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June 2012

## Executive Summary

Following are the results, analysis and key findings from the Ottawa Police Service (OPS) 2012

Engagement survey, administered to 1,940 OPS members between March 14<sup>th</sup> and April 3<sup>rd</sup>, 2012. The survey data is presented here to guide Executive decision-making, gauge progress on corporate goals and drive priority workforce changes.



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# Executive Summary

This is a summary of the Ottawa Police Service (OPS) findings.

## Survey Period

In February 2012, the OPS contacted TalentMap (TM) to solicit OPS members' opinions and views on their workplace and to assess the drivers of Engagement.

The OPS Member survey was deployed to 1,940 OPS members over the period of March 14<sup>th</sup> to April 3<sup>rd</sup>, 2012.

## Response Rates

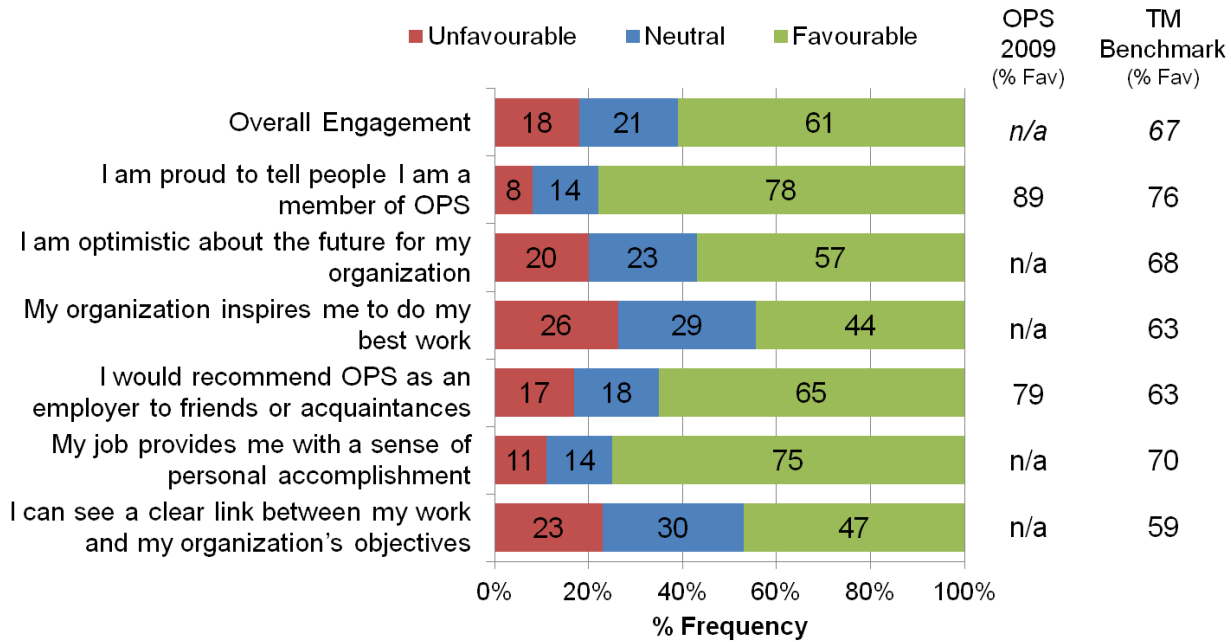
The OPS survey response rate was 72% versus TalentMap's Large Organization Benchmark of 74%. The response rate is judged to be very good relative to the benchmark, particularly with some members of the OPS workforce having limited access to computers or the internet. This is the highest response rate attained by OPS to date. The response rate increased (31 percentage points) from the 2009 survey. Some possible reasons for the increase in response rate could be attributed the survey instrument, pre-survey communication and survey tools:

- A shorter survey instrument was used eliminating duplication/ misalignment of questions
- Survey wording, format and/or layout could also have influenced response rates
- Frequent reminder emails sent during the survey period to members reminding them to complete the survey
- Ability to check real-time response rates enabled targeted communications to NCOs and managers in under-responsive Directorates

The large number of verbatim comments provided by members, in addition to the overall high response rate, are good indicators that members wanted to be a part of improving the organizational performance by taking the time to provide their feedback and input. It also signals to the OPS leadership how much the membership value the opportunity to provide input about their work environment and the organization's leadership.

## Employee Engagement

The OPS Engagement score was 61% Favourable versus TM's Large Organization Benchmark (TM Benchmark) of 67% Favourable. The percentage of the OPS members who are Highly Engaged (11%) and Engaged (26%) is below the TM Benchmark (18% Highly Engaged and 30% Engaged). The OPS members who are Sometimes Engaged (43%) and Disengaged (20%) are higher than the TM Benchmark of 36% and 16%, respectively. That is, 1 in 5 OPS members are disengaged. On the other hand, the overall job satisfaction score was 70% Favourable. This is above the TM Benchmark but 11 percentage points below the 2009 score.



Based on the results, it seems that OPS members are satisfied with their jobs but not fully engaged. It is not uncommon to see satisfaction without engagement. Satisfaction refers to the degree to which members' needs are met in the workplace. However, engagement is the degree to which members connect with OPS, feel invested in the organization and go the extra mile to help the organization succeed. This report will highlight findings related to engagement and the drivers of Engagement.

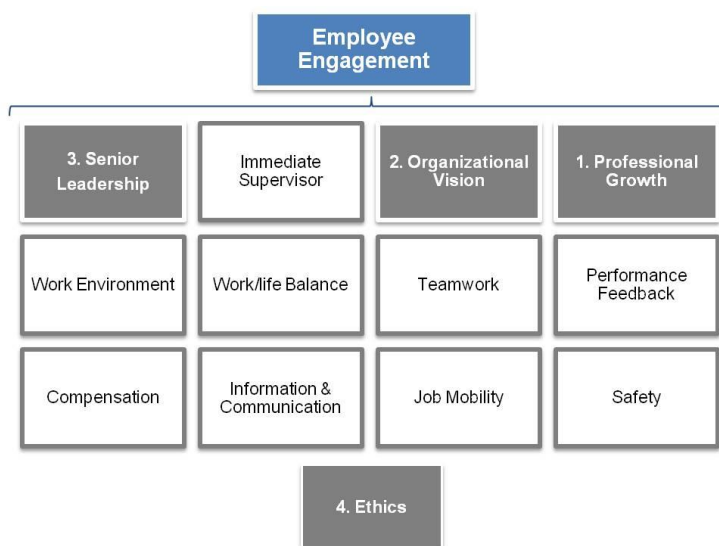
### Workplace and Culture Dimensions

In total, 13 workplace and culture dimensions and their influence on Member Engagement are examined. The dimensions are as follows: Senior Leadership, Immediate Supervisor, Organizational Vision, Professional Growth, Work Environment, Work/Life Balance, Teamwork, Performance Feedback, Compensation, Information & Communication, Job Mobility, Safety and Ethics.

The last three dimensions (Job Mobility, Safety and Ethics) are custom dimensions that were deployed for OPS.

### Drivers of Engagement

Drivers of Engagement are those workplace dimensions that have the strongest statistical impact on Engagement. Improvements in these areas would likely increase Engagement. The OPS's Engagement drivers are, in order of importance – (1) Professional Growth; (2) Organizational Vision; (3) Senior Leadership, followed closely by (4) Ethics. Professional Growth is almost always the top driver of Engagement among TalentMap's (TM) client base, Senior Leadership and Organizational Vision are also common engagement drivers. Ethics is a custom dimension deployed for the OPS.



A significant area of opportunity for improvement lies in the Vision of OPS, as it is a strong driver of Engagement and is a low performing Dimension (in fact, the third lowest). This is followed by Senior Leadership which is also a strong driver of Engagement and a low performing Dimension.

Segmentation analyses conducted revealed that Organizational Vision is not communicated throughout the entire organization and that certain groups need to be re-educated about the organizational vision and how their job fits into achieving this vision.

### Strengths and Weaknesses

OPS shows strength in the following areas, with the following dimensions having the strongest % Favourable Scores: Compensation (77%), Work Environment (75%) and Immediate Supervisor (71%). On the other hand, OPS shows weakness in the following areas, with the weakest % Favourable scores as follows: Organizational Vision (36%), Information & Communication (36%) and Job Mobility (11%).

The results indicates a deep seated concern among the OPS members regarding Job Mobility however this is consistent with the considerably low scores on job mobility items in previous OPS surveys.

### Segmentation Analysis

The OPS survey results were segmented by numerous criteria including Directorate, Rank, length of service and age.

Segmentation analyses were conducted to reveal differences between the different demographic groups, noted above for each survey Dimension.

In terms of Rank, Constable and Special Constable groups are great candidates for the OPS to focus its effort to improve Engagement.

Constable group members' scores are very low on two of the three key drivers (Organizational Vision and Senior Leadership) which also happen to be the top drivers of Engagement for OPS overall. As such, we expect improvements in this area to have the most impact on Engagement for this group and for the organization as a whole.

Another group that requires attention is Special Constable. Members in this group scored considerably lower than other groups on Safety and Professional Growth. With Safety being a key driver of Engagement for this group it is important to address this issue.

In terms of functional groups, Corporate Support and Patrol groups seems to be a great candidates for the OPS to focus their efforts to improve Engagement.

Corporate Support has a lower % Favourable score than the overall organization % Favourable score on almost all dimensions. Corporate Support's considerably low scores on the key drivers of Engagement (Senior Leadership, Professional Growth and Organizational Vision) and Ethics (a key overall driver of Engagement) provides significant opportunities for improvement.

Given the large size of Patrol, and that the scores on key engagement drivers are almost on par with the overall OPS, indicates that the OPS should also focus its engagement improvement efforts for this group.

- Important findings from the segmentation analyses are highlighted below: Office of Chief, and Resourcing and Development % Favourable dimensions scores are all higher than the Overall OPS score, with the exception of Ethics. Corporate Support % Favourable scores are lower than the Overall OPS score on generally all dimensions with highest negative differences mainly in the areas of Performance Feedback and Immediate Supervisor.
- Senior Officer – sworn / civilian % Favourable dimension scores are all higher than the Overall OPS score, with the exception of Work/Life Balance. – based on TalentMap's experience with many other organizations this is not surprising. For Special Constable the significant low % Favourable score in the area of Safety is of concern as it is also a key driver of Engagement for this segment. Constable group members' scores are very low on two of the three key drivers (Organizational Vision and Senior Leadership) which also happen to be the top drivers of Engagement for OPS overall. Senior Officer – sworn / civilian and Special Constables had considerably positive perspectives of OPS Senior Leadership in sharp contrast with perceptions of other rank groups. NCO had the lowest % Favourable score on virtually all questions making up the Senior Leadership dimension specifically on the questions "Set ambitious, but realistic goals" and "Work as a united team".
- Special Constable and Constable were least satisfied with Job Mobility compared to other rank groups. Senior Officer – sworn/ civilian, on the other hand, viewed Job Mobility considerably more positively than the other groups.
- Members under 25 and 55+ have very low % Favourable scores in the areas of Immediate Supervisor and Ethics. Safety is also an issue for members under 25.
- Members with less than 5 years of service % Favourable scores are higher than the Overall OPS scores on all 13 dimensions and Engagement. Professional Growth, Senior Leadership and Ethics are areas with least favourable % scores for members with 20-24 years of service

Key Driver analyses were also conducted to determine the top three key drivers for each segment.

- The most common top three drivers across each Directorate are Professional Growth (which does not appear in *Seconded*), Organizational Vision (which does not appear in *Office of the Chief* and *Resourcing and Development*) and Senior Leadership. Resourcing and Development has two unique top Engagement drivers (Work Environment and Work/Life Balance) in addition to Professional Growth. Work Environment and Work/Life Balance are less common drivers of Engagement in our experience and perhaps indicates that this Directorate has different needs/goals working with

OPS as compared to the other Directorates.

- The most common top three drivers across Rank are Professional Growth, Organizational Vision and Senior Leadership. In the case of OPS, the drivers of Engagement are the same for Civilian and Constable but in a different order of importance. For Special Constable and Senior Officer – sworn/civilian, key Engagement drivers differ from the other Ranks. Work Environment and Safety are less common drivers of Engagement in our experience and perhaps indicates that these Ranks have different needs/goals working with OPS as compared to the others.
- The top three drivers across the age groups are Professional Growth, Organizational Vision and Senior Leadership with the exception of members who are 55+. The top key drivers for this segment are Professional Growth, Organizational Vision and Teamwork.
- Professional Growth, Organizational Vision and Teamwork are the most common key drivers across the length of service groups.

The OPS's Engagement scores were also segmented and revealed that:

- Office of the Chief and Resourcing and Development are more Engaged than other Directorates. Corporate Support has the highest percentage of Disengaged members. In addition to Corporate Support, Emergency Operations, District and Criminal Investigations have a very high percent of Sometimes Engaged /Disengaged members.
- Senior Officer – sworn / civilian are considerably more engaged than other Ranks.
- Members under 25 tend to be more Engaged. Members who are 35-54 years are the least Engaged.
- Members with less than 5 years of service tend to be significantly more Engaged.

## Top 5 Findings

The top 5 findings from the 2012 OPS Member survey:

- In terms of functional groups, Corporate Support and Patrol groups are great candidates for the OPS to focus their efforts to improve Engagement.
- In terms of Rank, Constable and Special Constable groups are great candidates for the OPS to focus its effort to improve Engagement.
- A significant area of opportunity for improvement lies in the Vision of OPS, as it is a strong driver of Engagement and is a low performing Dimension.
- The results indicates a deep seated concern among the OPS members regarding Job Mobility however this is consistent with the considerably low scores on job mobility items in previous OPS surveys.
- Segmentation analyses conducted revealed that Organizational Vision is not communicated throughout the entire organization and that certain groups need to be re-educated about the organizational vision and how their job fits into achieving this vision.