



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



WHAT IS EMPLOYEE ENGAGEMENT?

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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.

ENGAGEMENT SCORES

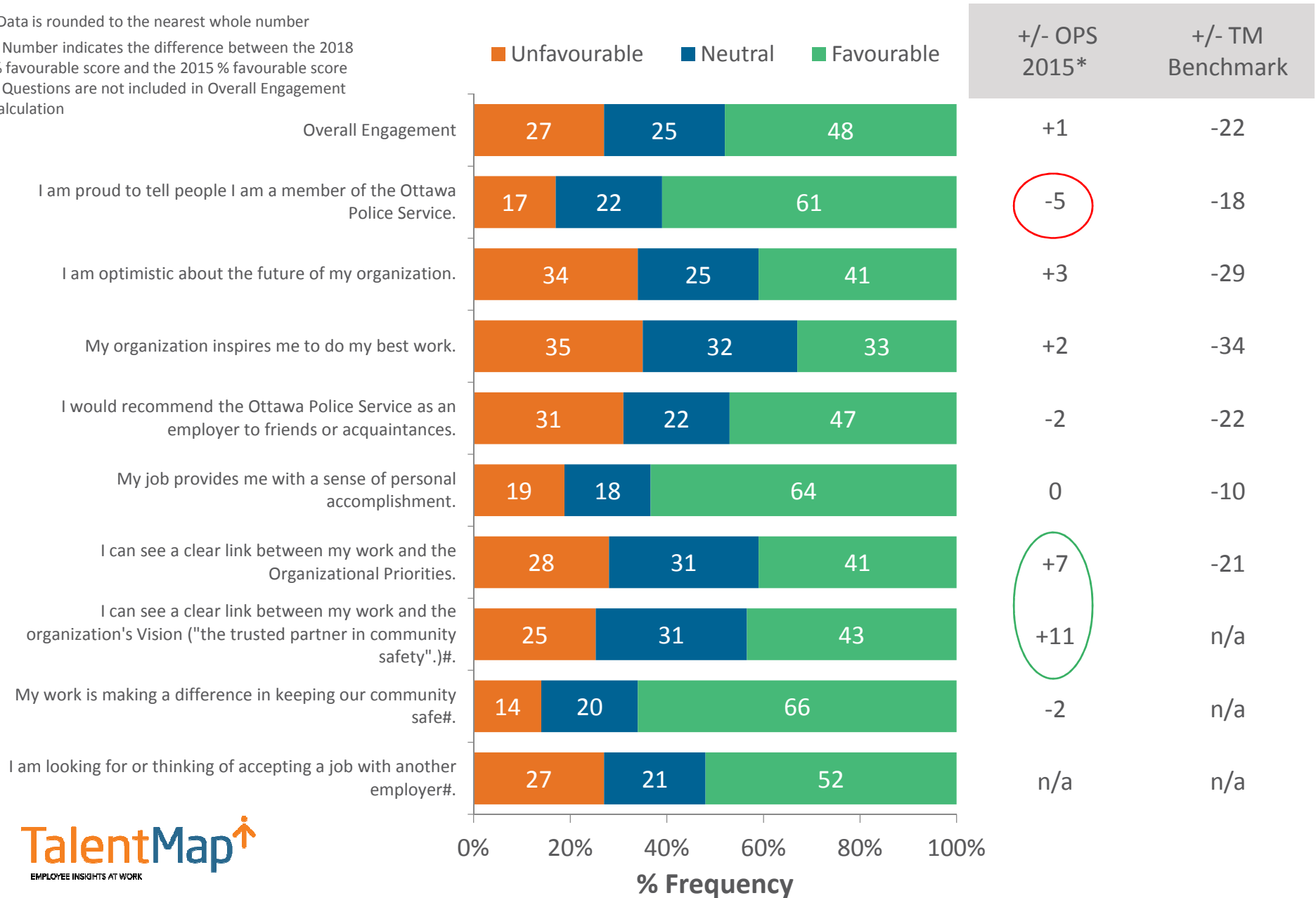
3

Data is rounded to the nearest whole number

* Number indicates the difference between the 2018

% favourable score and the 2015 % favourable score

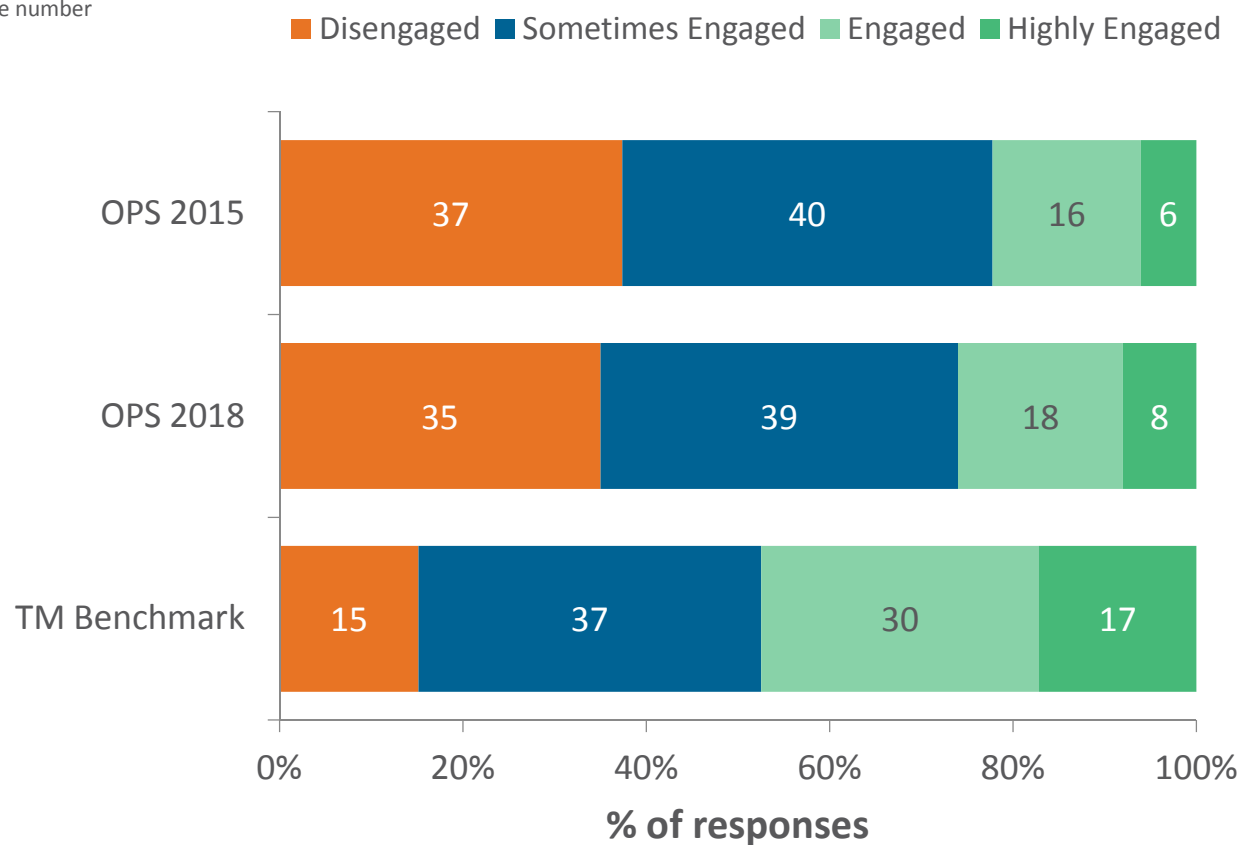
Questions are not included in Overall Engagement calculation



LOOKING AT ENGAGEMENT

4

Data is rounded to the nearest whole number

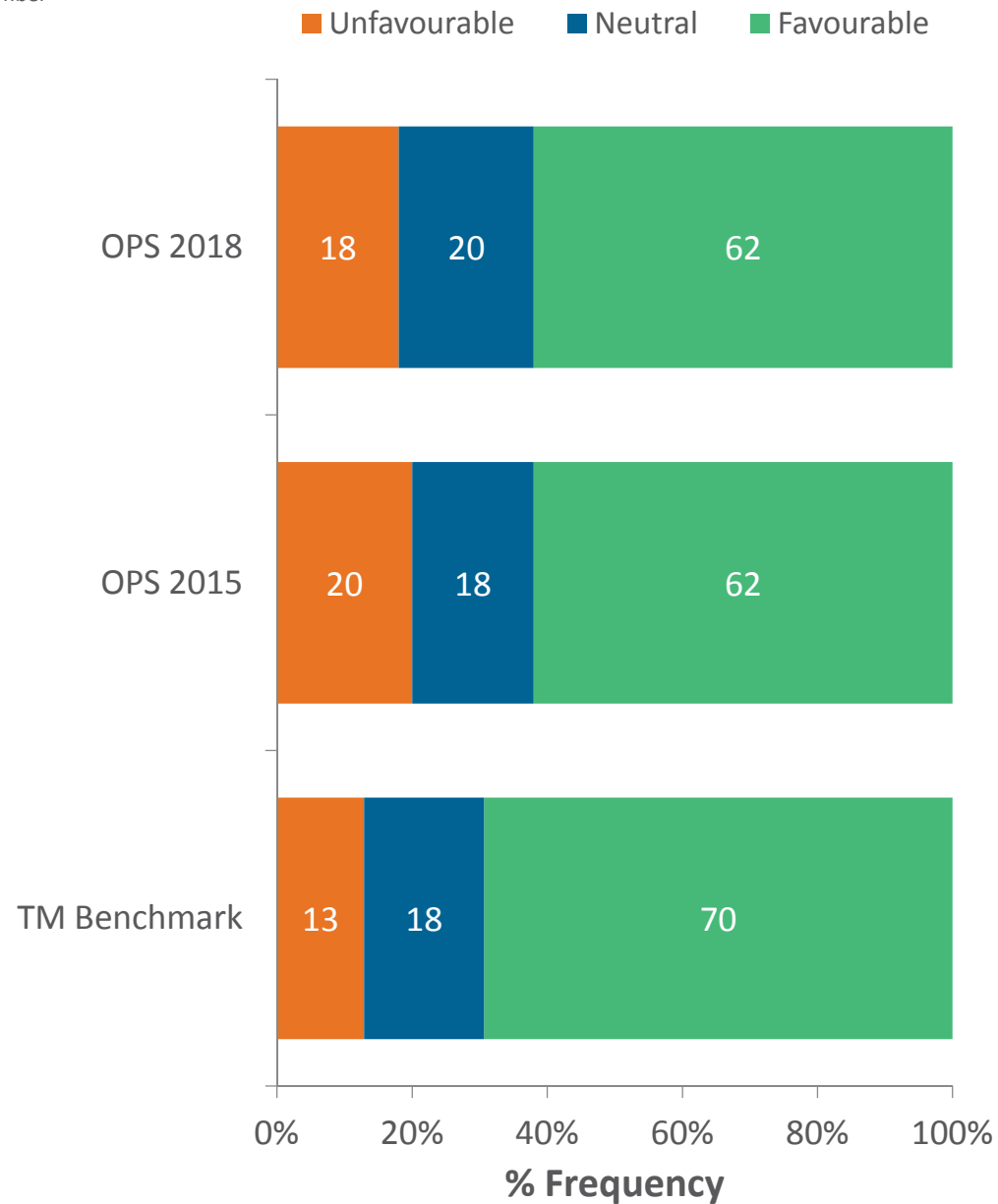


	Disengaged	Sometimes Engaged	Engaged	Highly Engaged
Scoring Criteria (six engagement questions)	< 18	18-23	24-27	> 28 out of 30

JOB SATISFACTION

5

Data is rounded to the nearest whole number

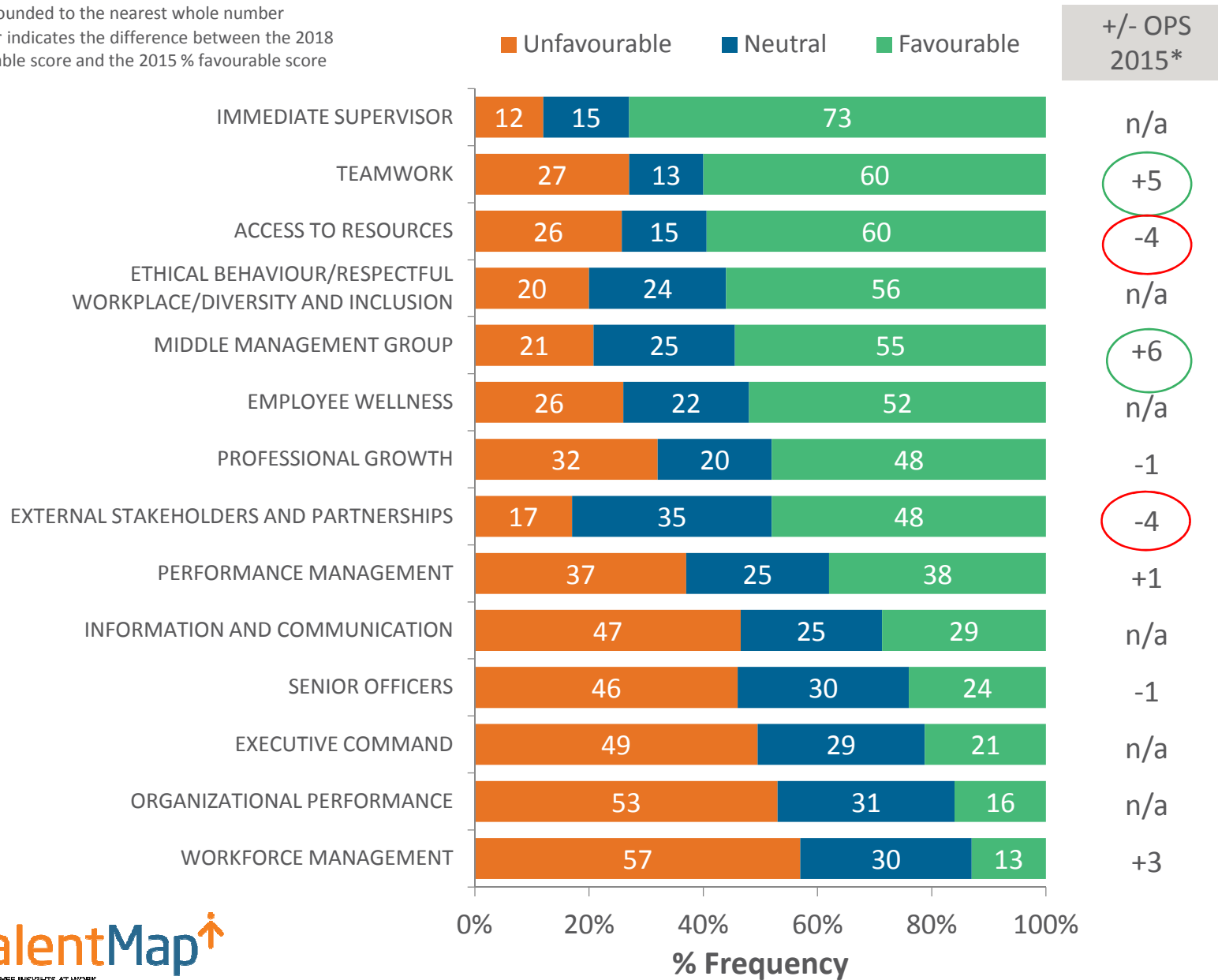


PERFORMANCE SCORES BY MAIN SURVEY ATTRIBUTES

6

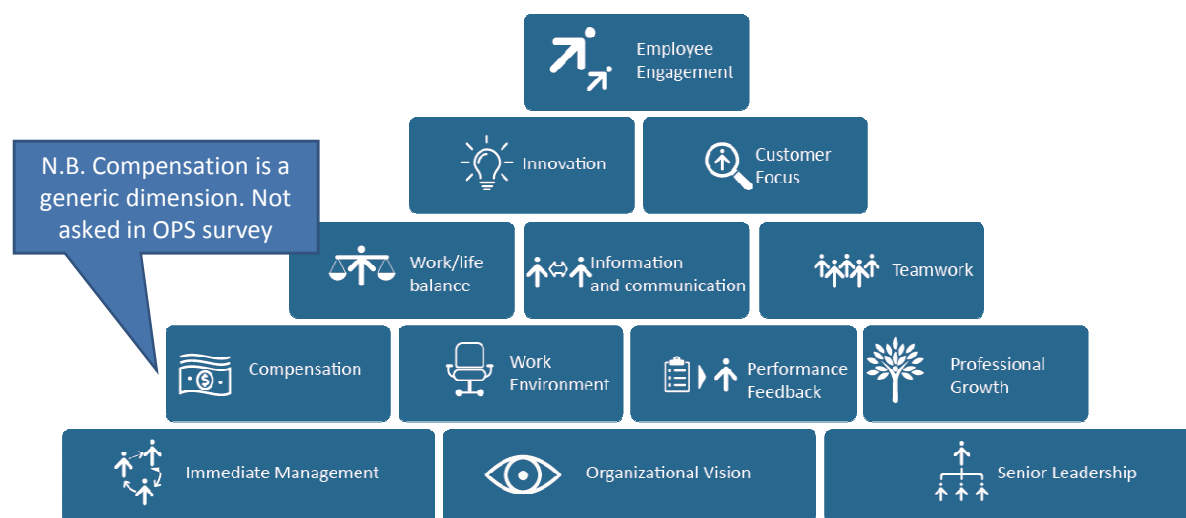
Data is rounded to the nearest whole number

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DRIVERS OF ENGAGEMENT

7

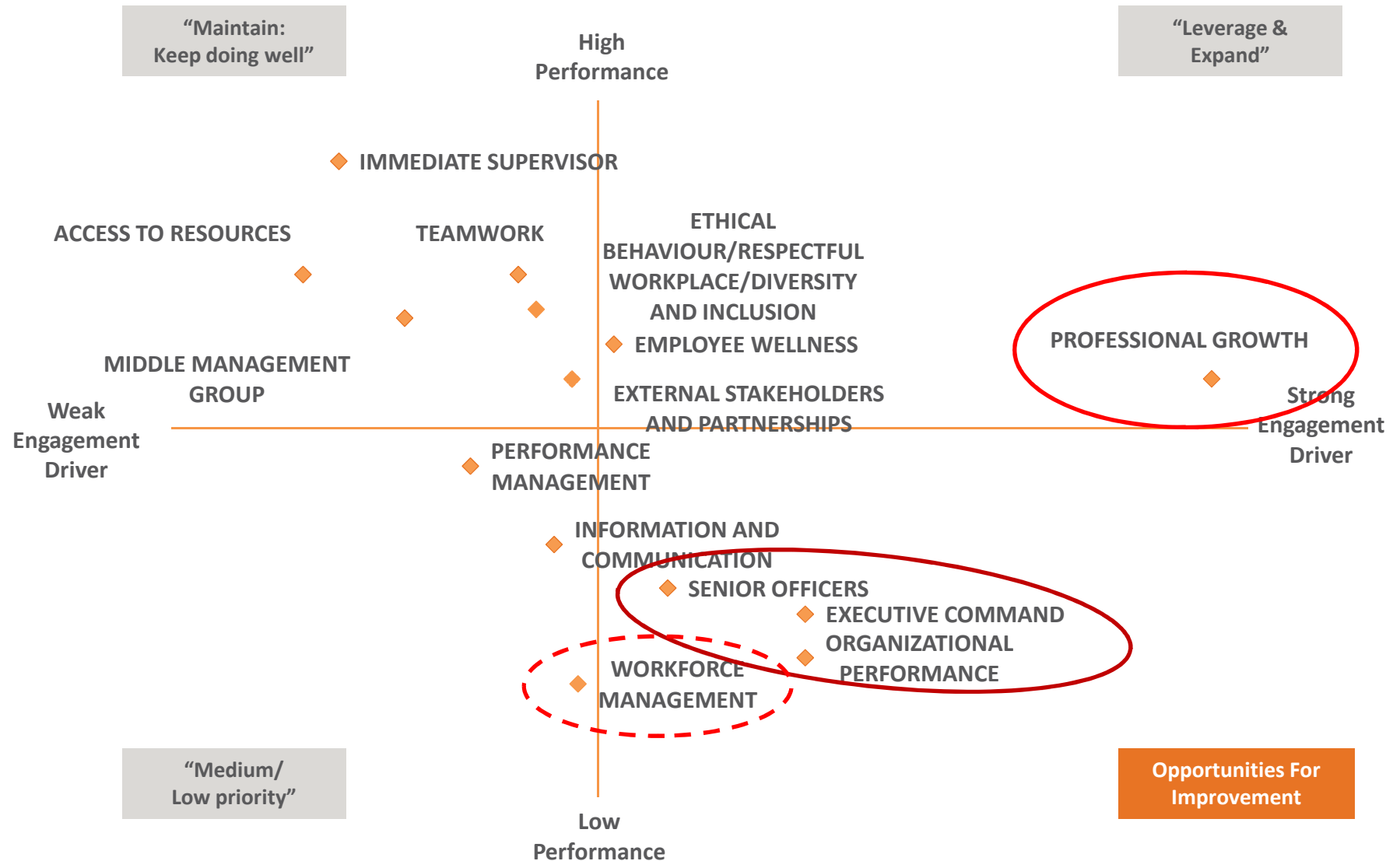


Survey Dimension	RELATIVE WEIGHT (Impact on Engagement)
PROFESSIONAL GROWTH	17.40%
EXECUTIVE COMMAND	10.60%
ORGANIZATIONAL PERFORMANCE	10.60%
SENIOR OFFICERS	8.30%
EMPLOYEE WELLNESS	7.40%
WORKFORCE MANAGEMENT	6.80%
EXTERNAL STAKEHOLDERS AND PARTNERSHIPS	6.70%
INFORMATION AND COMMUNICATION	6.40%
ETHICAL 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%

- ✓ 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.

KEY STRENGTHS AND OPPORTUNITY AREAS

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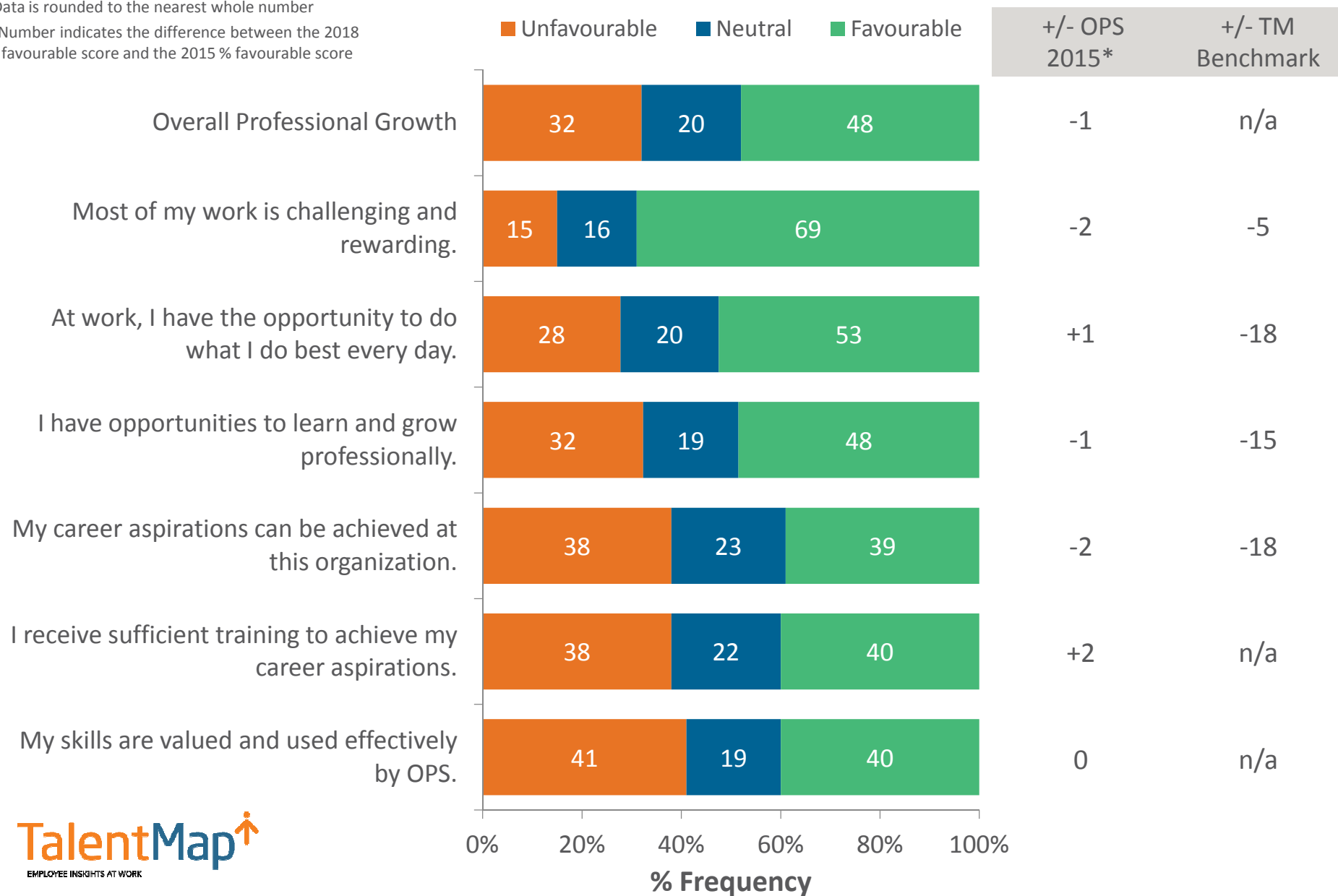


PROFESSIONAL GROWTH (KEY DRIVER #1 – 17.4%)

9

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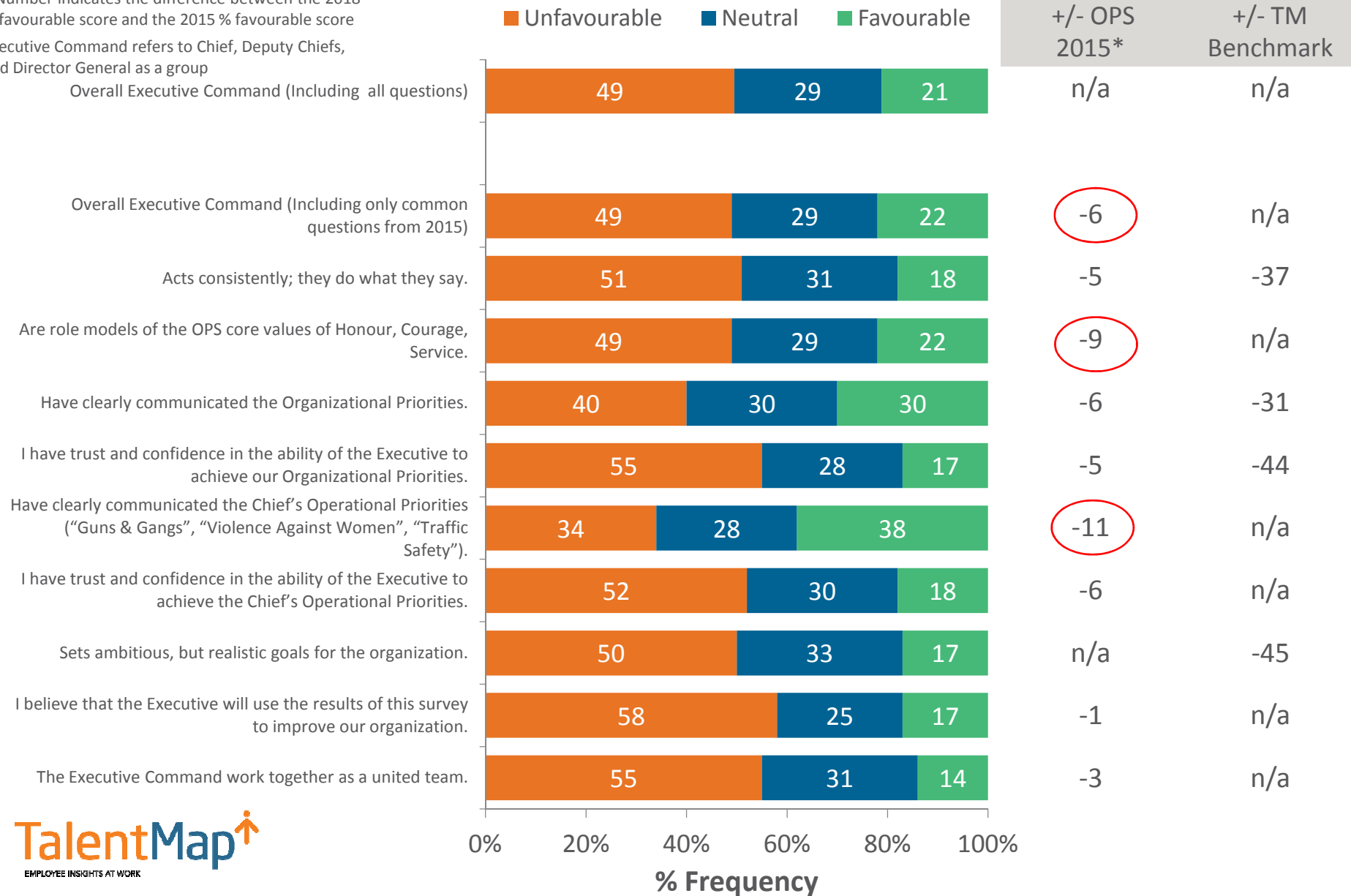
EXECUTIVE COMMAND (KEY DRIVER #2 – 10.6%)

10

Data is rounded to the nearest whole number

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

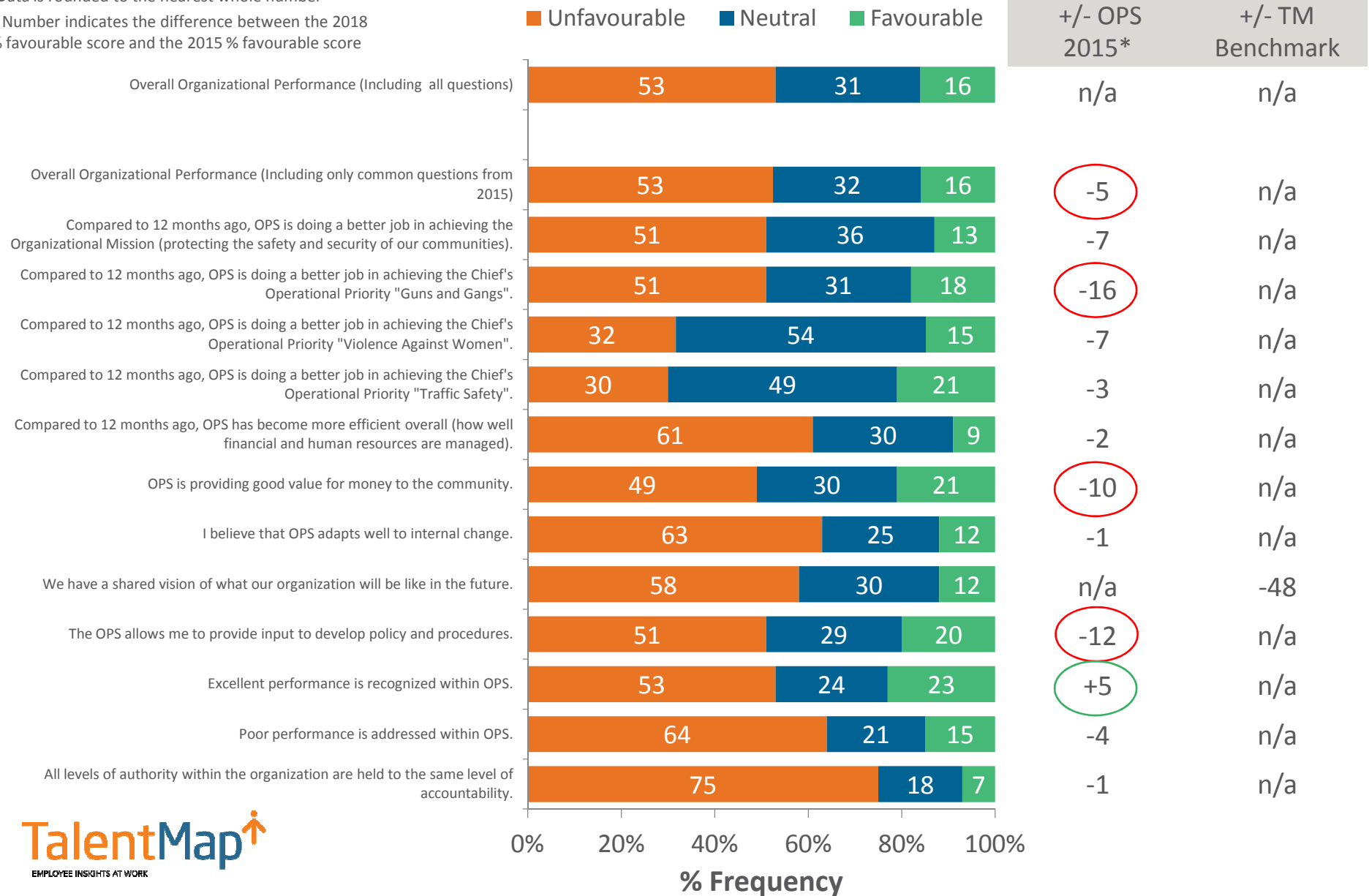
Executive Command refers to Chief, Deputy Chiefs, and Director General as a group



ORGANIZATIONAL PERFORMANCE (KEY DRIVER #3 – 10.6%) 11

Data is rounded to the nearest whole number

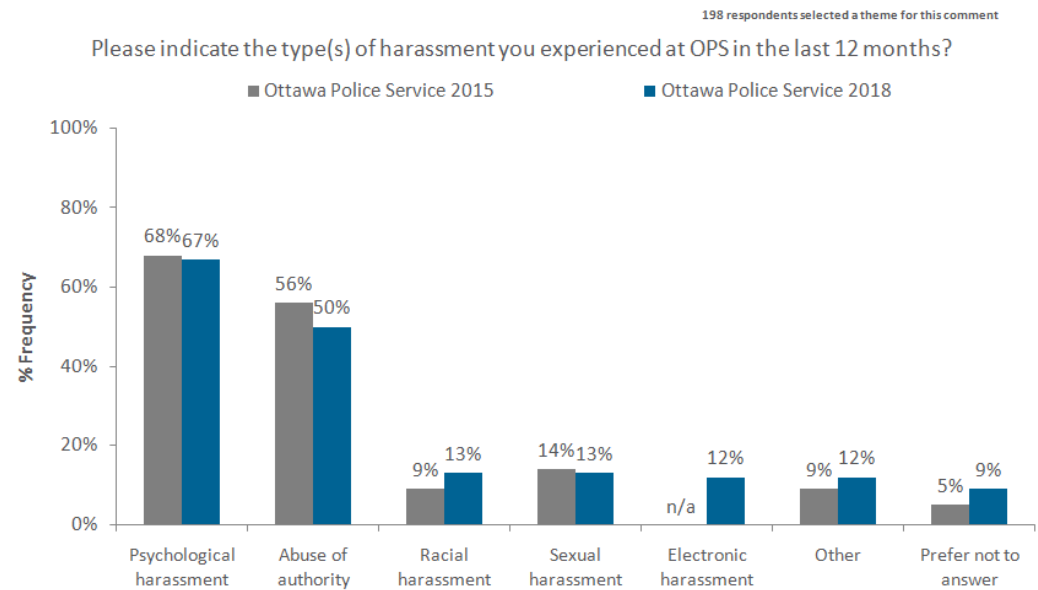
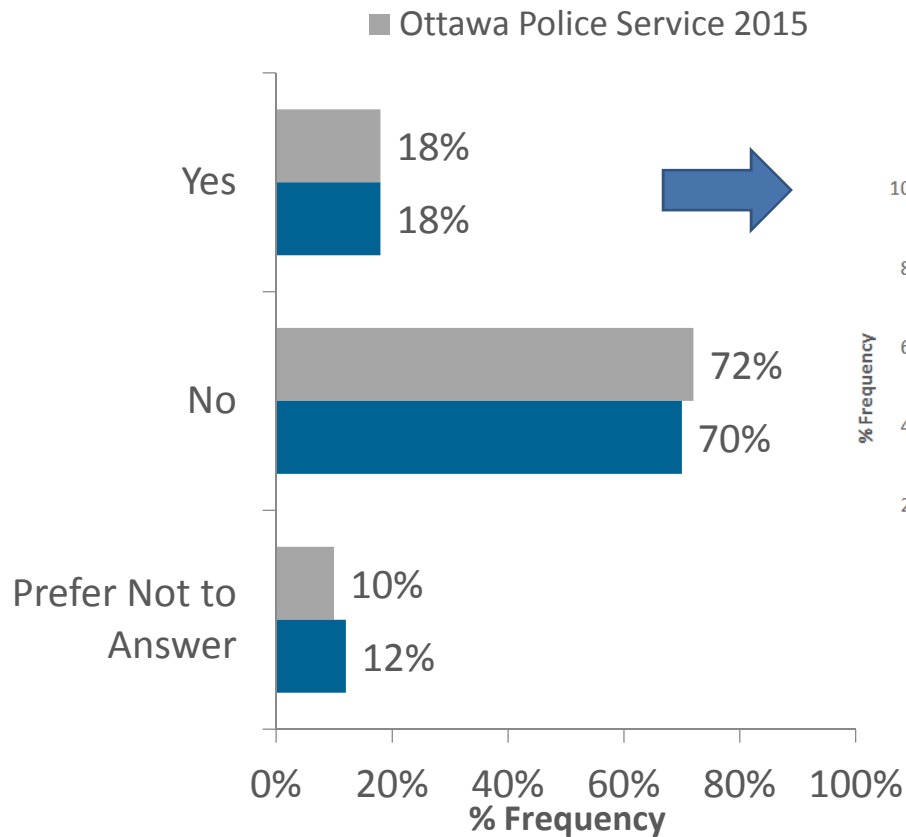
* Number indicates the difference between the 2018 % favourable score and the 2015 % favourable score



ETHICAL BEHAVIOUR/RESPECTFUL WORKPLACE/ DIVERSITY AND INCLUSION

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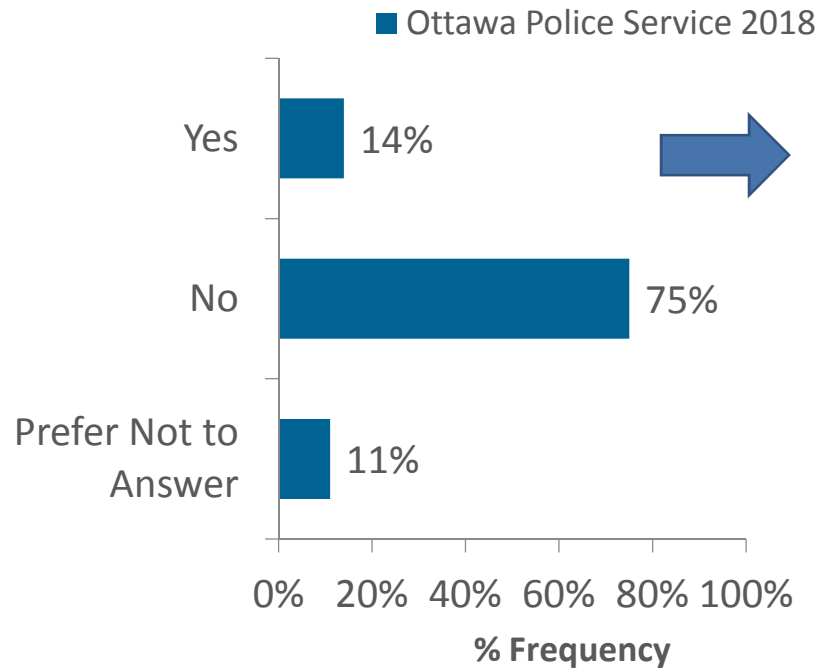
Have you personally experienced workplace harassment in the last 12 months at OPS?



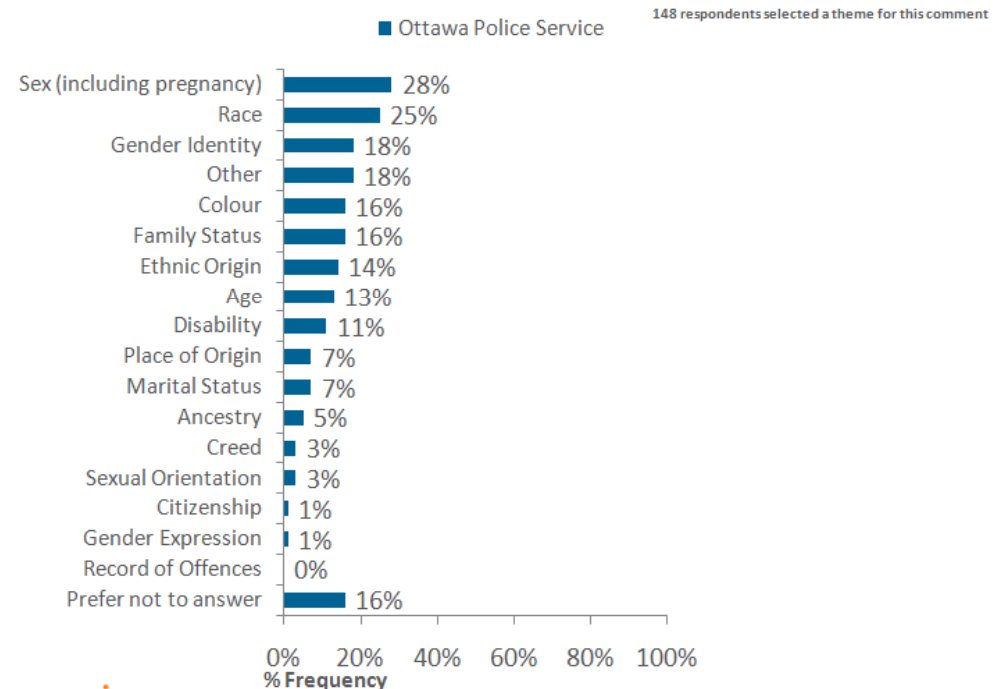
ETHICAL BEHAVIOUR/RESPECTFUL WORKPLACE/ DIVERSITY AND INCLUSION

13

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



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



- 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...

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