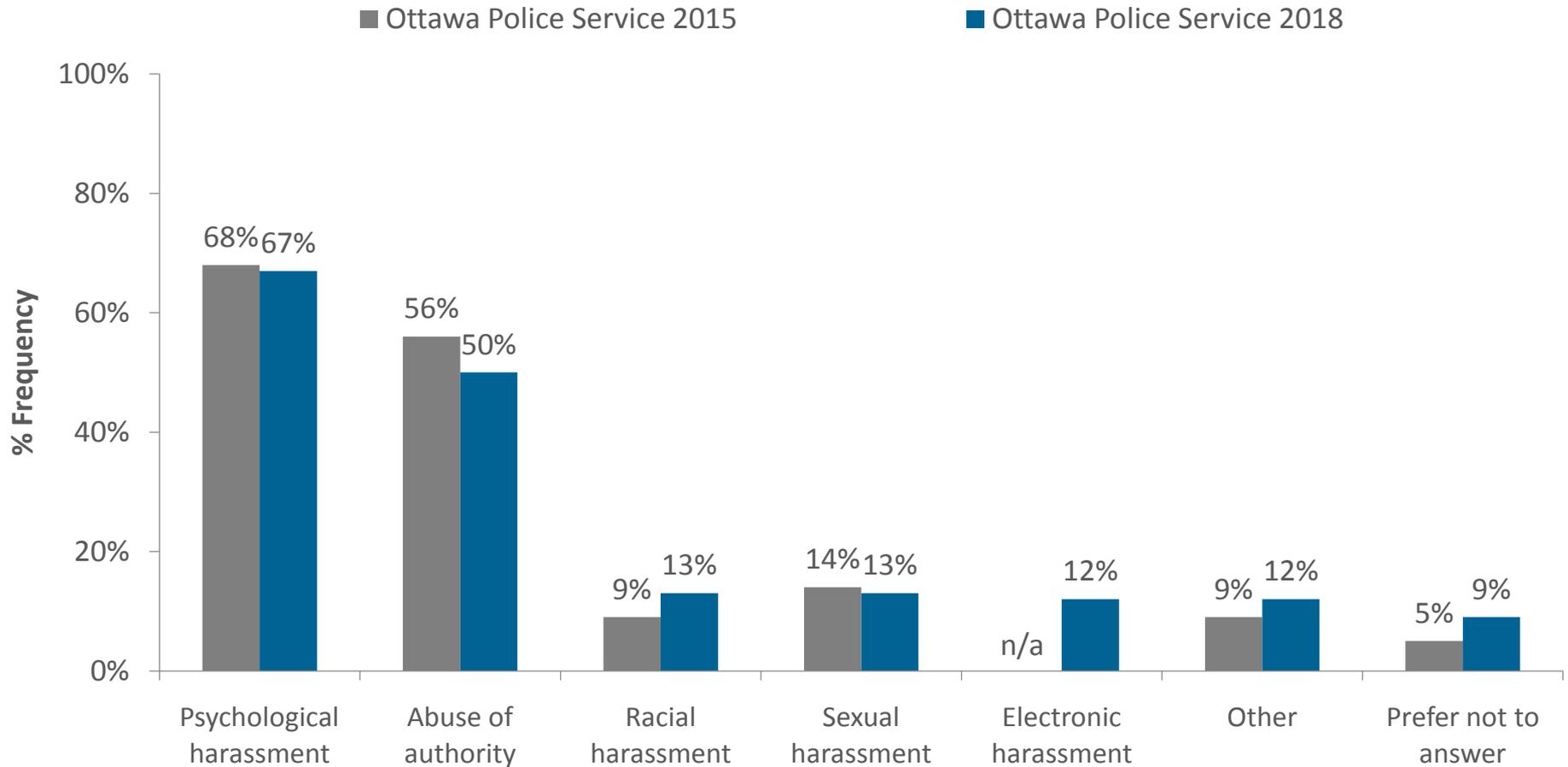
■ Ottawa Police Service 2015 ■ Ottawa Police Service 2018



TYPE(S) OF HARASSMENT EXPERIENCED

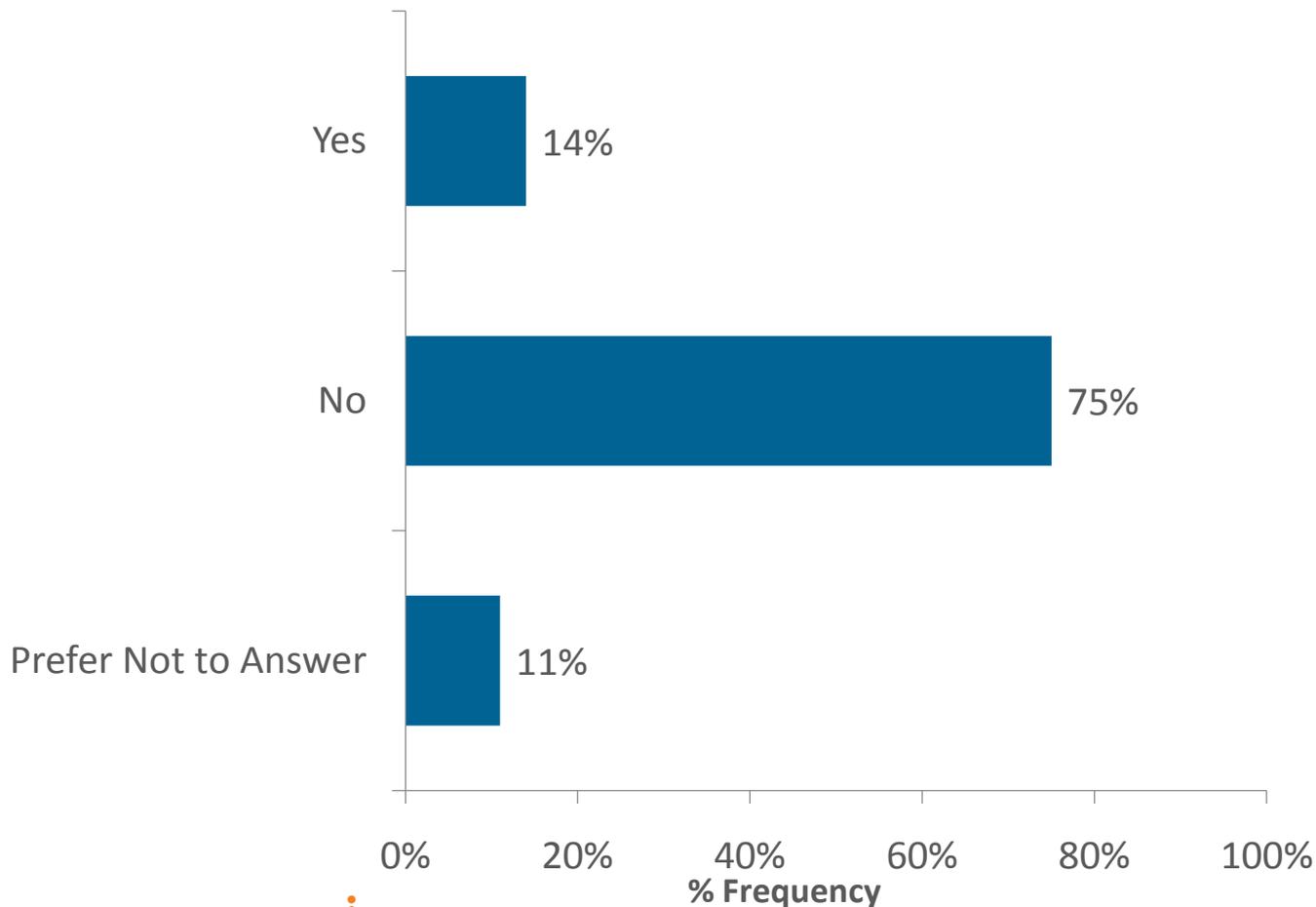
198 respondents selected a theme for this comment

Please indicate the type(s) of harassment you experienced at OPS in the last 12 months?



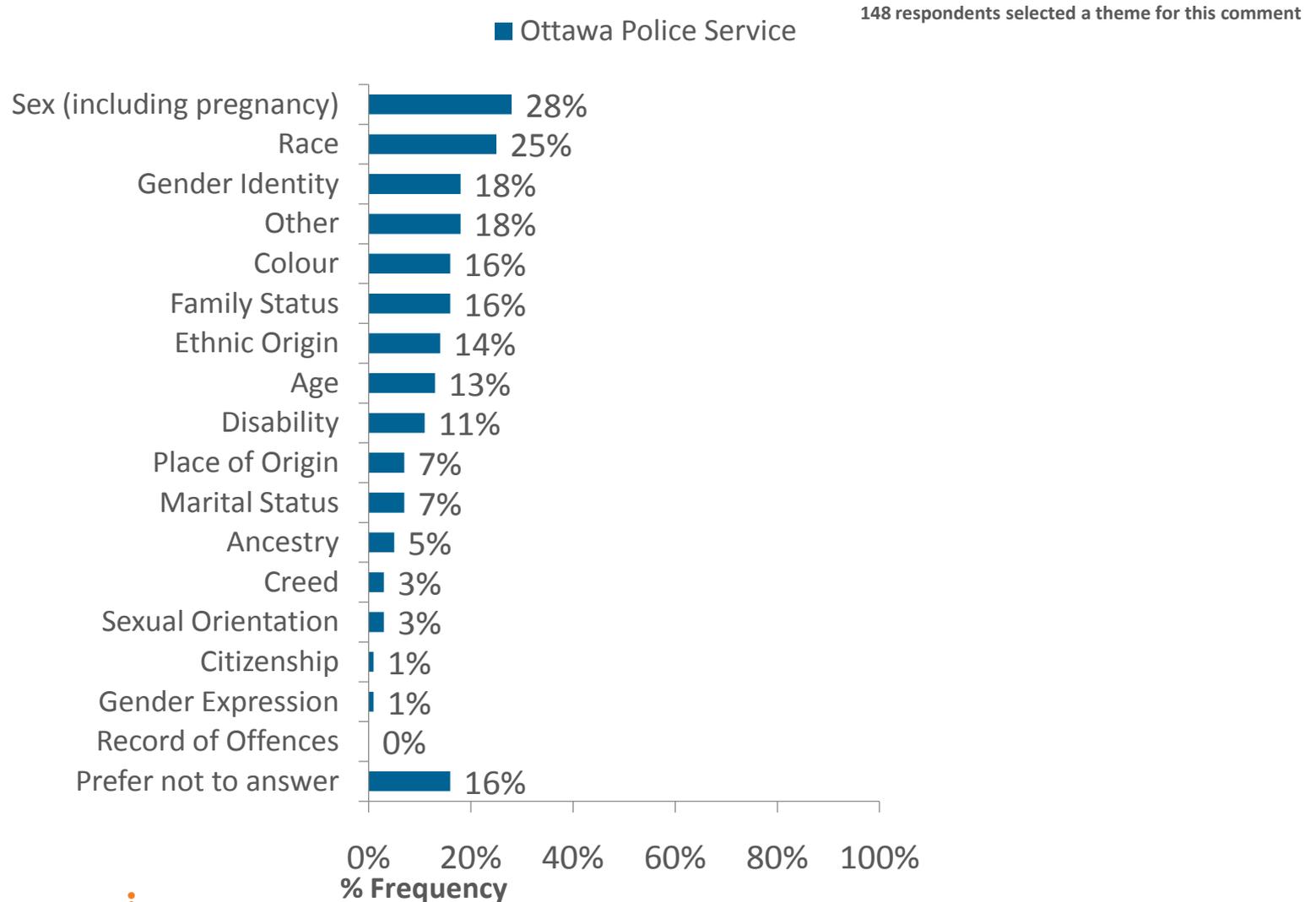
Have you personally experienced workplace discrimination in the last 12 months at OPS?

■ Ottawa Police Service 2018



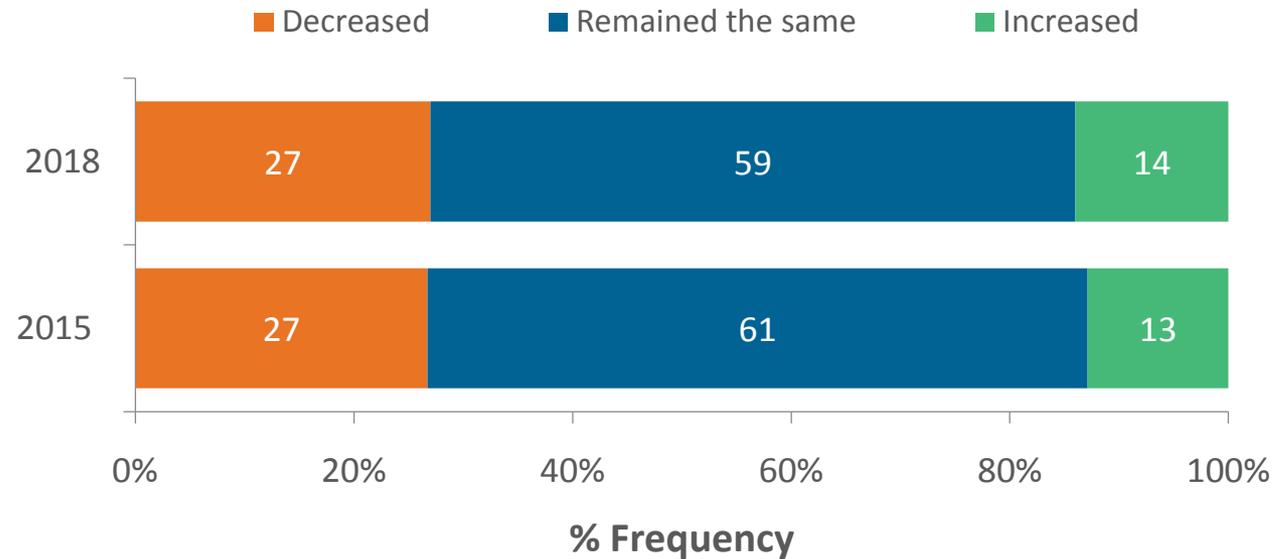
TYPE(S) OF DISCRIMINATION EXPERIENCED

Please indicate the type(s) of discrimination you experienced at OPS in the last 12 months?



"n/a – no opinion" responses have been excluded

In the past 3 years, I think that the level of respect in our workplace has:





SUMMARY OF KEY INSIGHTS

- Overall engagement has remained roughly **the same**; however, there have been improvements in some directorates, declines in others, for an overall “net zero” effect.
- There has also been **improvement** on several dimensions of engagement, including teamwork and middle management. These have been countered with declines in favourability on two of the three key drivers.
- As in 2015, the top three drivers of engagement are:
 - Professional growth:
 - While little has changed in overall favourability, issues remain “tenure” (but to a much less extent), **perceived favouritism** and **training opportunities**
 - Executive Command:
 - Confidence in the executive command remains a challenge. Many comments allude to **perceived double-standard** with regard to living values, and differences between senior leaders, among others.

- Organizational Performance:
 - Challenges also remain here, with the key one the perceived lack of consequence for **poor performers**, as well as **staffing** and dissatisfaction with **changes and cutbacks**.
- While it has slightly less impact on overall engagement, and remains a challenging dimension, there have been improvements in the perception of workforce management, especially with regard to the perception that the **selection process for Sworn officers is (more) fair and transparent**.
- Perceptions of the ethical/respectful workplace remain relatively unchanged, with significant numbers of employees claiming they have been discriminated against based on sex (including pregnancy), and/or race. Women and those declaring a disability are significantly less favourable.
- All in all, selected improvements upon which to build, countered by a number of setbacks on key drivers, mean that **employee engagement remains a challenge requiring a concerted effort at all levels**.



Thank you! Questions...

Norm Baillie-David, SVP. Engagement
nbaillie-david@talentmap.com
613-248-3417 x 504

Sherri Yazdani, Project Manager
syazdani@talentmap.com
613-248-3417 x 511