TALENTMAP

Ottawa Police Service Member Survey - 2020

Executive Report

Presentation November 2020

www.TalentMap.com

Agenda

- Introduction
- Summary of Key Insights
- Survey Results
  - Engagement scores
  - Drivers of engagement
  - Strengths and possible areas for improvement
- Recap of Key Insights
  - Preliminary Directions
- Q&A

Introduction

What is Employee Engagement?

Employee engagement is a **positive, energized state of mind** that stems from both a logical and an emotional investment of **personal energy** that is absorbed in and **focused on transforming a work task**, a team goal and/or an organization outcome into a meaningful business objective.

Logical

Career & Financial Goals Achieved

+

Emotional

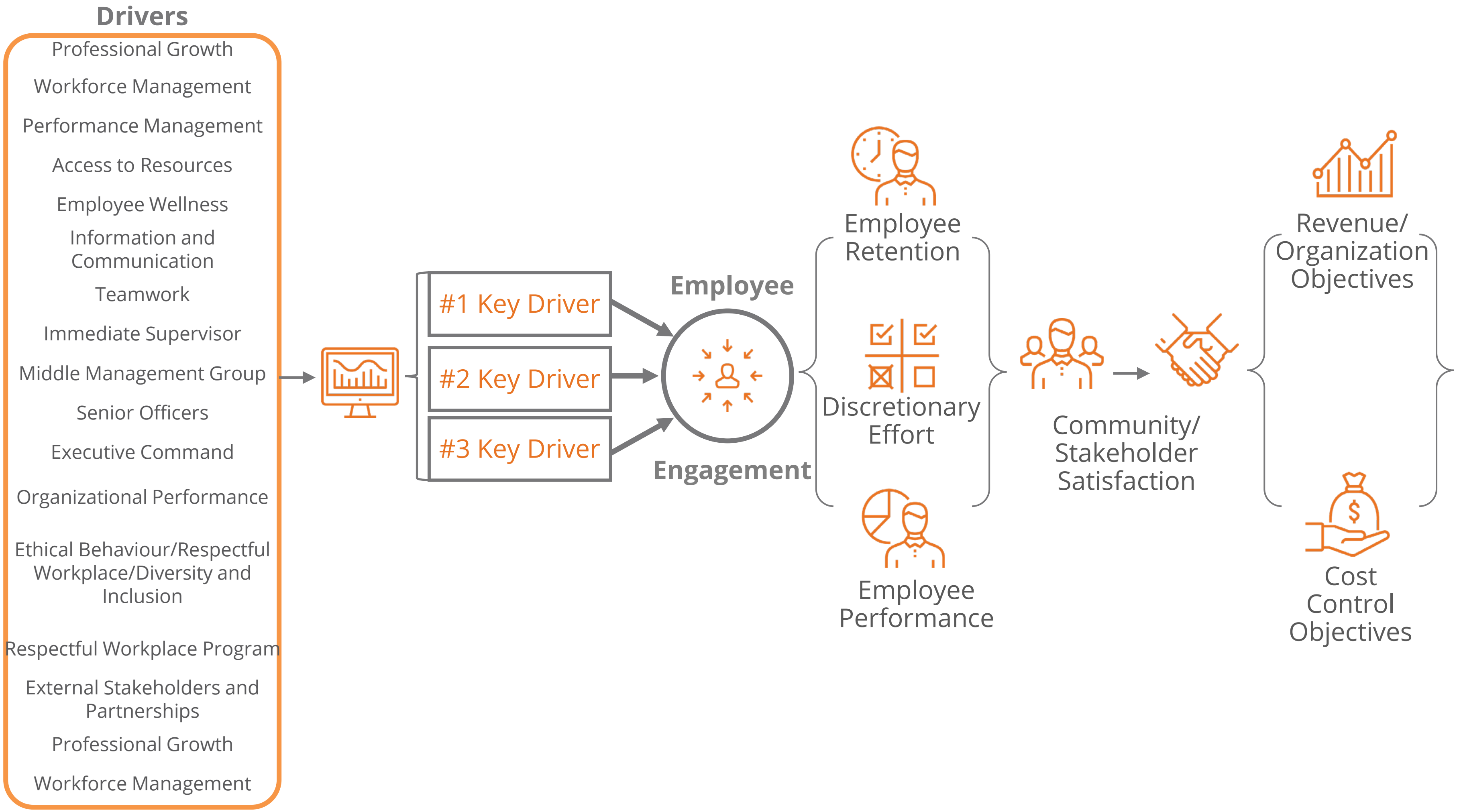
Values Align with Peers, Manager, and Leadership

=

Behavioural

Ambassador, Initiative, Persistence

Linking Engagement To Business Outcomes



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
- Respectful Workplace Program
- External Stakeholders and Partnerships
- Professional Growth
- Workforce Management

#1 Key Driver

#2 Key Driver

#3 Key Driver

Employee Engagement

Employee Retention

Discretionary Effort

Employee Performance

Community/ Stakeholder Satisfaction

Revenue/ Organization Objectives

Cost Control Objectives

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Summary of Key Insights

Summary of Key Insights

Survey Response and Context

- 56% participation is substantially below most large organizations (-10 from benchmark) and represents continuing decline from 72% achieved in 2015. However, it is at a respectable level and should raise no concerns about reliability or validity of results.
- Survey was conducted during broader context of recent social protests, COVID-19 pandemic, tension with OPA and period of transition for policing sector.

Engagement

- Overall engagement is 43%, which is markedly below benchmark (-27) and represents a 5-point decline since 2018.
- Top three key drivers of engagement are Professional Growth at 50% favourable (+2 from 2018; -21 from benchmark), Organizational Performance at 19% (+4 from 2018; no benchmark) and Executive Command at 25% (+4 since 2018; no benchmark).
- Decline in overall engagement appears largely due to decline in employee pride in telling people about being a member of OPS (-11), likelihood of recommending OPS as an employer (-6) and optimism about the future of the organization (-5). Impact of growing anti-law enforcement movement, critical media, etc., appear to have overshadowed impact that improvements in internal dynamics and key drivers would normally have on these specific engagement items.

Historical Shifts and Comparisons to Benchmark

- 11 of the 15 dimensions for which we have historical comparisons are at or above 2018 scores, although all 11 are single digit increases (i.e., less than 10%).
- Only 4 dimensions declined since 2018: Teamwork (-9), Engagement (-5), External Stakeholders/Partnerships (-3) and Workforce Management (-1).
- Immediate Supervisor is most favourable dimension at 76%, representing 3% increase from 2018 and +4 above benchmark.
- Although overall results show clear progress since 2018, 6 of the 7 dimensions for which we have a benchmark comparison are substantially lower than the benchmark: Senior Officers (-31), Engagement (-27), Information and Communication (-26), Performance Management (-24), Professional Growth (-21) and Teamwork (-11).
- Considering benchmark comparisons and key driver strength, greatest opportunities for improvement are Organizational Performance, Executive Command, Senior Officers and Workforce Management.
- Considering benchmark comparisons and key driver strength, greatest opportunities to leverage and expand are Professional Growth, Employee Wellness and External Stakeholders/Partnerships.

Summary of Key Insights (continued)

Rank and Role

- Constables have the least favourable views compared to other ranks.
- Civilian members are generally more favourable than sworn members. However, civilian members are less favourable about Teamwork, Immediate Supervisor, Middle Management, Ethical Behaviour and Respectful Workplace. They are more favourable about Senior Officers and Executive Command.

Gender and Sexual Orientation

- Female members are somewhat less favourable than male members, particularly in the perceptions of the Immediate Supervisor, Middle Management and Ethical Behaviour. A very unusually high percentage (13%) of those who responded to the gender question chose the "prefer not to answer" option.
- A high percentage (18%) of those who responded to the sexual orientation question chose the "prefer not to answer" option. A very small percentage chose any of the non-heterosexual responses. Nevertheless, lesbian members (n=9) and bisexual members (n=16) are less favourable than their other colleagues.

Race, Ethnicity and Indigenous Status

- Mixed Race and Middle Eastern members are generally less favourable than other race groups. Black employees are less favourable about their Immediate Supervisor and Middle Management but more favourable about Executive Command. An unusually high percentage (18%) of those who responded to the race question chose the "prefer not to answer" option.
- In general, Indigenous members are less favourable than their non-Indigenous colleagues.

Age and Length of Service

- Younger and older members are more favourable than their middle-aged colleagues.
- Members with less than 5 years of service are most favourable.

Disability Status

- Members with a disability are less favourable than those with no disability. A fairly sizeable percentage (10%) of those who responded to the disability question chose the "prefer not to answer" option.

Summary of Key Insights (continued)

Ethical Behaviour/Respectful Workplace/Diversity and Inclusion

- Overall, little has changed since 2018 regarding ethical behaviour, respectful workplace and diversity and inclusion, with most (78%) indicating their supervisor sets a good example but only 31% believing that unethical behaviour is addressed in an effective, fair and timely manner.
- 19% of respondents indicate they have experienced harassment in the past 12 months. Of the 203 respondents who chose to indicate the type of harassment, 64% indicated psychological harassment, 37% abuse of authority and 19% racial harassment.
- Only 18% indicate submitting an official report regarding harassment. Of the 142 respondents who chose to comment on why they did not submit a report, most indicated it would not help or resolve the issue (63%), were concerned about negative personal repercussions (61%) or were concerned about confidentially (42%).
- A relatively smaller percentage (12%) indicate they have experienced workplace discrimination. Of the 131 respondents who indicated the type of discrimination they experienced, 33% said race, 25% sex, 15% disability and 14% age.
- Only 10% indicate submitting an official report regarding discrimination. Of the 99 respondents who indicated why they did not submit a report, most felt nothing would happen (75%), feared reprisal (52%) or had concerns about confidentiality (29%).
- 32% of members indicate witnessing unethical conduct or behaviour. Of the 353 respondents who indicated what action they took, 51% said they supporting the affected person, 40% said they intervened to stop or correct it and 29% said they reported it.

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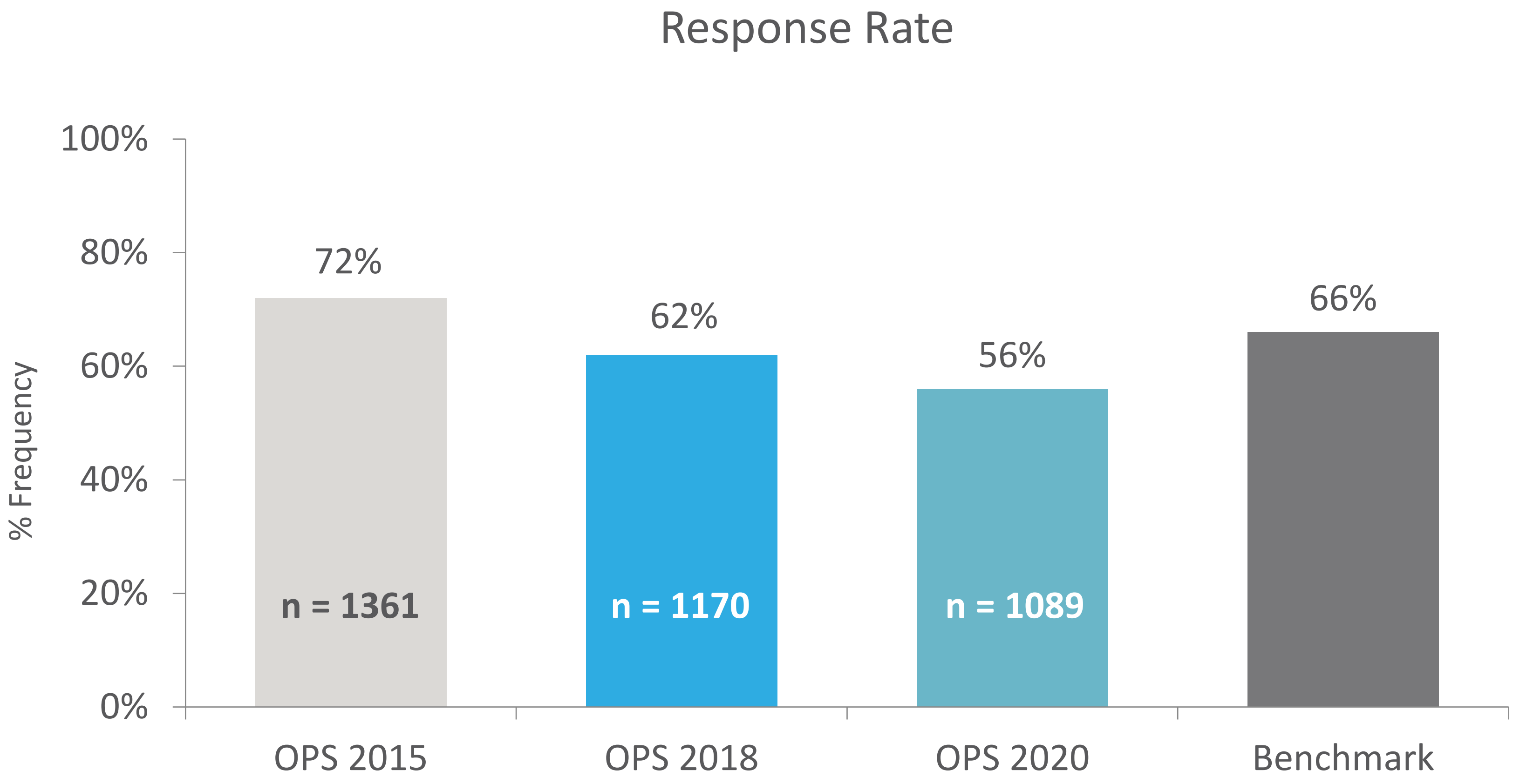
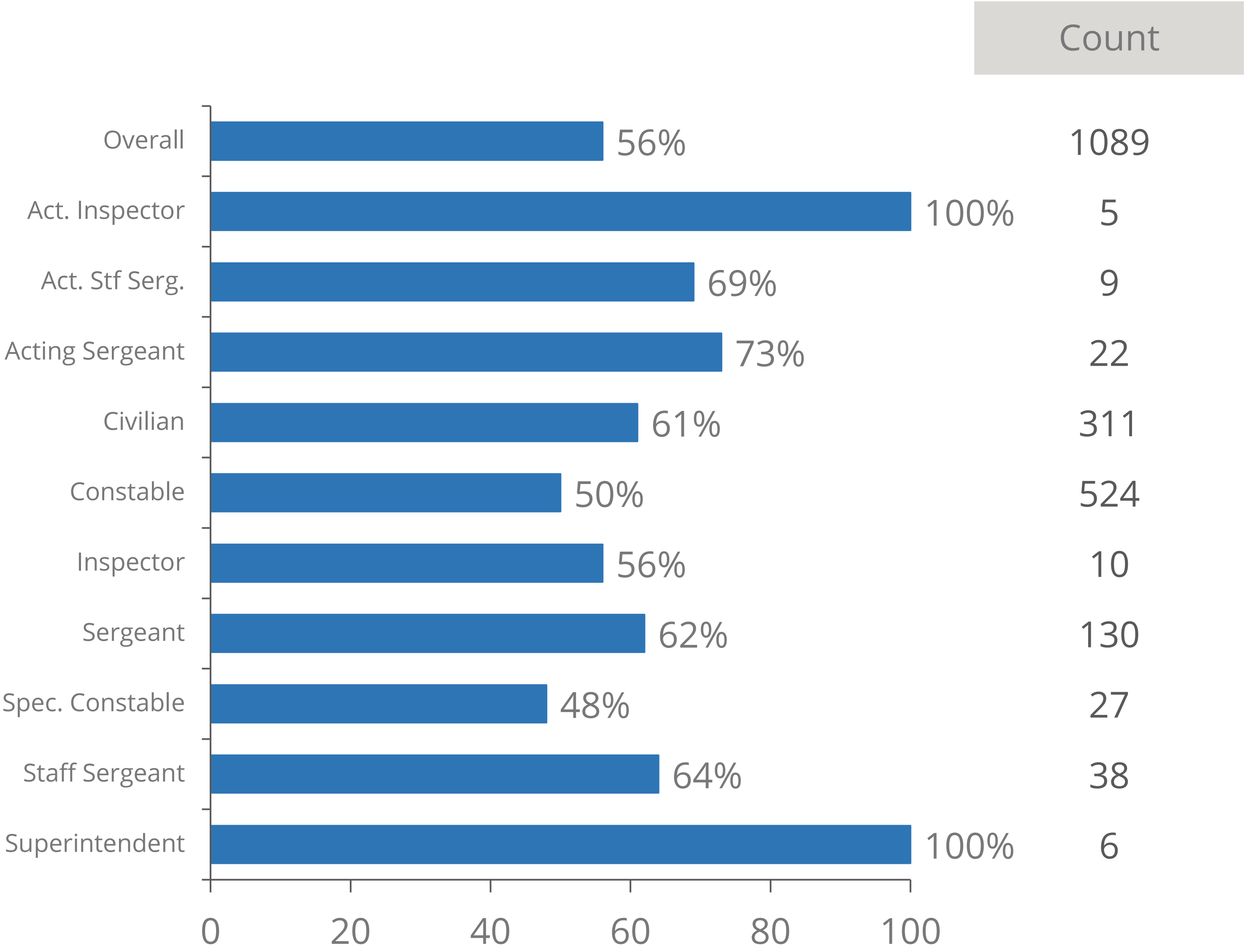
Survey Participation

Response Rate

Your survey period – August 31 – September 18, 2020



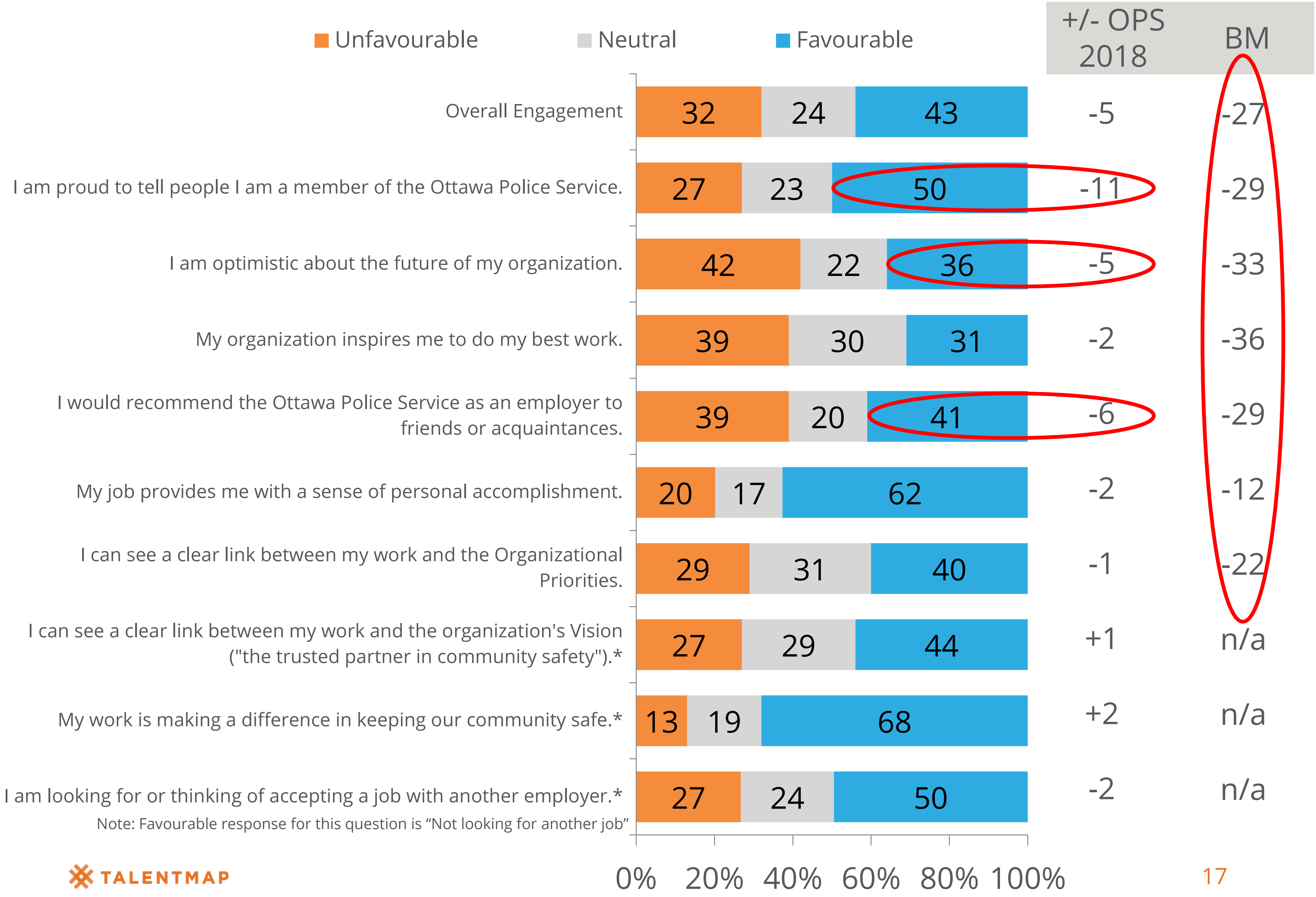
Response Rate by Role*



*Role in this slide is by HRIS data while role for the rest of the report will be based on self-reported data

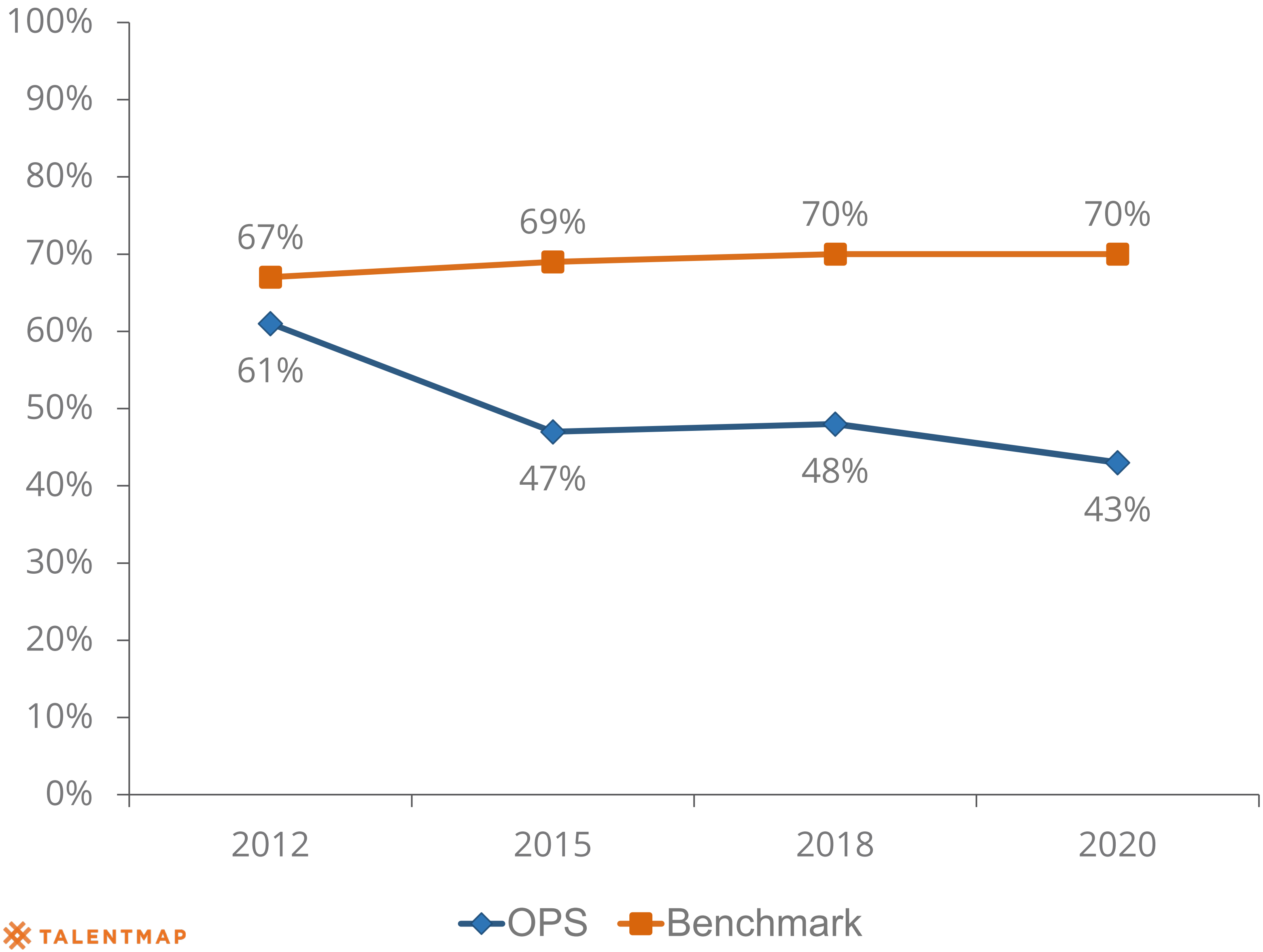
Overall Employee Engagement Results

Engagement Scores

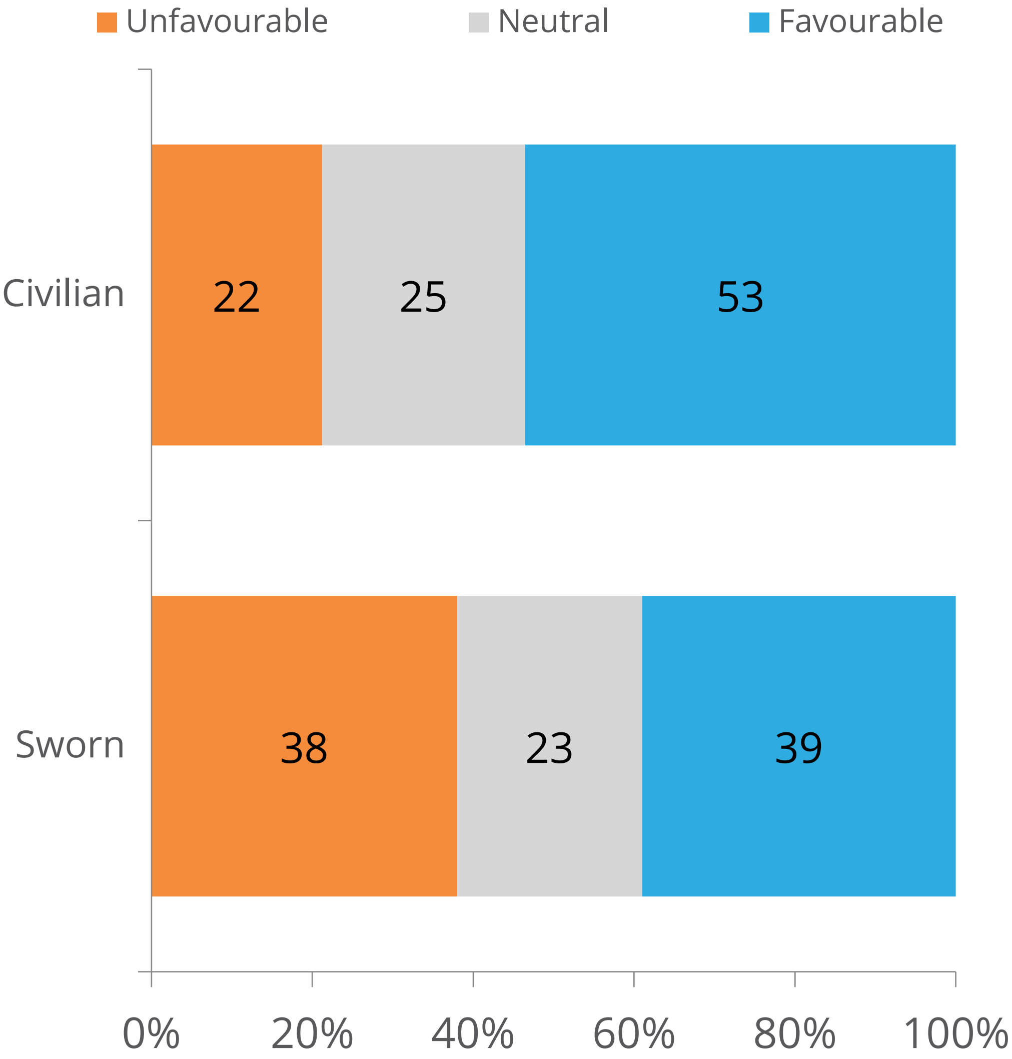


* Questions are not included in Overall Engagement calculation

Engagement Trend

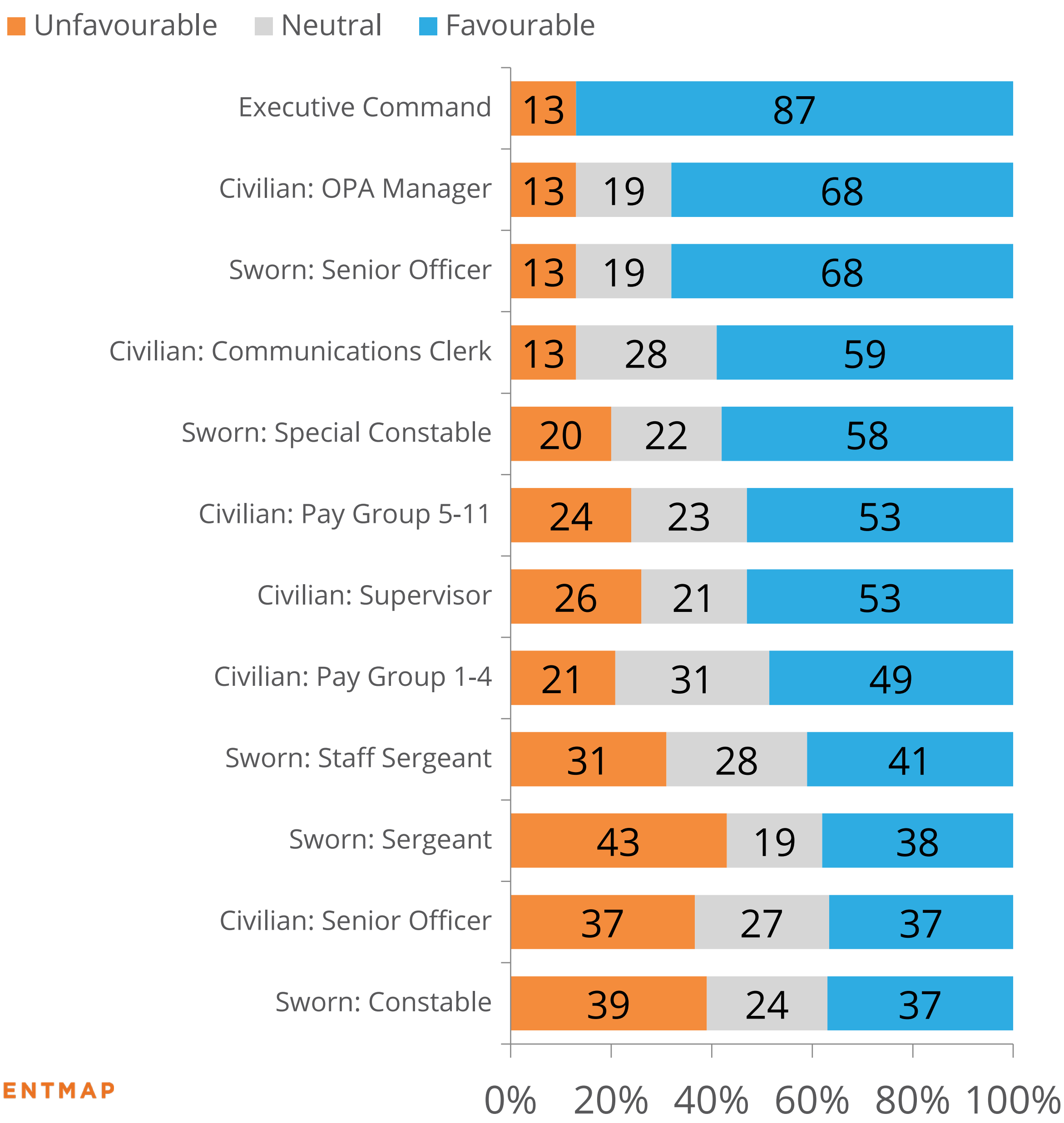


Engagement Scores by Civilian/Sworn



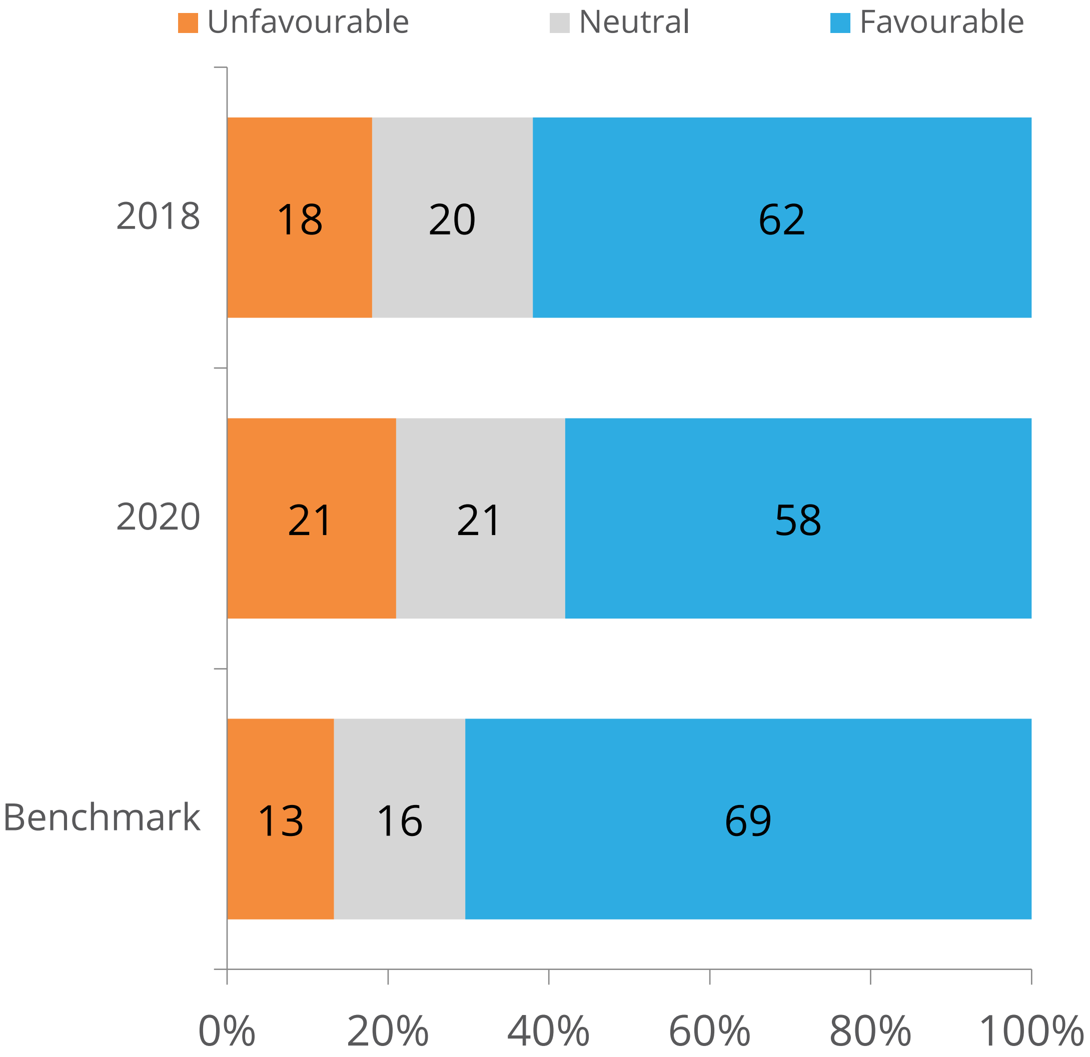
+/- OPS 2018	Count
-6	341
-3	744

Engagement Scores by Role



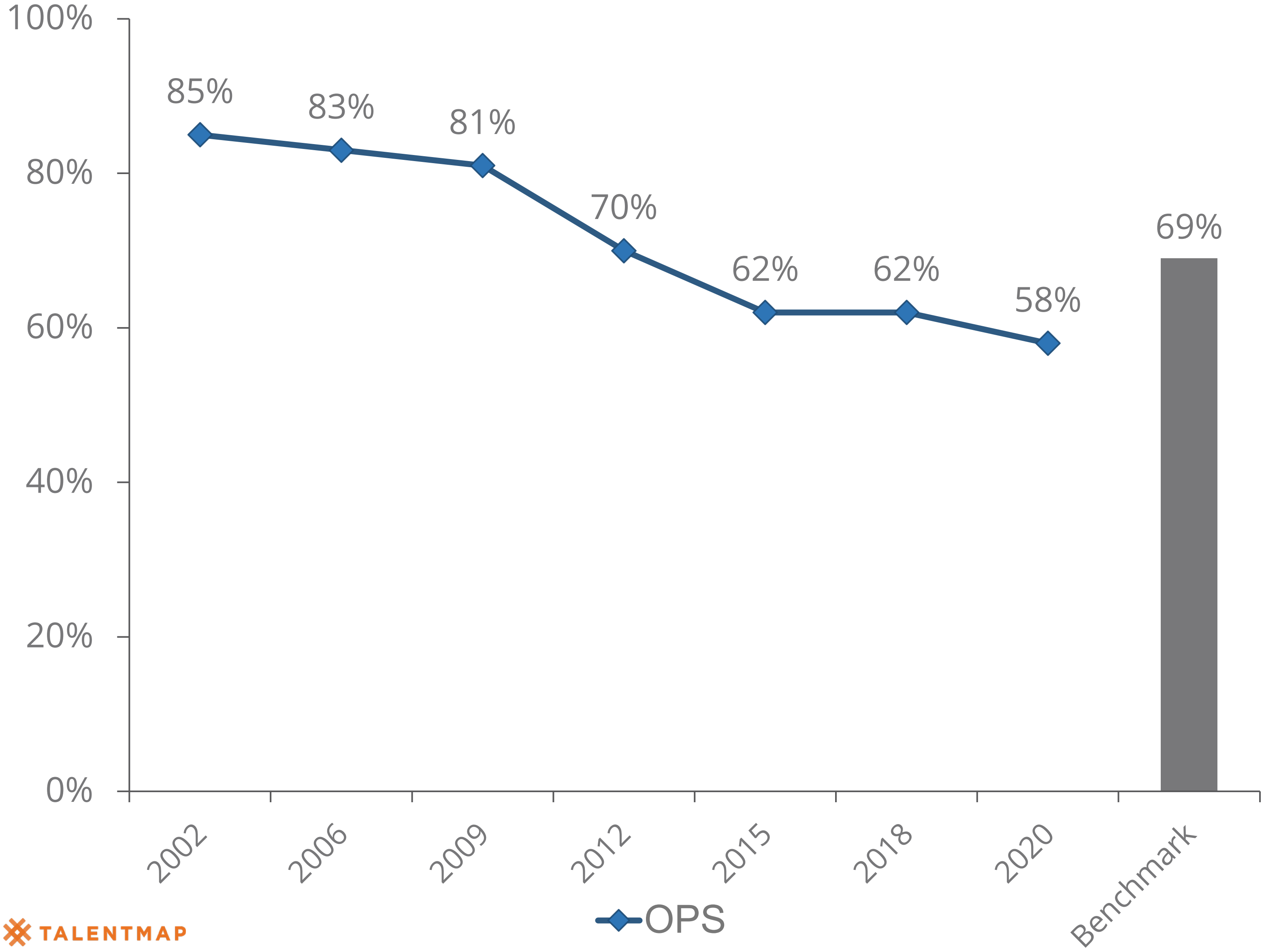
	+/- OPS 2018	Count
Executive Command	n/a	5
Civilian: OPA Manager	-3	20
Sworn: Senior Officer	-9	23
Civilian: Communications Clerk	-2	32
Sworn: Special Constable	+8	21
Civilian: Pay Group 5-11	-9	114
Civilian: Supervisor	-13	37
Civilian: Pay Group 1-4	-1	105
Sworn: Staff Sergeant	-13	44
Sworn: Sergeant	-3	146
Civilian: Senior Officer	-29	6
Sworn: Constable	-3	532

Job Satisfaction



Job Satisfaction

OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA
A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire



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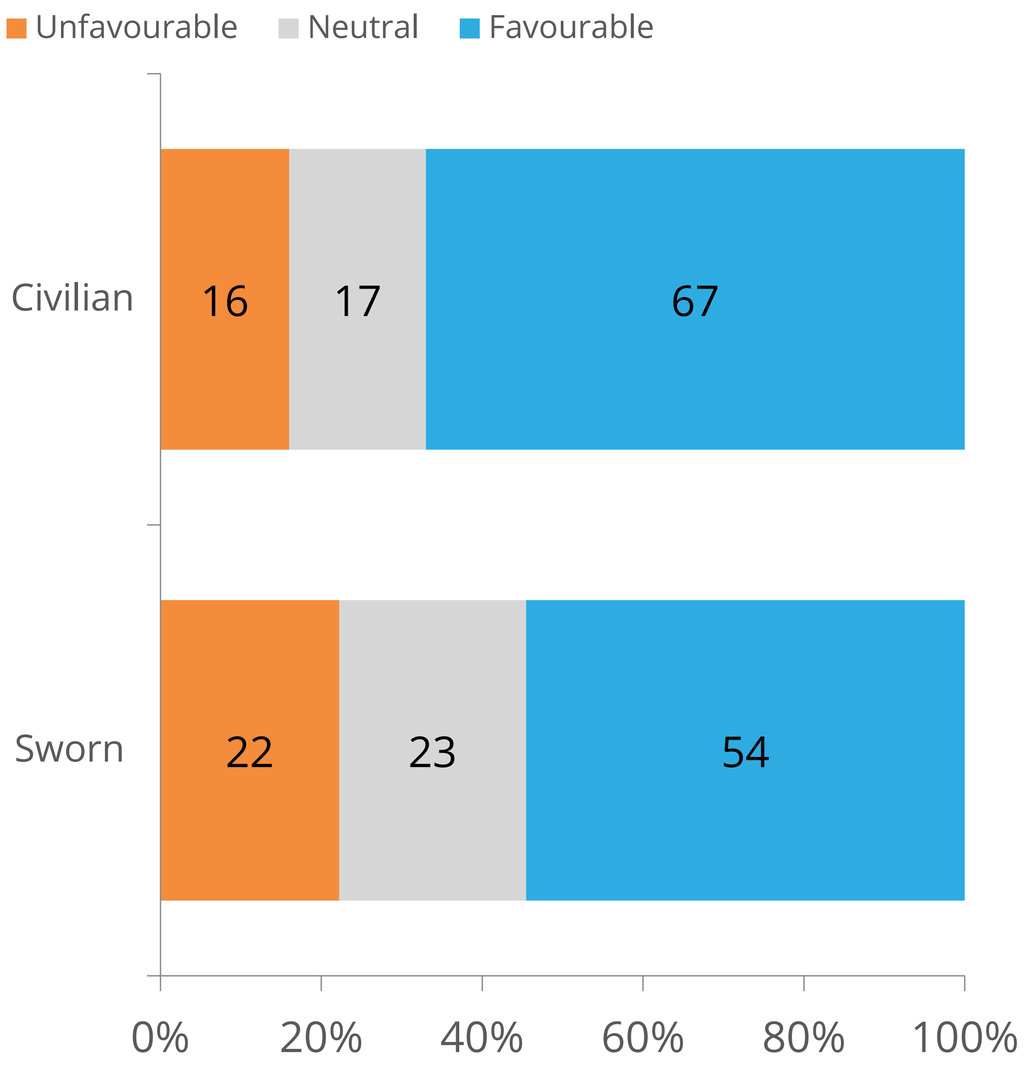
Job Satisfaction by Civilian/Sworn



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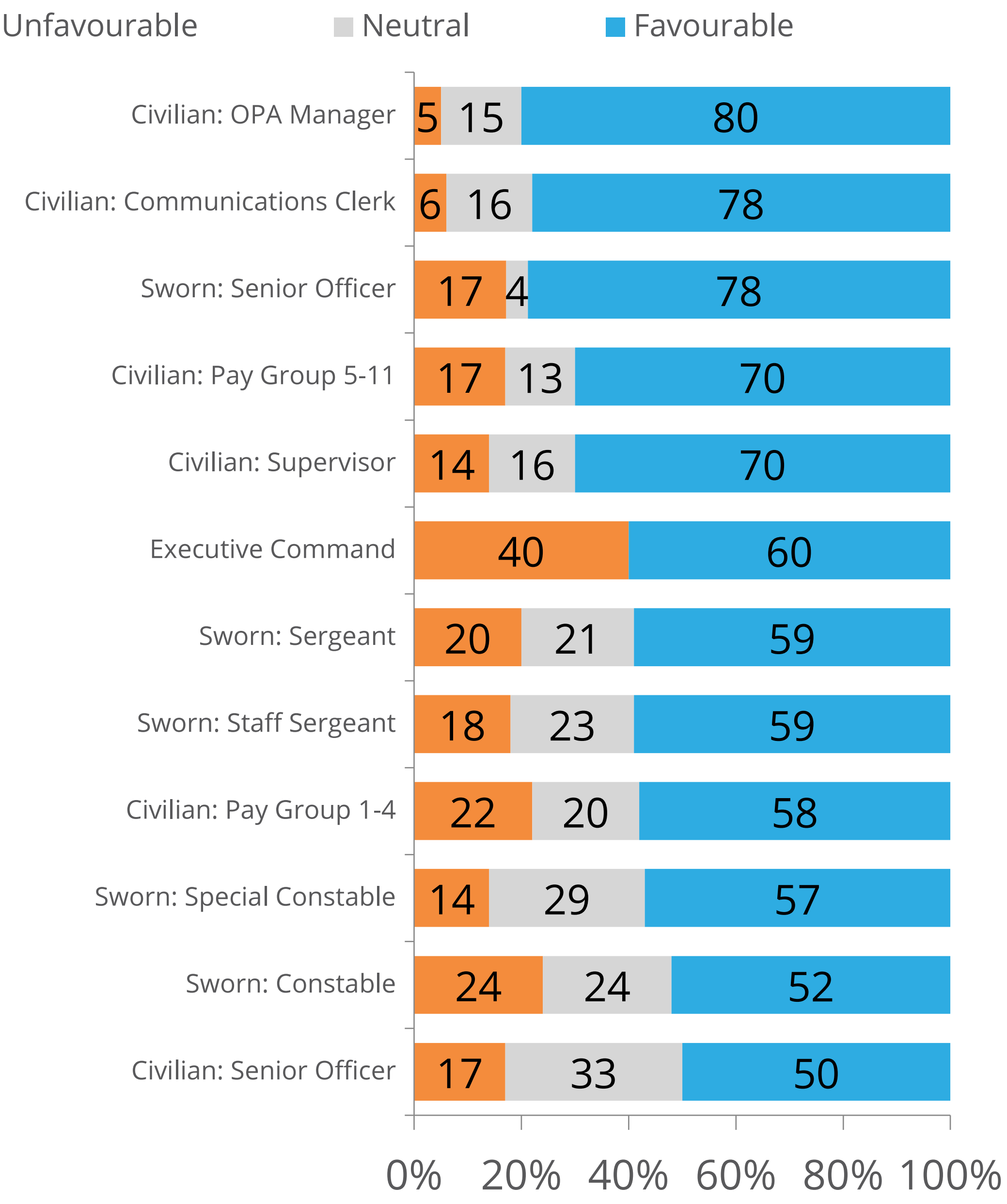
Job Satisfaction by Role



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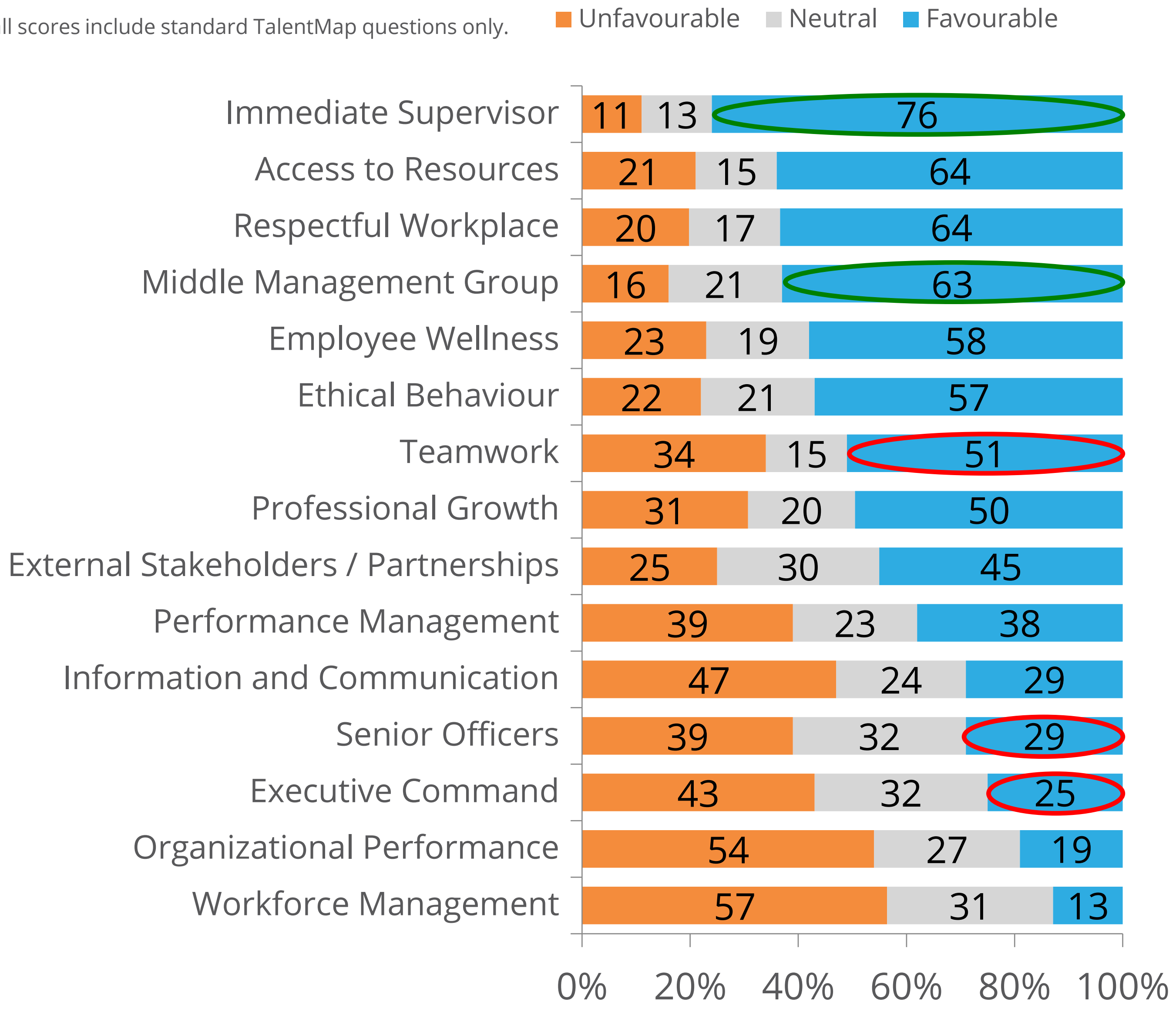
Civilian: Senior Officer	-25	6

Overall Dimension Results & Key Driver Analyses

Performance Scores by Main Survey Attributes

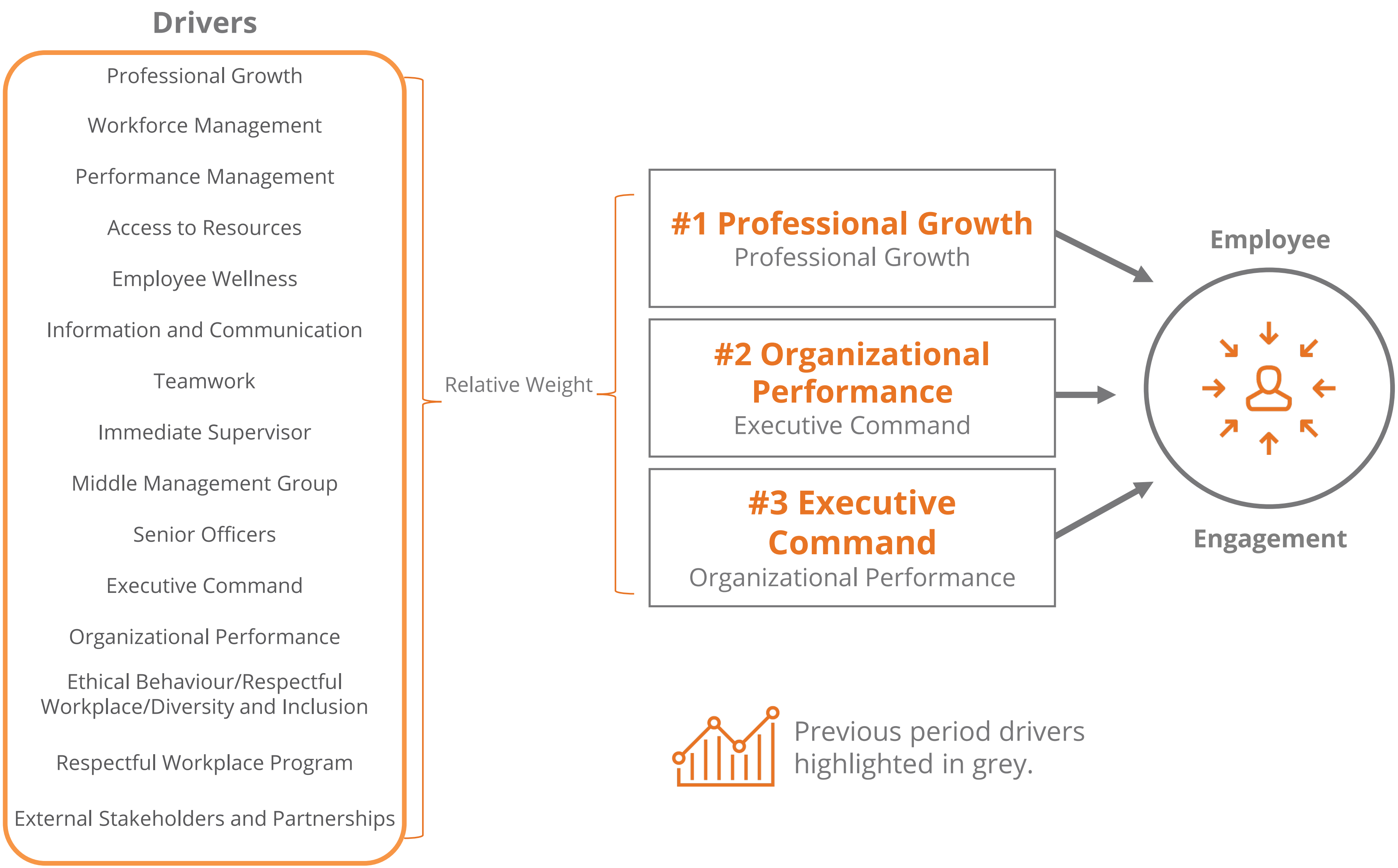
Overall scores include standard TalentMap questions only.



	+/- OPS 2018	BM
Immediate Supervisor	+3*	+4*
Access to Resources	+4*	n/a
Respectful Workplace	n/a	n/a
Middle Management Group	+8*	n/a
Employee Wellness	+6	n/a
Ethical Behaviour	+1	n/a
Teamwork	-9*	-11*
Professional Growth	+2	-21*
External Stakeholders / Partnerships	-3*	n/a
Performance Management	0	-24*
Information and Communication	0	-26*
Senior Officers	+5*	-31*
Executive Command	+4*	n/a
Organizational Performance	+4	n/a
Workforce Management	-1	n/a

* Questions were modified so interpret with caution

Engagement Driver Analysis



Drivers

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- Respectful Workplace Program
- External Stakeholders and Partnerships

Relative Weight

#1 Professional Growth
Professional Growth

#2 Organizational Performance
Executive Command

#3 Executive Command
Organizational Performance

Employee

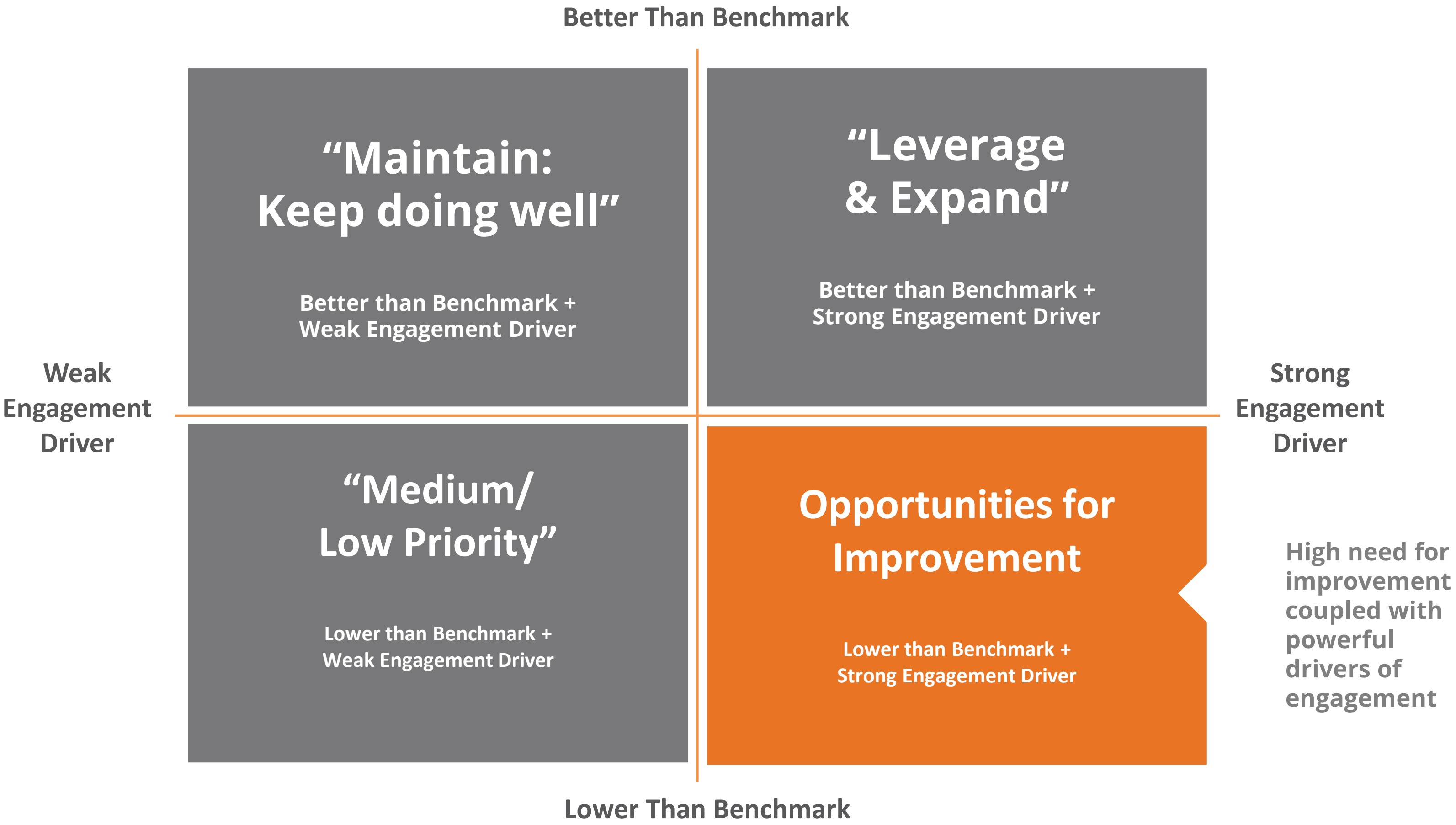
Engagement

Previous period drivers highlighted in grey.

Drivers of Engagement

Survey Dimension	Relative Weight (Impact on Engagement)
Professional Growth	**14.3%**
Organizational Performance	**13.0%**
Executive Command	**10.5%**
Senior Officers	9.0%
Employee Wellness	8.6%
Workforce Management	7.3%
External Stakeholders and Partnerships	7.3%
Teamwork	6.0%
Information and Communication	5.3%
Ethical Behaviour/Respectful Workplace/Diversity and Inclusion	4.6%
Performance Management	4.3%
Access to Resources	3.8%
Respectful Workplace Program	3.5%
Middle Management Group	1.5%
Immediate Supervisor	1.0%

Prioritizing Opportunities



Better Than Benchmark

"Maintain: Keep doing well"

Better than Benchmark +
Weak Engagement Driver

"Leverage & Expand"

Better than Benchmark +
Strong Engagement Driver

Weak Engagement Driver

Strong Engagement Driver

"Medium/ Low Priority"

Lower than Benchmark +
Weak Engagement Driver

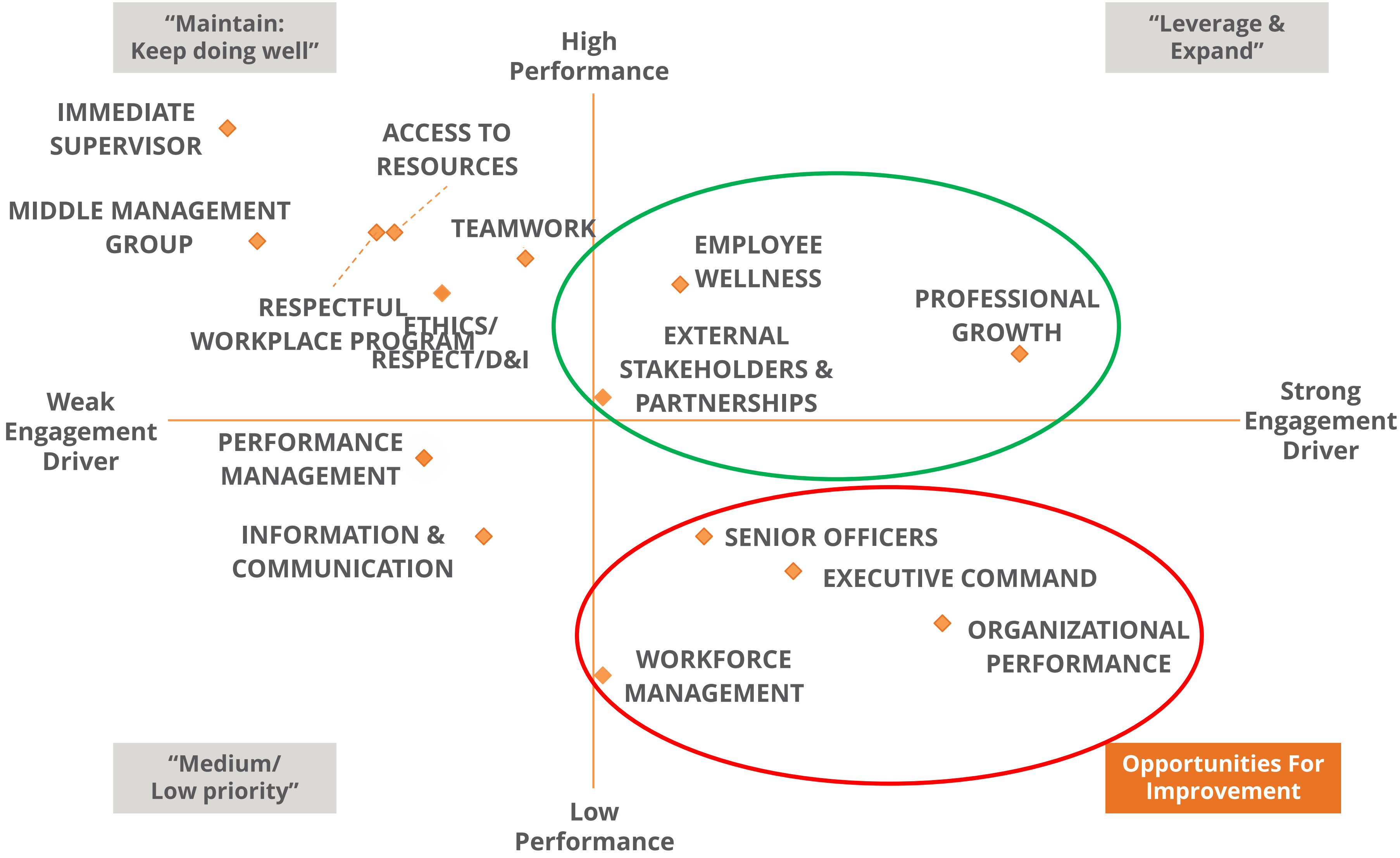
Opportunities for Improvement

Lower than Benchmark +
Strong Engagement Driver

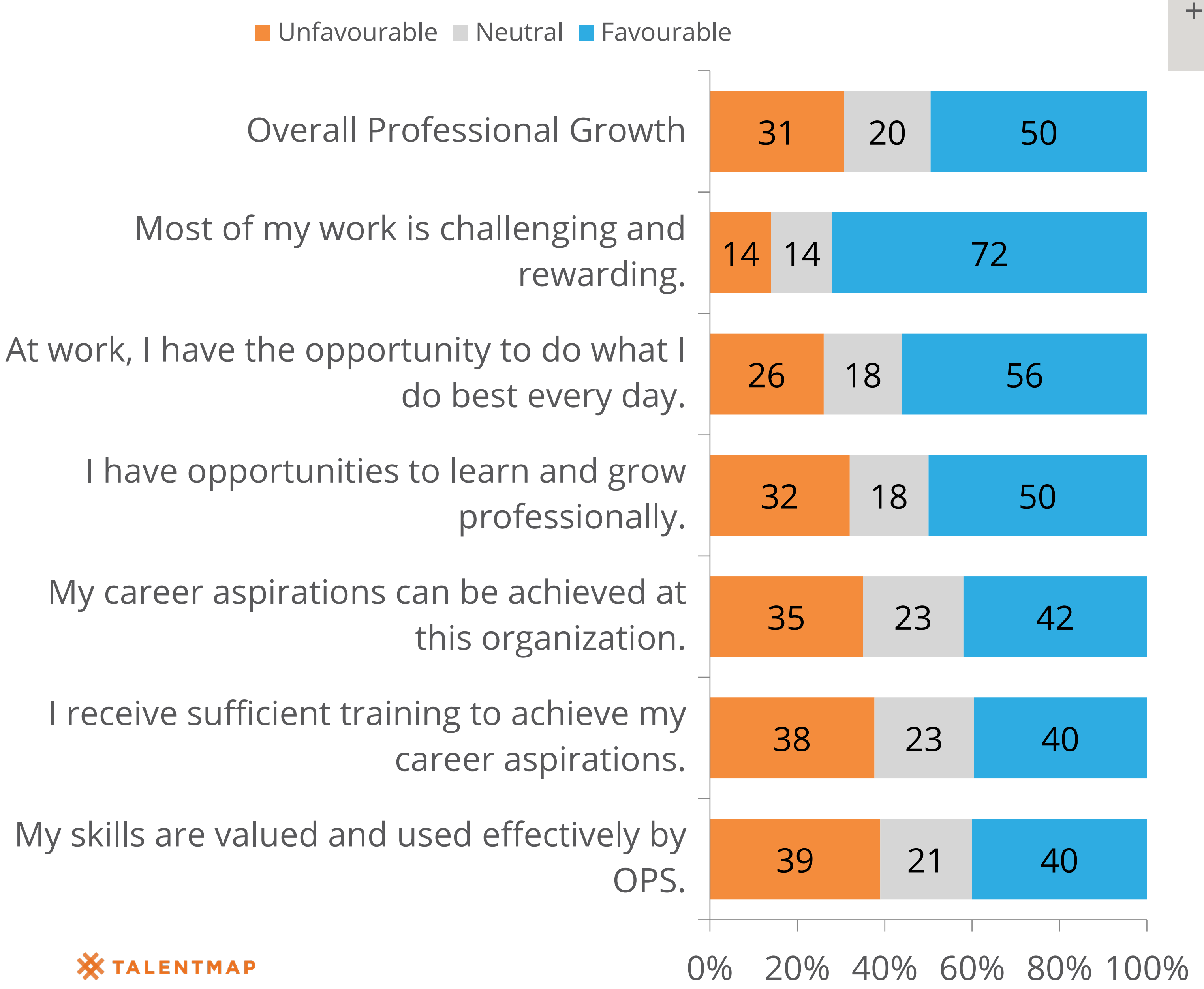
High need for improvement coupled with powerful drivers of engagement

Lower Than Benchmark

Key Strengths and Opportunity Areas

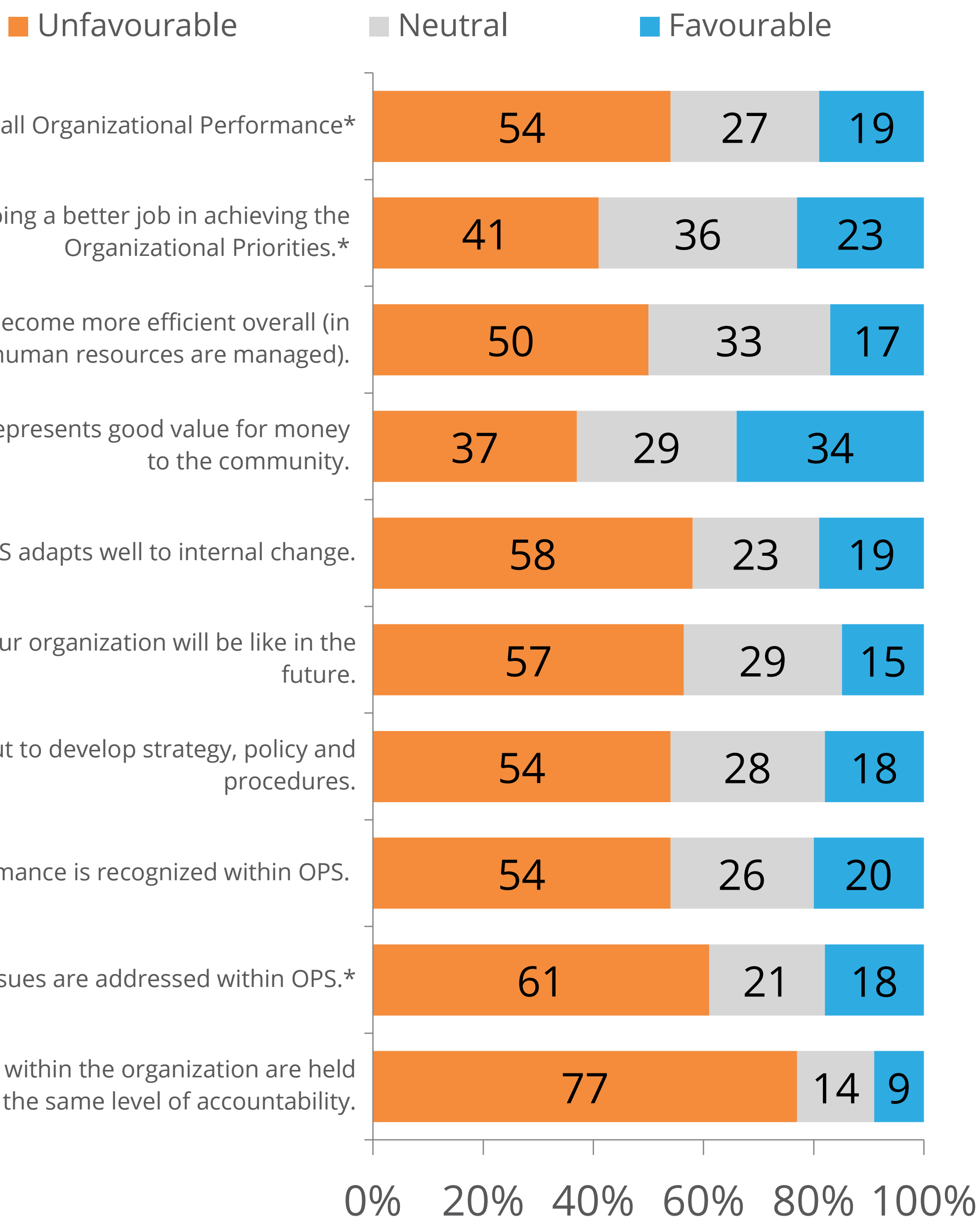

"Maintain:
Keep doing well"
High
Performance
"Leverage &
Expand"
IMMEDIATE
SUPERVISOR
ACCESS TO
RESOURCES
MIDDLE MANAGEMENT
GROUP
TEAMWORK
EMPLOYEE
WELLNESS
PROFESSIONAL
GROWTH
RESPECTFUL
WORKPLACE PROGRAM
ETHICS/
RESPECT/D&I
EXTERNAL
STAKEHOLDERS &
PARTNERSHIPS
Weak
Engagement
Driver
Strong
Engagement
Driver
PERFORMANCE
MANAGEMENT
INFORMATION &
COMMUNICATION
SENIOR OFFICERS
EXECUTIVE COMMAND
ORGANIZATIONAL
PERFORMANCE
WORKFORCE
MANAGEMENT
"Medium/
Low priority"
Opportunities For
Improvement
Low
Performance

Professional Growth (#1 Driver)



	+/- OPS 2018	BM
Overall Professional Growth	+2	n/a
Most of my work is challenging and rewarding.	+3	-2
At work, I have the opportunity to do what I do best every day.	+3	-15
I have opportunities to learn and grow professionally.	+2	-12
My career aspirations can be achieved at this organization.	+3	-17
I receive sufficient training to achieve my career aspirations.	0	n/a
My skills are valued and used effectively by OPS.	0	n/a

Organizational Performance (#2 Driver)



	+/- OPS 2018	BM
Overall Organizational Performance*	+4	n/a
Compared to 12 months ago, OPS is doing a better job in achieving the Organizational Priorities.*	+10	n/a
Compared to 12 months ago, OPS has become more efficient overall (in terms of how well financial and human resources are managed).	+8	n/a
OPS is providing excellent service that represents good value for money to the community.	+13	n/a
I believe that OPS adapts well to internal change.	+7	n/a
We have a shared vision of what our organization will be like in the future.	+3	-43
The OPS allows me to provide input to develop strategy, policy and procedures.	-2	n/a
Excellent performance is recognized within OPS.	-3	n/a
Poor performance and/or conduct issues are addressed within OPS.*	+3	n/a
All members, regardless of rank or role within the organization are held to the same level of accountability.	+2	n/a

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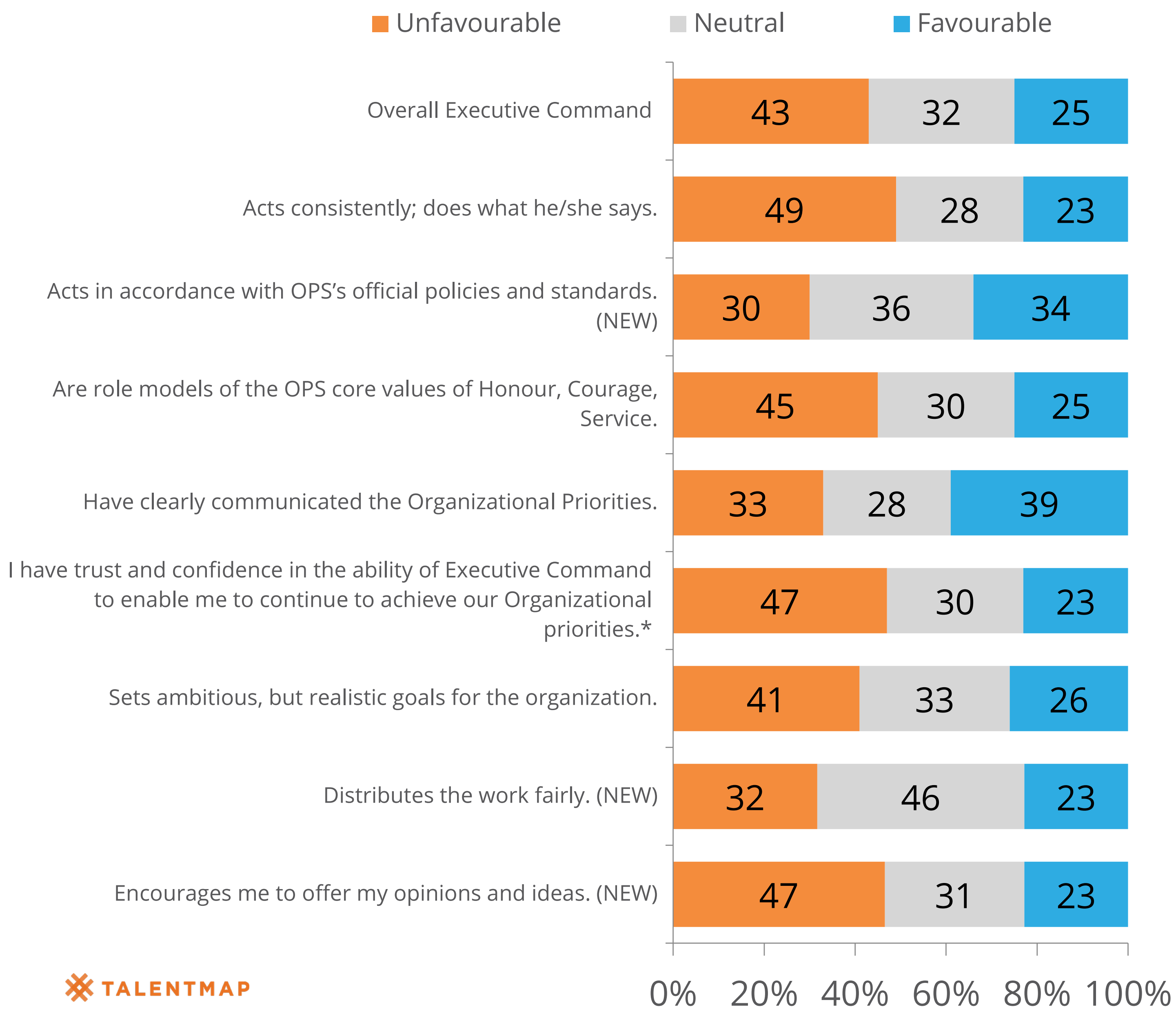
* Question was modified from the 2018 survey

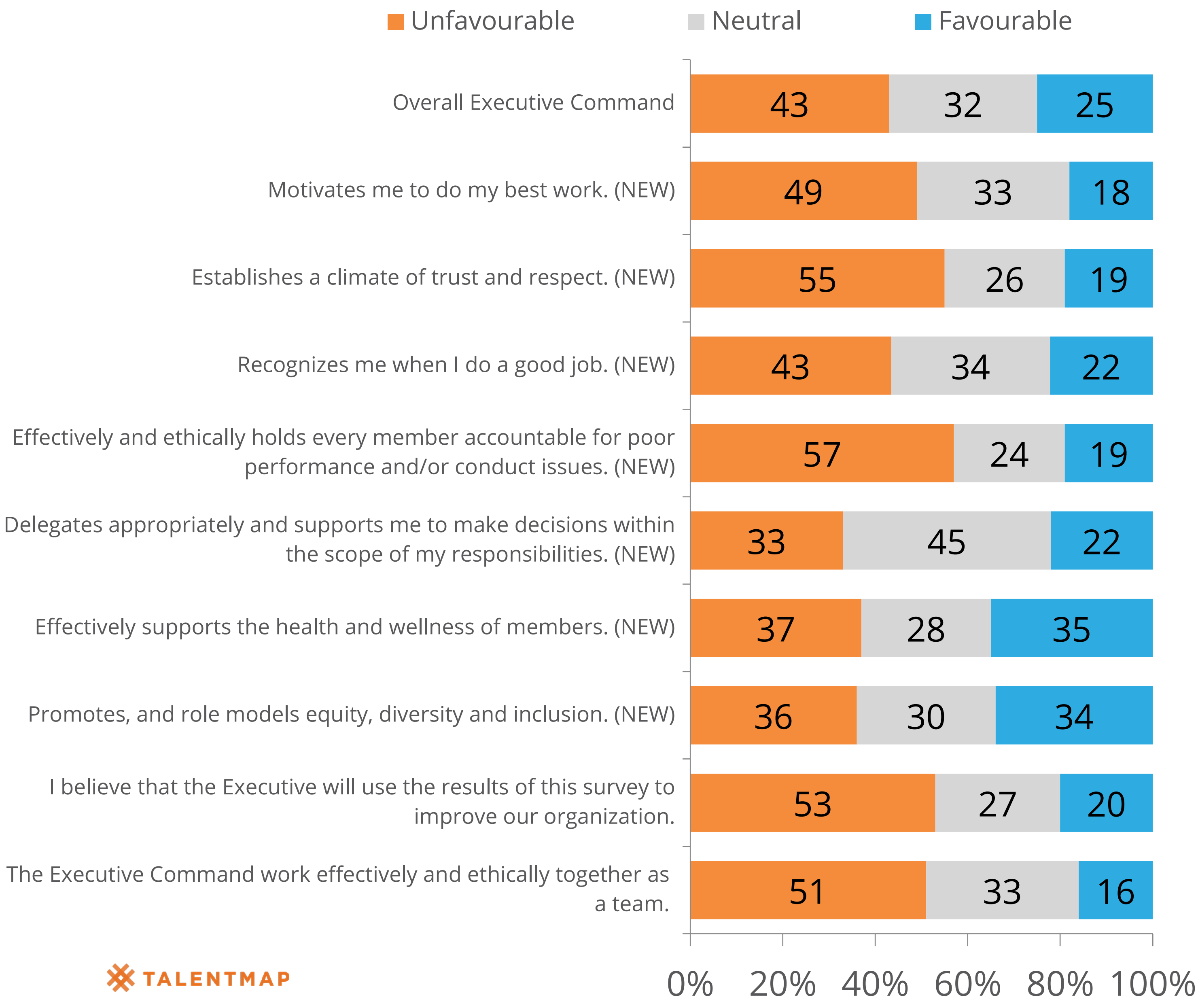
Executive Command (#3 Driver)



	+/- OPS 2018	BM
Overall Executive Command	n/a	n/a
Acts consistently; does what he/she says.	+5	-33
Acts in accordance with OPS's official policies and standards. (NEW)	n/a	n/a
Are role models of the OPS core values of Honour, Courage, Service.	+3	n/a
Have clearly communicated the Organizational Priorities.	+9	n/a
I have trust and confidence in the ability of Executive Command to enable me to continue to achieve our Organizational priorities.*	+6	-38
Sets ambitious, but realistic goals for the organization.	+9	-35
Distributes the work fairly. (NEW)	n/a	n/a
Encourages me to offer my opinions and ideas. (NEW)	n/a	n/a

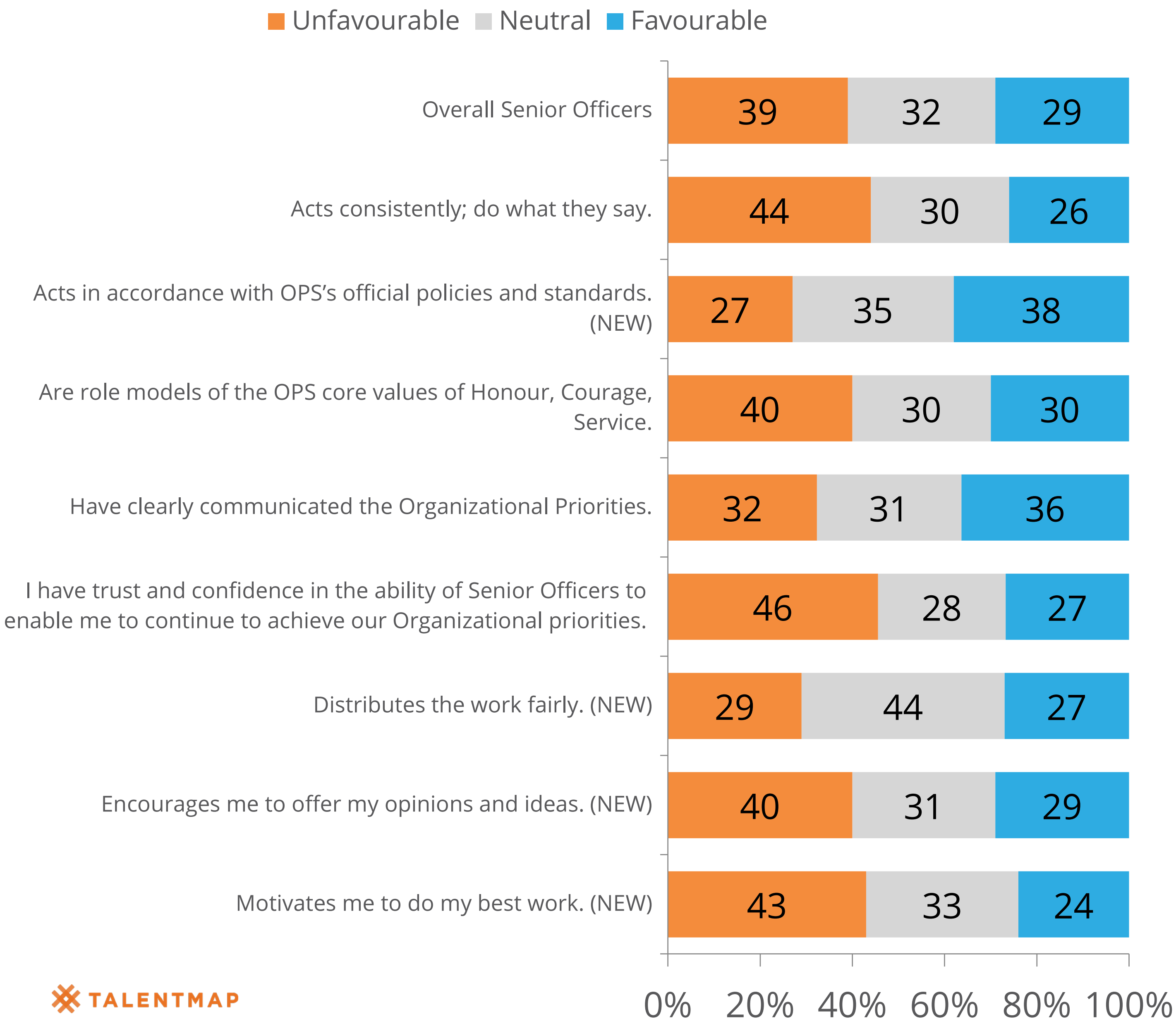
* Question was modified from the 2018 survey

Executive Command (continued)



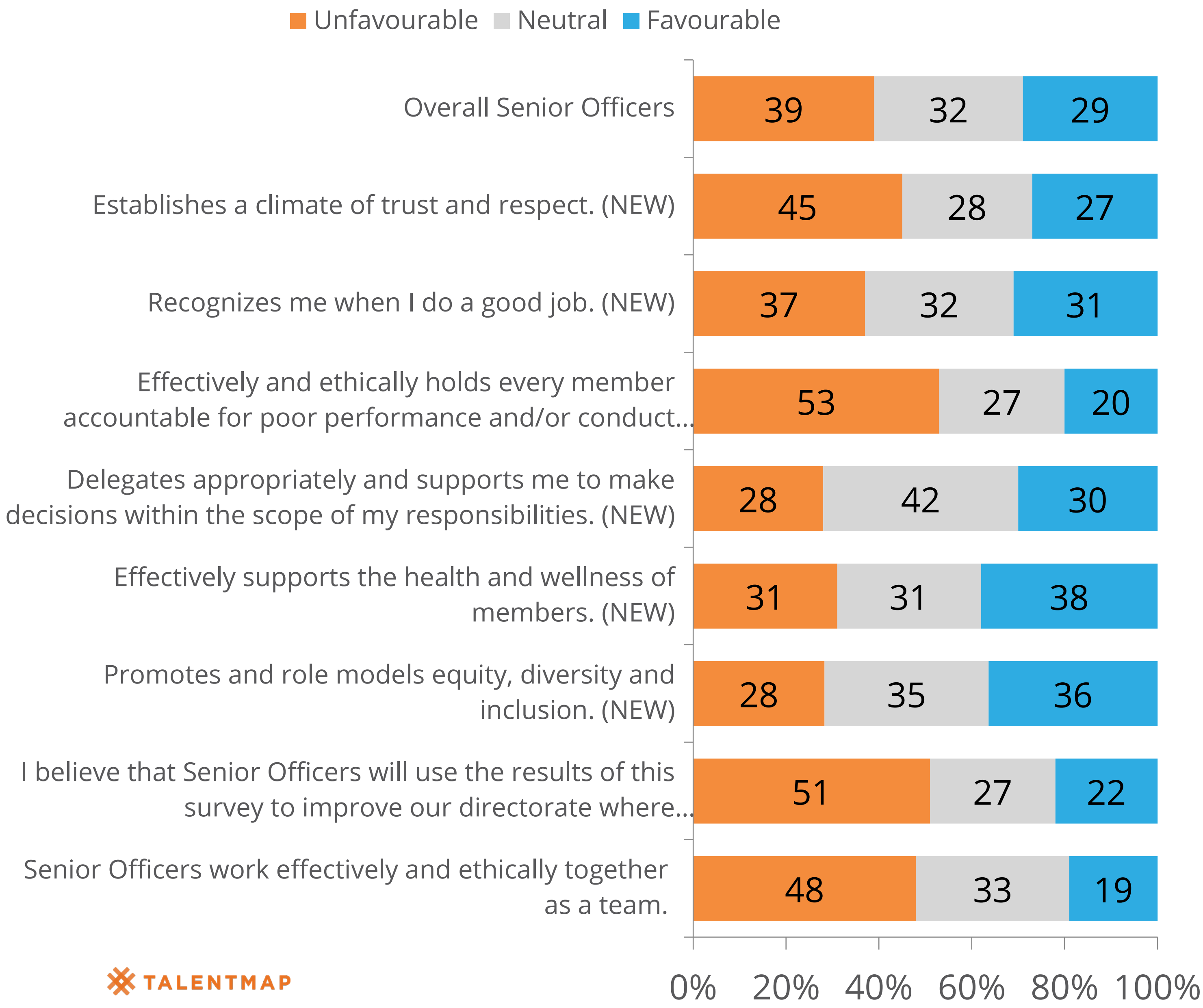
+/- OPS 2018	BM
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a
+3	n/a
+2	n/a

Senior Officers



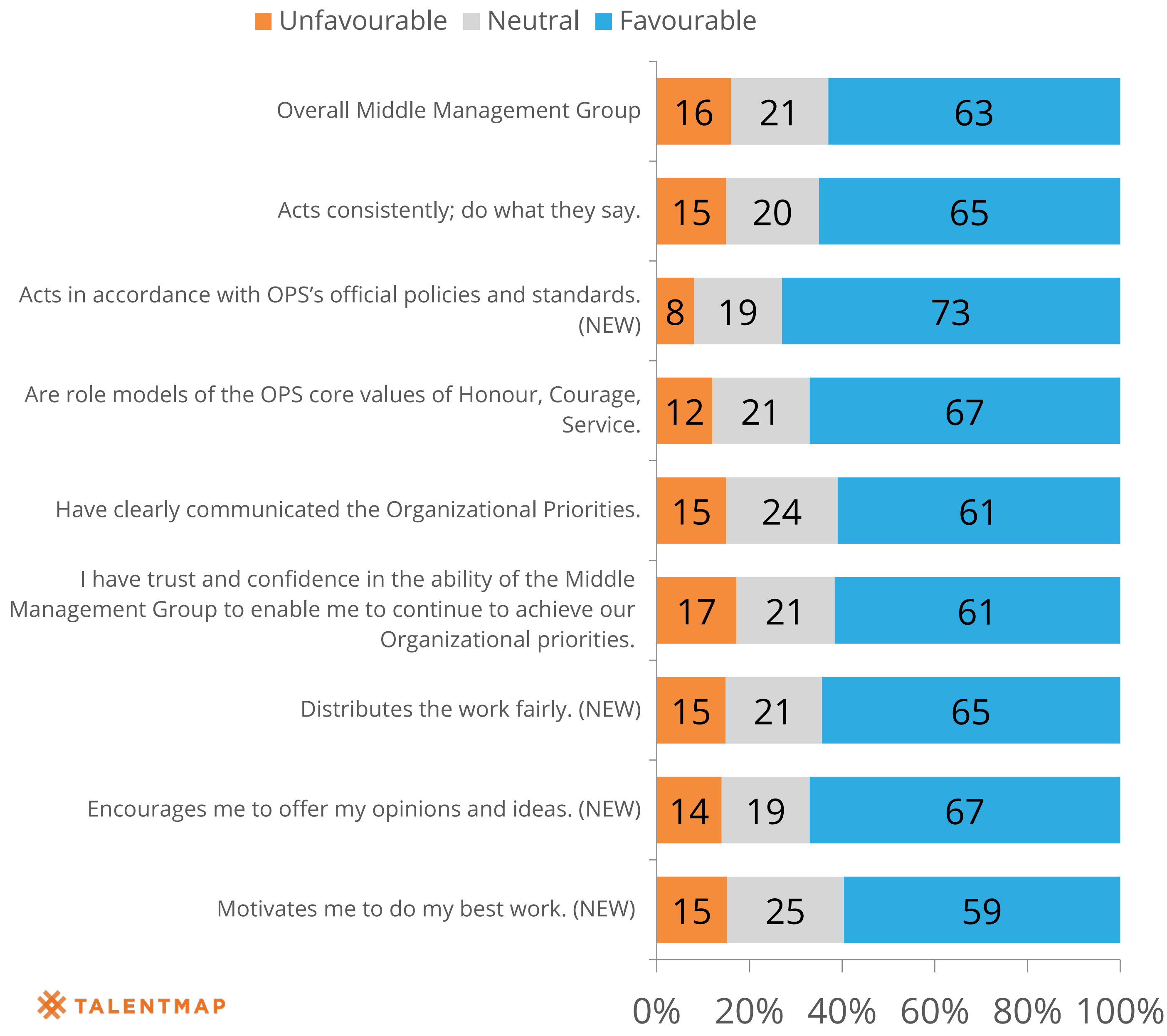
	+/- OPS 2018	BM
Overall Senior Officers	n/a	n/a
Acts consistently; do what they say.	+2	n/a
Acts in accordance with OPS's official policies and standards. (NEW)	n/a	n/a
Are role models of the OPS core values of Honour, Courage, Service.	+2	n/a
Have clearly communicated the Organizational Priorities.	+5	n/a
I have trust and confidence in the ability of Senior Officers to enable me to continue to achieve our Organizational priorities.	+3	n/a
Distributes the work fairly. (NEW)	n/a	n/a
Encourages me to offer my opinions and ideas. (NEW)	n/a	n/a
Motivates me to do my best work. (NEW)	n/a	n/a

Senior Officers (continued)



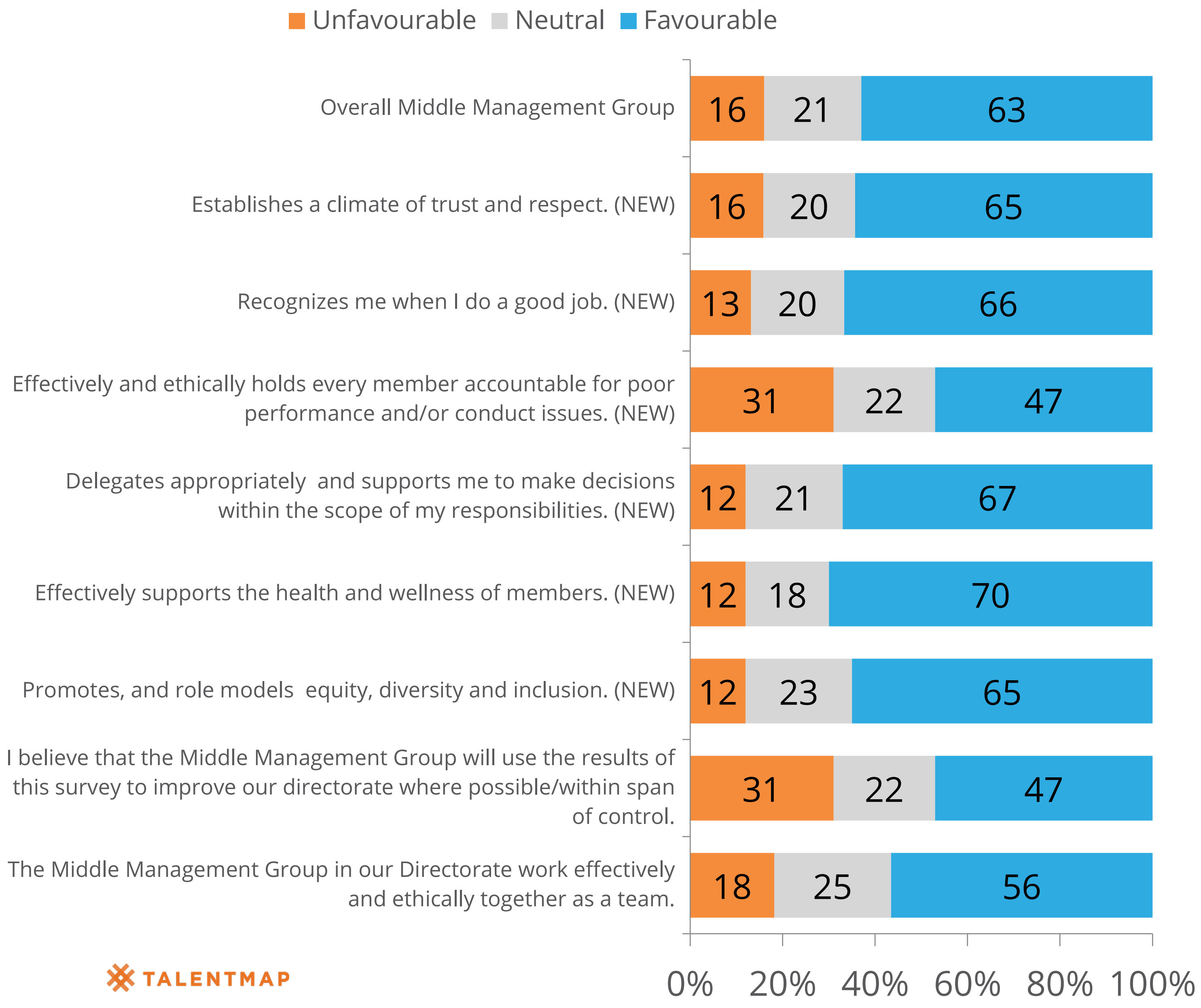
+/- OPS 2018	BM
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a
+1	n/a
+2	n/a

Middle Management Group



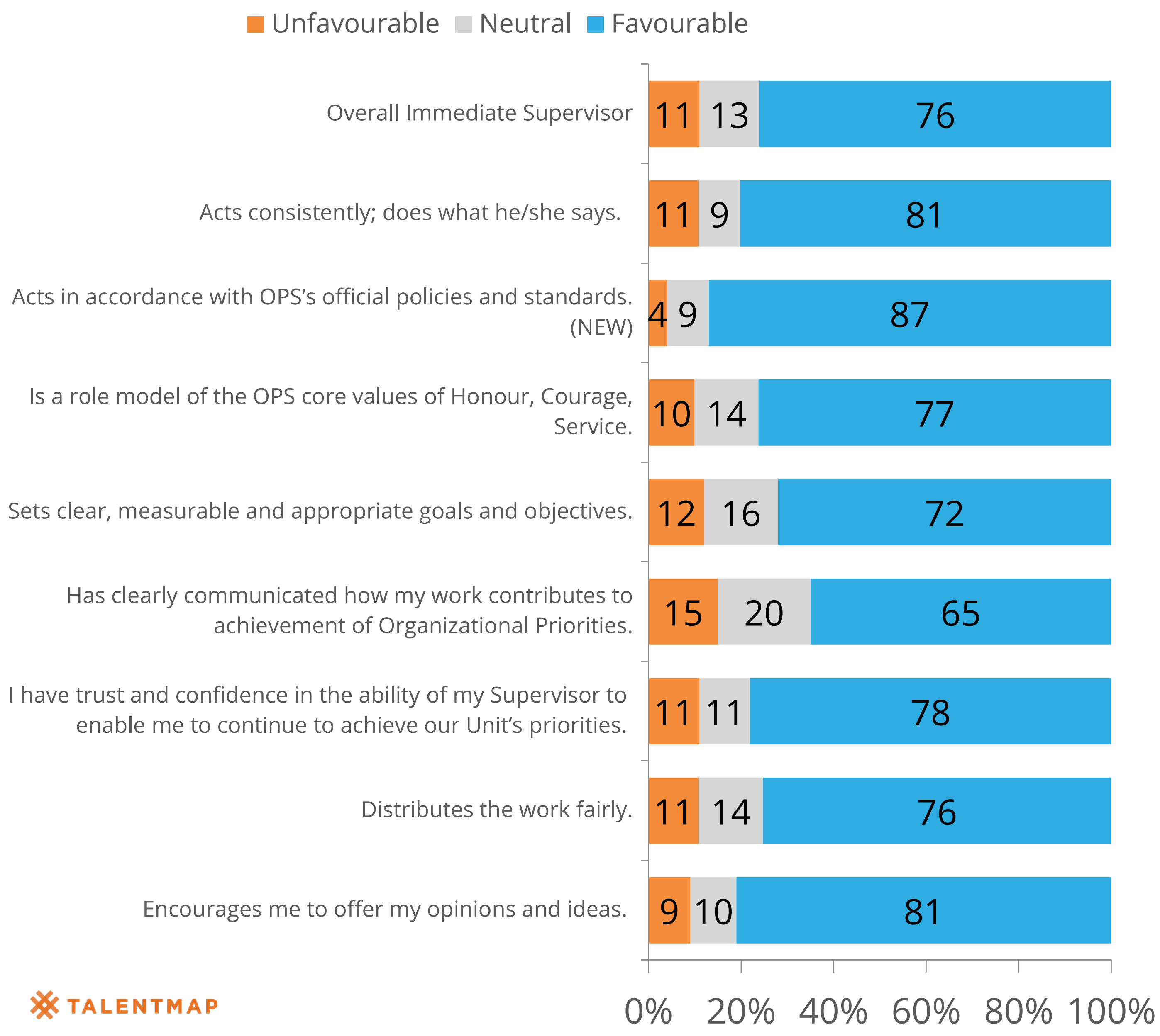
	+/- OPS 2018	BM
Overall Middle Management Group	n/a	n/a
Acts consistently; do what they say.	+3	n/a
Acts in accordance with OPS's official policies and standards. (NEW)	n/a	n/a
Are role models of the OPS core values of Honour, Courage, Service.	+4	n/a
Have clearly communicated the Organizational Priorities.	+7	n/a
I have trust and confidence in the ability of the Middle Management Group to enable me to continue to achieve our Organizational priorities.	+3	n/a
Distributes the work fairly. (NEW)	n/a	n/a
Encourages me to offer my opinions and ideas. (NEW)	n/a	n/a
Motivates me to do my best work. (NEW)	n/a	n/a

Middle Management Group (continued)



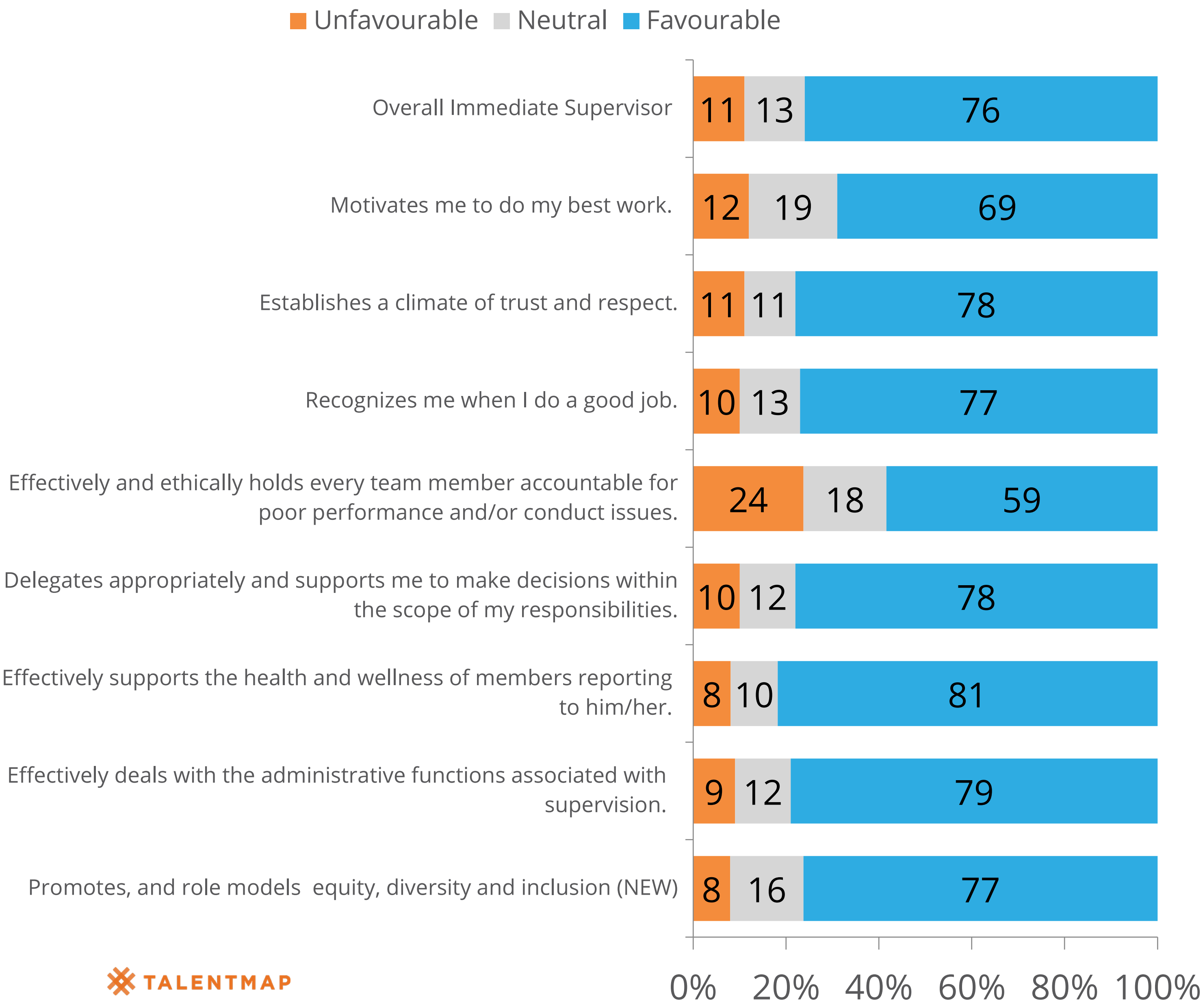
	Unfavourable	Neutral	Favourable	+/- OPS 2018	BM
Overall Middle Management Group	16	21	63	n/a	n/a
Establishes a climate of trust and respect. (NEW)	16	20	65	n/a	n/a
Recognizes me when I do a good job. (NEW)	13	20	66	n/a	n/a
Effectively and ethically holds every member accountable for poor performance and/or conduct issues. (NEW)	31	22	47	n/a	n/a
Delegates appropriately and supports me to make decisions within the scope of my responsibilities. (NEW)	12	21	67	n/a	n/a
Effectively supports the health and wellness of members. (NEW)	12	18	70	n/a	-22
Promotes, and role models equity, diversity and inclusion. (NEW)	12	23	65	n/a	n/a
I believe that the Middle Management Group will use the results of this survey to improve our directorate where possible/within span of control.	31	22	47	+4	n/a
The Middle Management Group in our Directorate work effectively and ethically together as a team.	18	25	56	+6	n/a

Immediate Supervisor



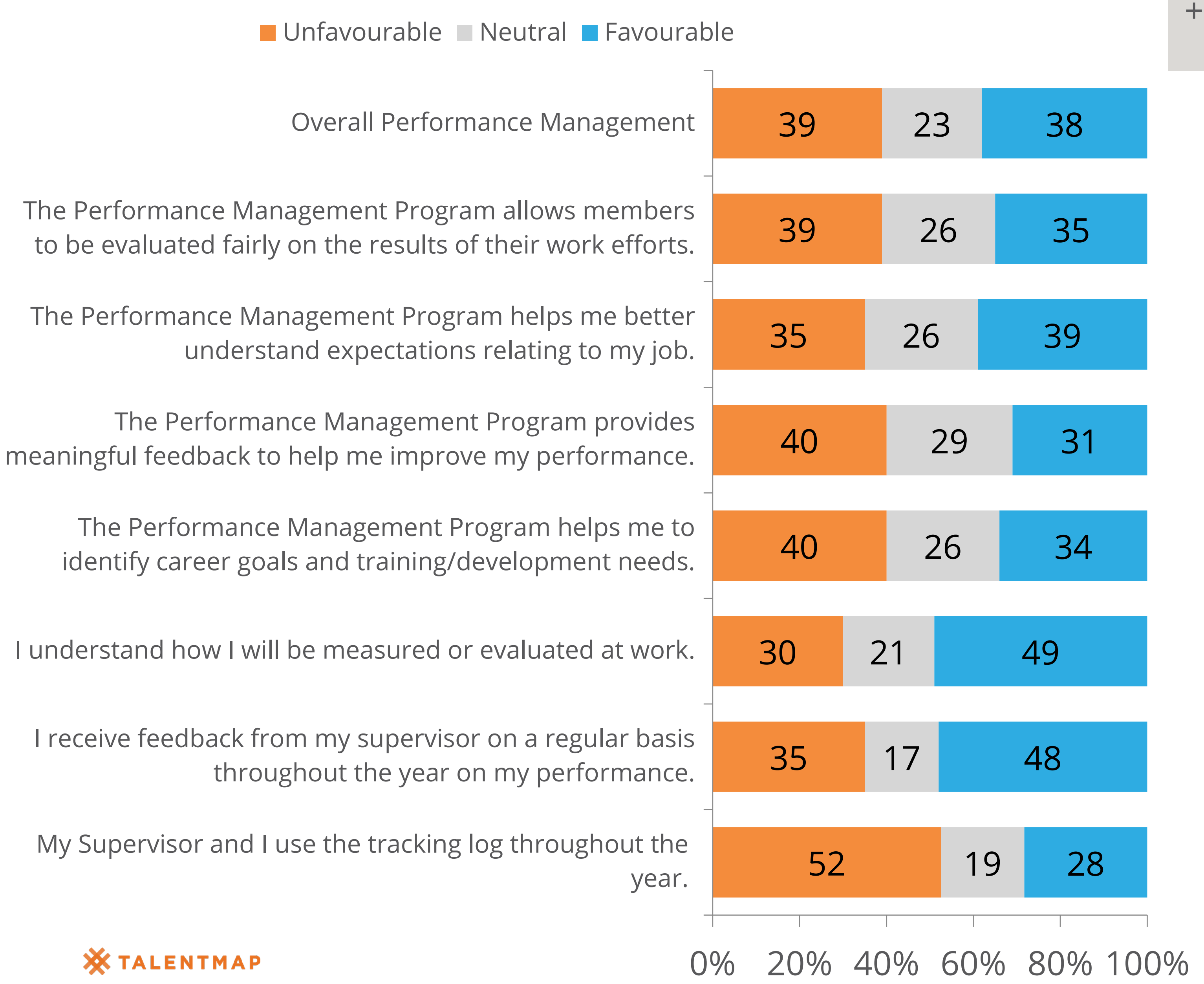
+/- OPS 2018	BM
n/a	n/a
+2	+9
n/a	n/a
+2	n/a
+2	+1
+1	n/a
+3	n/a
+2	n/a
+3	+6

Immediate Supervisor (continued)



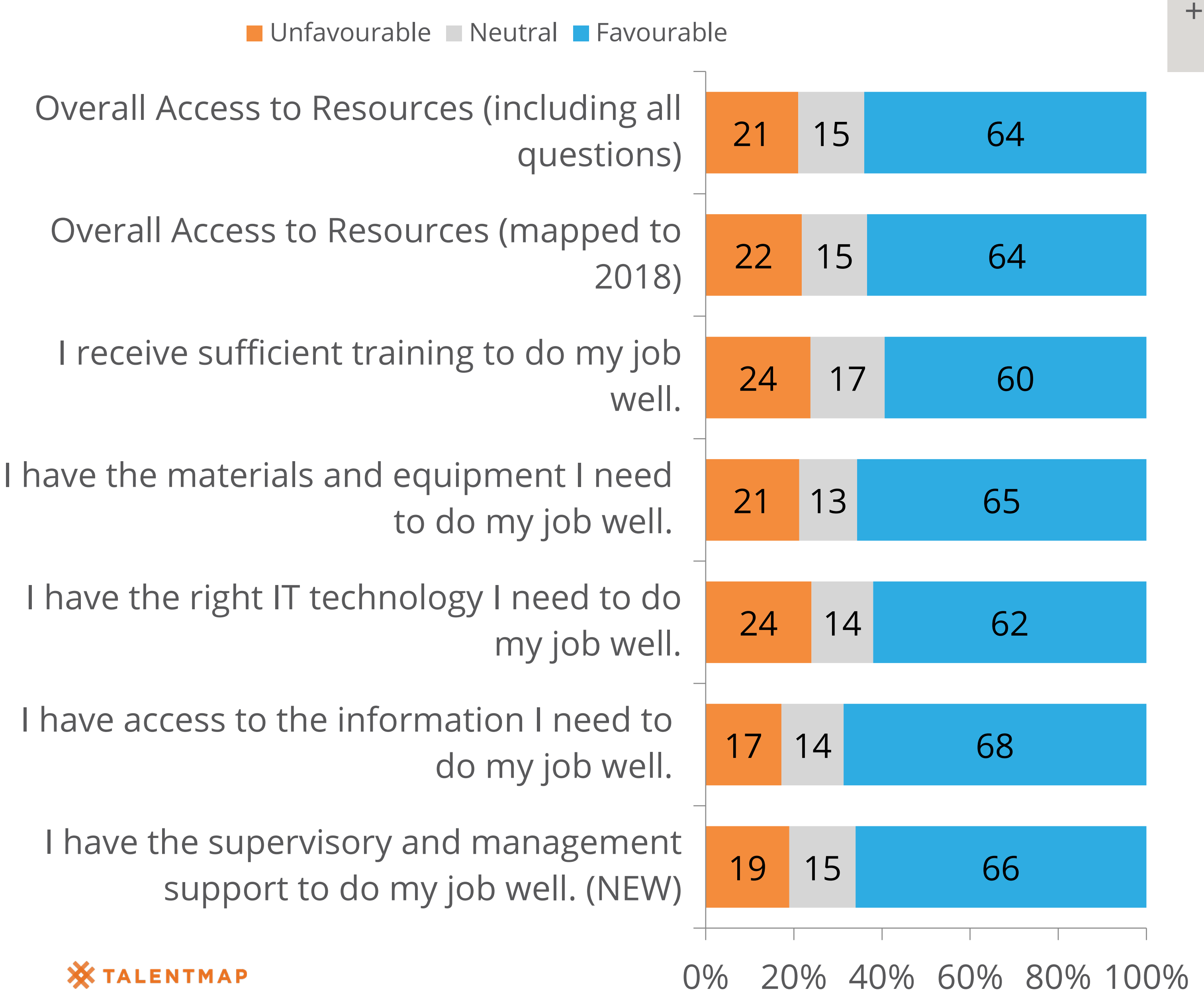
	+/- OPS 2018	BM
Overall Immediate Supervisor	n/a	n/a
Motivates me to do my best work.	0	n/a
Establishes a climate of trust and respect.	+3	n/a
Recognizes me when I do a good job.	+2	n/a
Effectively and ethically holds every team member accountable for poor performance and/or conduct issues.	+3	n/a
Delegates appropriately and supports me to make decisions within the scope of my responsibilities.	+3	n/a
Effectively supports the health and wellness of members reporting to him/her.	+4	n/a
Effectively deals with the administrative functions associated with supervision.	+2	n/a
Promotes, and role models equity, diversity and inclusion (NEW)	n/a	n/a

Performance Management



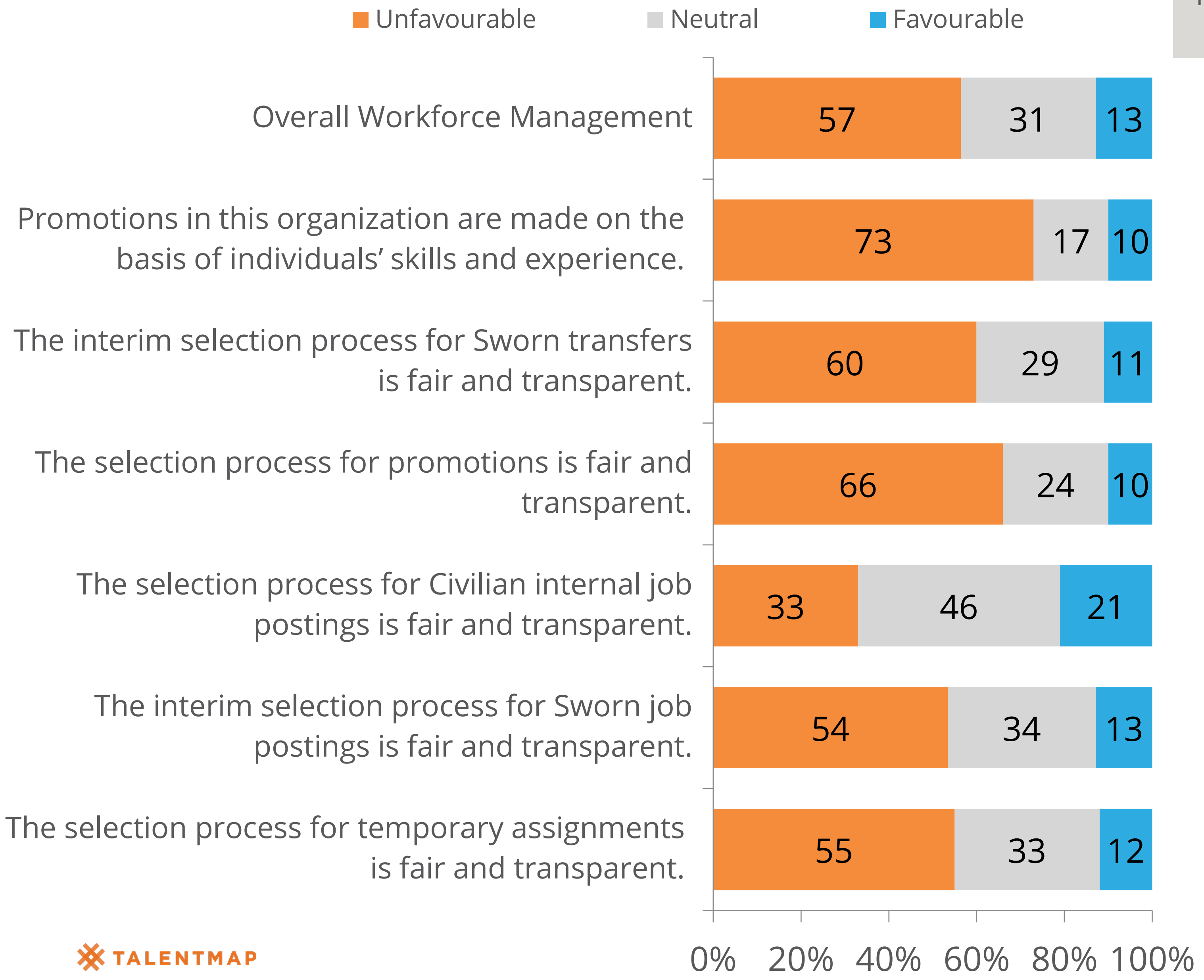
	+/- OPS 2018	BM
Overall Performance Management	0	n/a
The Performance Management Program allows members to be evaluated fairly on the results of their work efforts.	-1	n/a
The Performance Management Program helps me better understand expectations relating to my job.	-1	n/a
The Performance Management Program provides meaningful feedback to help me improve my performance.	-1	n/a
The Performance Management Program helps me to identify career goals and training/development needs.	+2	n/a
I understand how I will be measured or evaluated at work.	+2	-21
I receive feedback from my supervisor on a regular basis throughout the year on my performance.	+2	n/a
My Supervisor and I use the tracking log throughout the year.	-4	n/a

Access to Resources



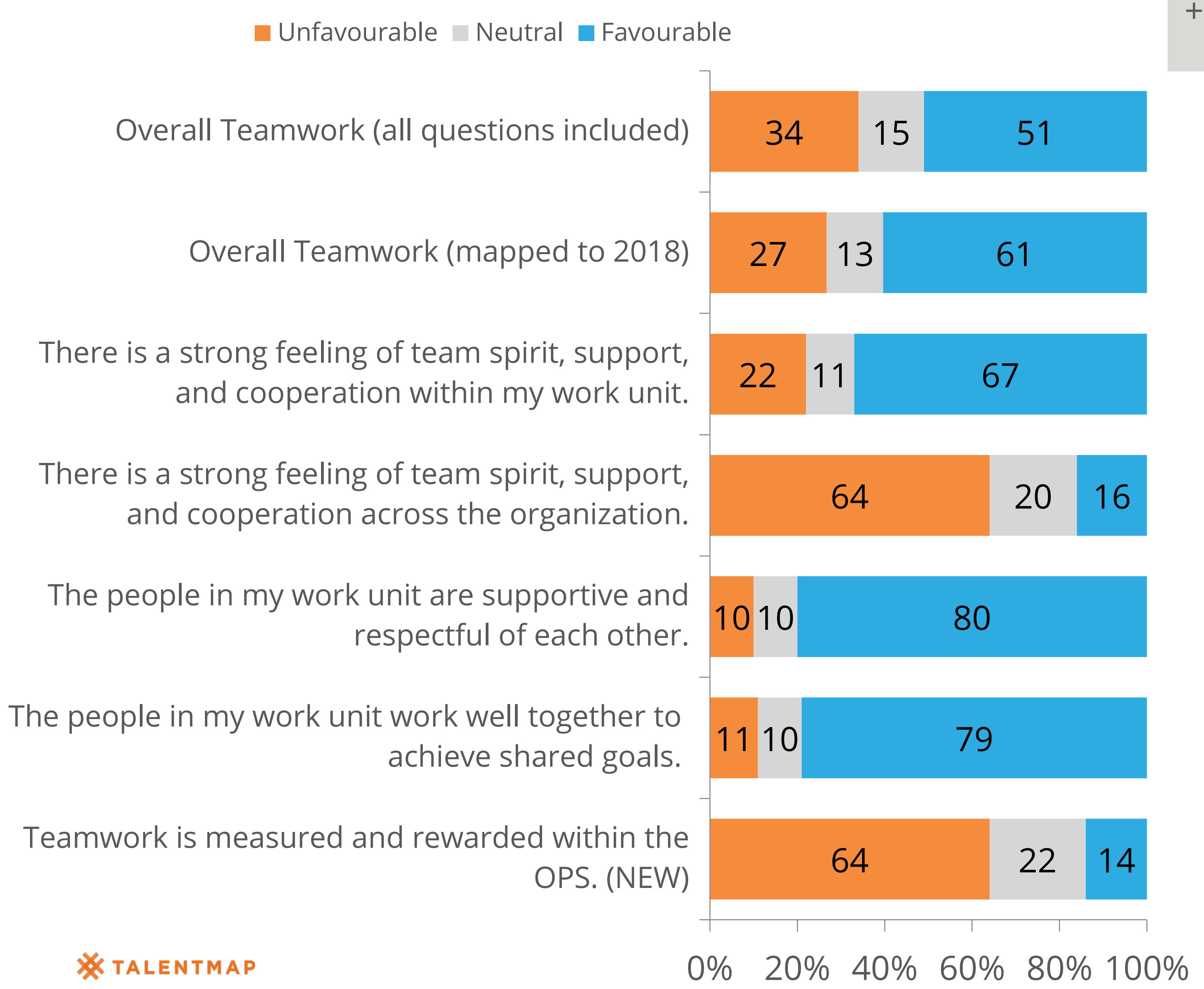
	+/- OPS 2018	BM
Overall Access to Resources (including all questions)	n/a	n/a
Overall Access to Resources (mapped to 2018)	+4	n/a
I receive sufficient training to do my job well.	-1	-11
I have the materials and equipment I need to do my job well.	+4	-9
I have the right IT technology I need to do my job well.	+7	n/a
I have access to the information I need to do my job well.	+4	-8
I have the supervisory and management support to do my job well. (NEW)	n/a	n/a

Workforce Management



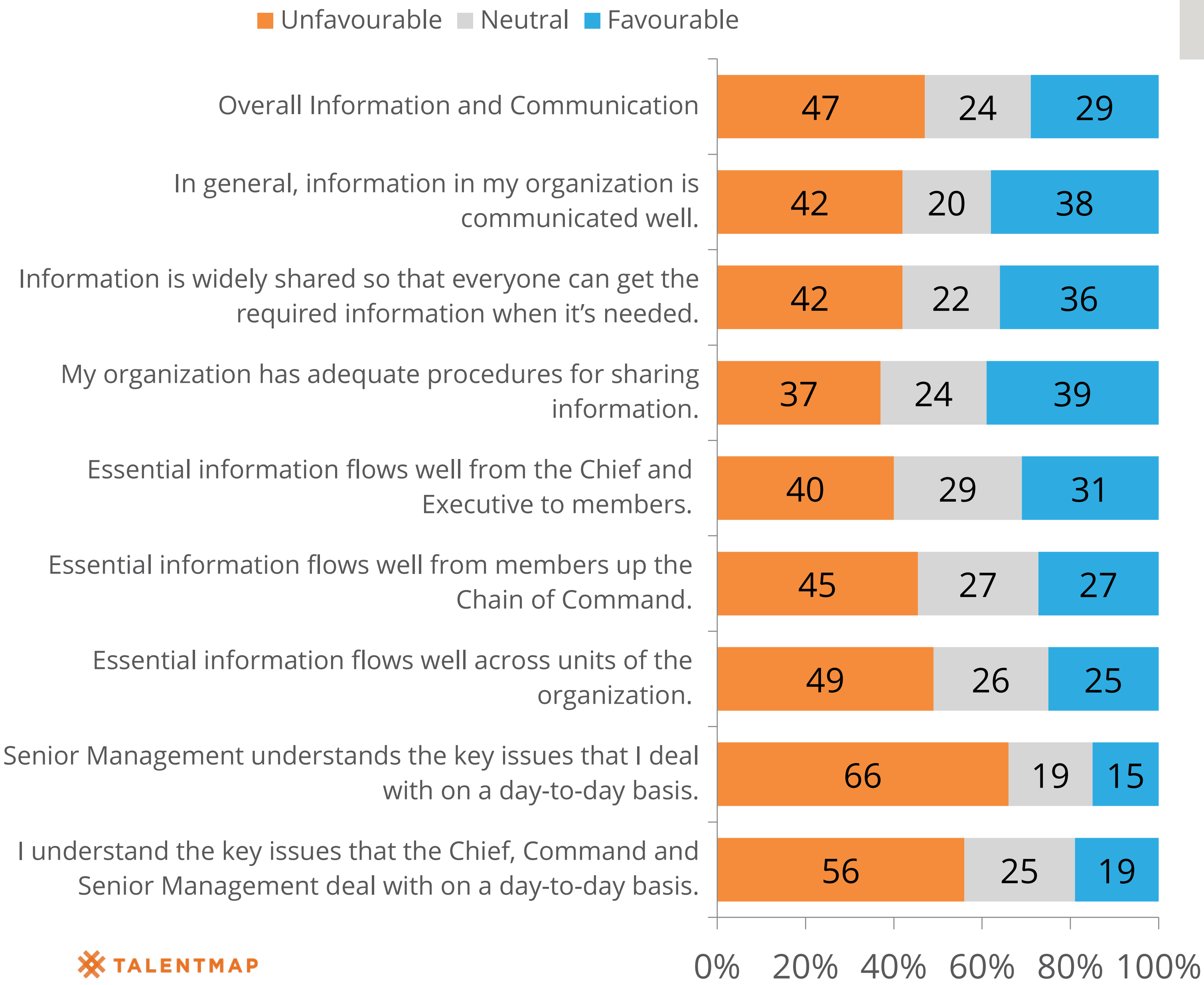
	+/- OPS 2018	BM
Overall Workforce Management	-1	n/a
Promotions in this organization are made on the basis of individuals' skills and experience.	-1	n/a
The interim selection process for Sworn transfers is fair and transparent.	-1	n/a
The selection process for promotions is fair and transparent.	-2	n/a
The selection process for Civilian internal job postings is fair and transparent.	+1	n/a
The interim selection process for Sworn job postings is fair and transparent.	-5	n/a
The selection process for temporary assignments is fair and transparent.	-1	n/a

Teamwork



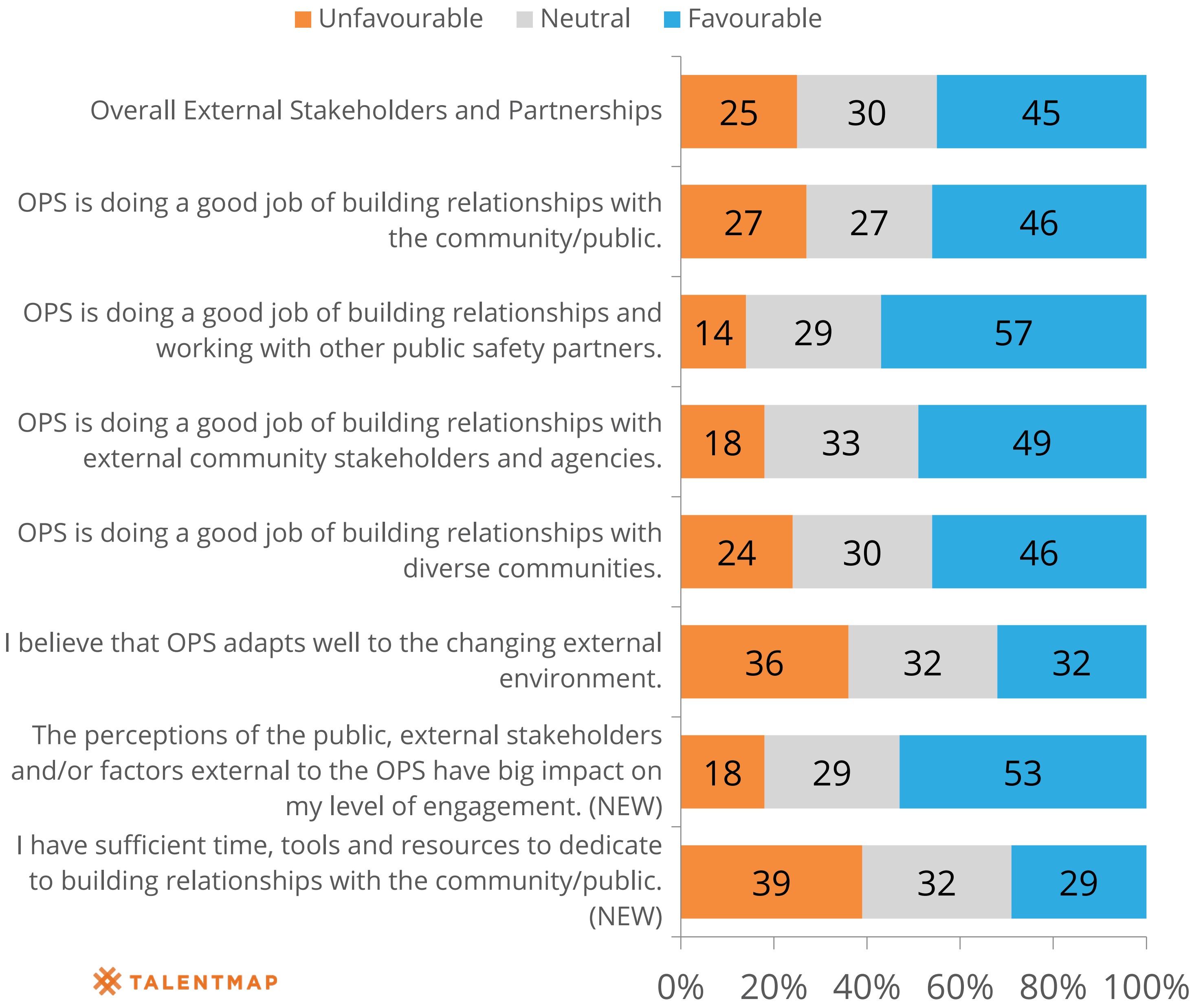
	Unfavourable	Neutral	Favourable	+/- OPS 2018	BM
Overall Teamwork (all questions included)	34	15	51	n/a	n/a
Overall Teamwork (mapped to 2018)	27	13	61	+1	n/a
There is a strong feeling of team spirit, support, and cooperation within my work unit.	22	11	67	-1	n/a
There is a strong feeling of team spirit, support, and cooperation across the organization.	64	20	16	0	-36
The people in my work unit are supportive and respectful of each other.	10	10	80	+2	n/a
The people in my work unit work well together to achieve shared goals.	11	10	79	+2	n/a
Teamwork is measured and rewarded within the OPS. (NEW)	64	22	14	n/a	n/a

Information and Communication



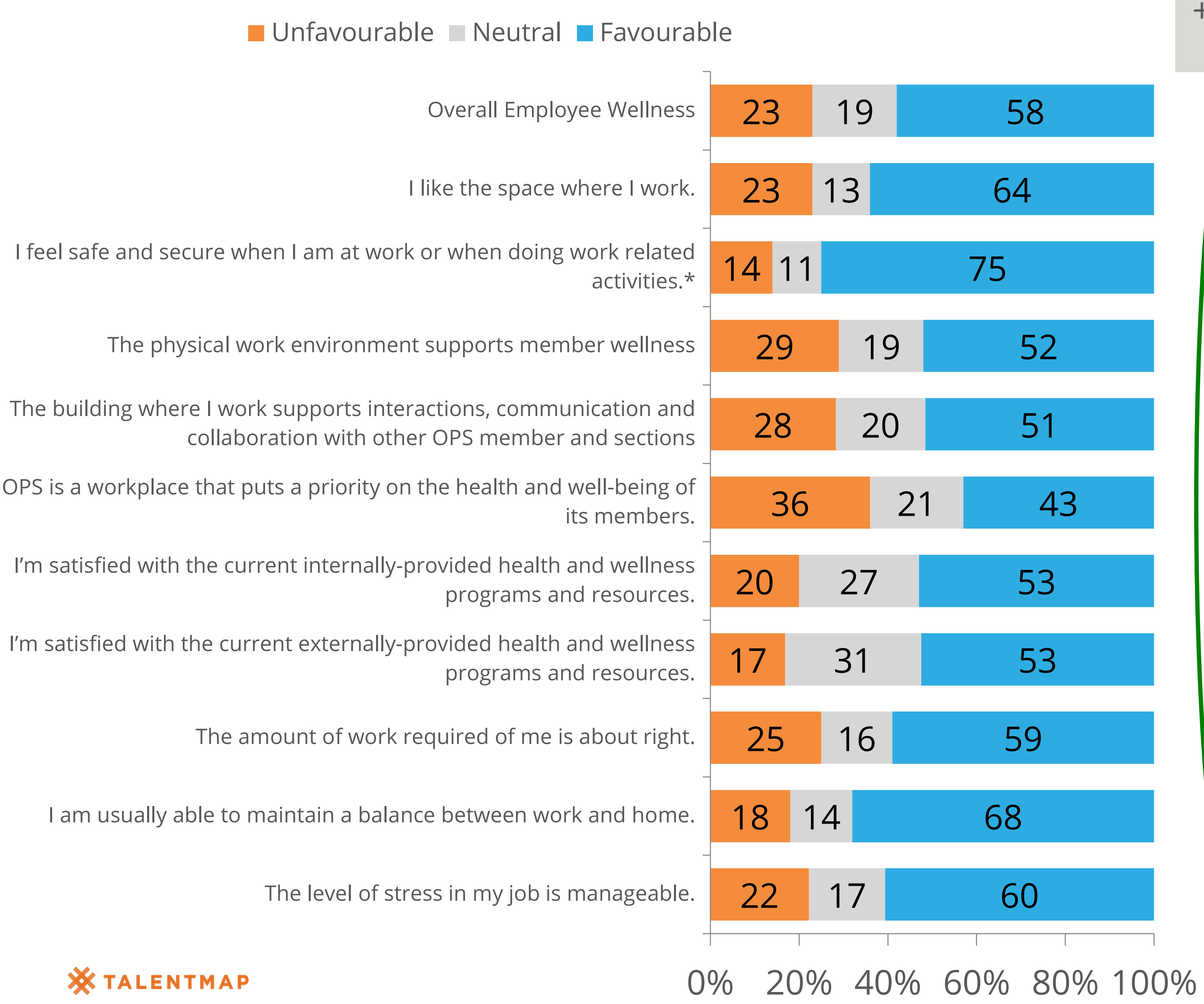
	Unfavourable	Neutral	Favourable	+/- OPS 2018	BM
Overall Information and Communication	47	24	29	0	n/a
In general, information in my organization is communicated well.	42	20	38	-1	-16
Information is widely shared so that everyone can get the required information when it's needed.	42	22	36	+1	-19
My organization has adequate procedures for sharing information.	37	24	39	+1	-18
Essential information flows well from the Chief and Executive to members.	40	29	31	+1	n/a
Essential information flows well from members up the Chain of Command.	45	27	27	-1	n/a
Essential information flows well across units of the organization.	49	26	25	+1	n/a
Senior Management understands the key issues that I deal with on a day-to-day basis.	66	19	15	-2	n/a
I understand the key issues that the Chief, Command and Senior Management deal with on a day-to-day basis.	56	25	19	0	n/a

External Stakeholders and Partnerships



	+/- OPS 2018	BM
Overall External Stakeholders and Partnerships	n/a	n/a
OPS is doing a good job of building relationships with the community/public.	-3	n/a
OPS is doing a good job of building relationships and working with other public safety partners.	+1	n/a
OPS is doing a good job of building relationships with external community stakeholders and agencies.	0	n/a
OPS is doing a good job of building relationships with diverse communities.	-4	n/a
I believe that OPS adapts well to the changing external environment.	-4	n/a
The perceptions of the public, external stakeholders and/or factors external to the OPS have big impact on my level of engagement. (NEW)	n/a	n/a
I have sufficient time, tools and resources to dedicate to building relationships with the community/public. (NEW)	n/a	n/a

Employee Wellness



	Unfavourable	Neutral	Favourable	+/- OPS 2018	BM
Overall Employee Wellness	23	19	58	+6	n/a
I like the space where I work.	23	13	64	+3	-9
I feel safe and secure when I am at work or when doing work related activities.*	14	11	75	+5	n/a
The physical work environment supports member wellness	29	19	52	+8	n/a
The building where I work supports interactions, communication and collaboration with other OPS member and sections	28	20	51	+7	n/a
OPS is a workplace that puts a priority on the health and well-being of its members.	36	21	43	+8	n/a
I'm satisfied with the current internally-provided health and wellness programs and resources.	20	27	53	+7	n/a
I'm satisfied with the current externally-provided health and wellness programs and resources.	17	31	53	+6	n/a
The amount of work required of me is about right.	25	16	59	+7	-3
I am usually able to maintain a balance between work and home.	18	14	68	+6	-1
The level of stress in my job is manageable.	22	17	60	+1	+9

* Question was modified from the 2018 survey

Overall Results by Role and Rank

Heatmap

Lower Same Higher

OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA
A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire

	Difference Between Civilian/Sworn and OPS Overall		
	OPS Overall	Civilian Member	Sworn Member
Response Count	**1089**	**341**	**744**
Professional Growth	50	+3	-2
Workforce Management	13	+6	-3
Perf. Management	38	+5	-2
Access to Resources	64	0	0
Employee Wellness	58	+1	-1
Info. and Communication	29	+3	-2
Teamwork	51	-4	+3
Immediate Supervisor	76	-5	+2
Middle Mgmt. Group	63	-11	+4
Senior Officers	29	+6	-3
Executive Command	25	+7	-3
Organizational Performance	19	+3	-1
Ethical Behaviour	57	-4	+2
Respectful Workplace	64	-2	+1
External Stake./ Partnerships	45	+2	-1
Engagement	43	+10	-4

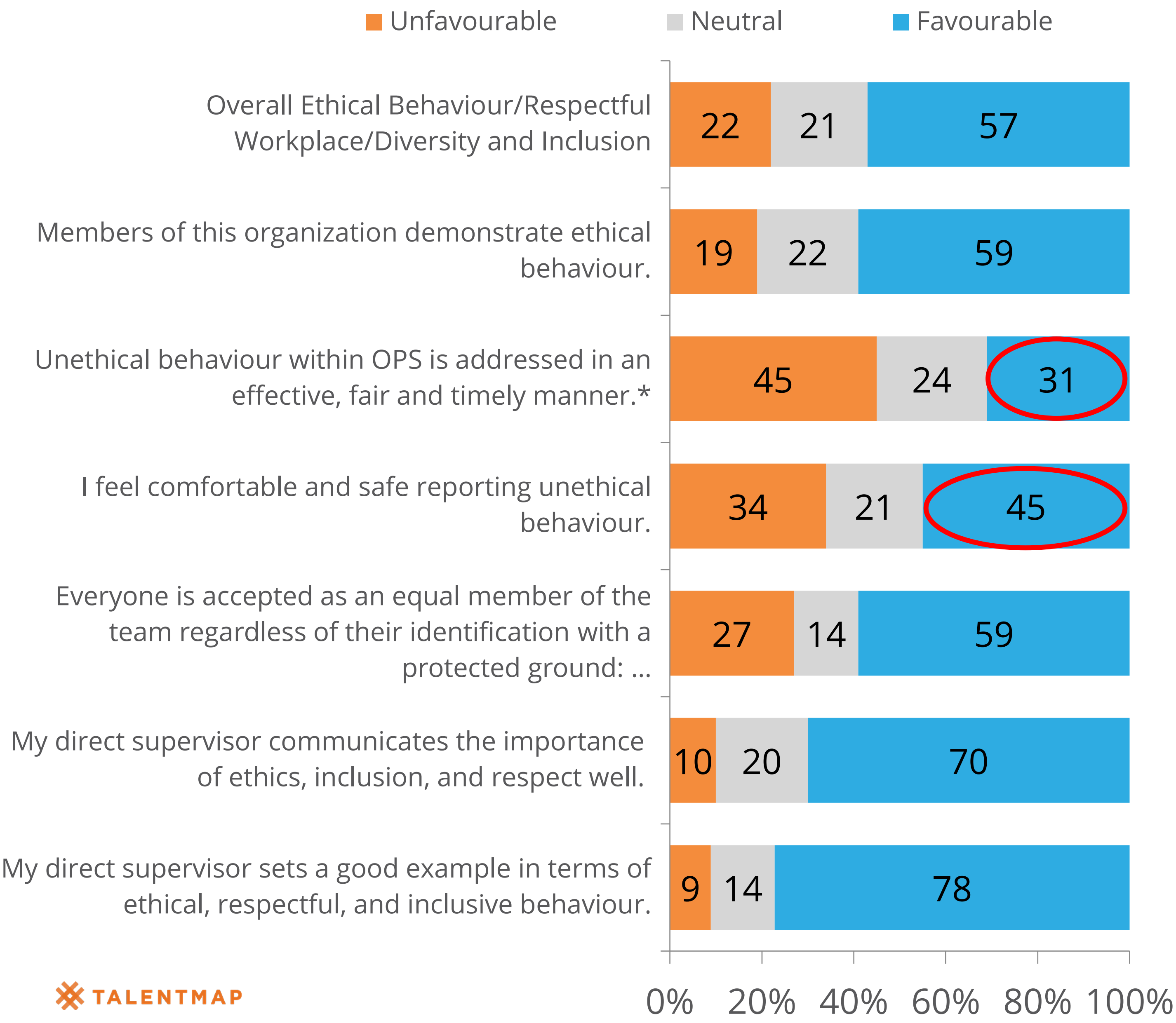
Heatmap

Lower 🟧 Same ⬜ Higher 🟦

	Difference Between Role and OPS Overall												
	Ottawa Police Service Overall	Civilian: Pay Group 1-4	Civilian: Communications Centre Clerk	Civilian: Pay Group 5-11	Civilian: Supervisor	Manager	Civilian Senior Officer	Sworn: Special Constable	Sworn: Constable	Sworn: Sergeant	Sworn: Staff Sergeant	Sworn: Senior Officer	Executive Command
Response Count	**1089**	**105**	**32**	**114**	**37**	**20**	**6**	**21**	**532**	**146**	**44**	**23**	**5**
Professional Growth	50	-2	+9	+5	+4	+14	-3	-11	-4	+3	+2	+19	+36
Workforce Management	13	-1	0	+11	+6	+5	+24	-7	-5	-4	+3	+23	+43
Perf. Management	38	+4	+13	+6	+1	+2	-9	+3	-4	+1	+1	0	+35
Access to Resources	64	+5	+14	-7	-1	+3	-24	-3	-1	+6	+1	+3	+28
Employee Wellness	58	-2	+1	+3	-5	+8	-15	-2	-2	0	+6	+20	+30
Info. and Communication	29	+6	+14	0	-4	-4	-16	+11	-4	0	+6	+16	+34
Teamwork	51	-7	-9	-2	-7	+1	+1	+4	+1	+3	+9	+14	-7
Immediate Supervisor	76	-3	-7	-9	-11	+1	+12	+5	+2	+1	+7	-1	+18
Middle Mgmt. Group	63	-24	-3	-9	-14	0	+1	+9	+3	+6	+16	+9	+5
Senior Officers	29	+2	+4	+5	+6	+14	+17	+20	-6	0	+2	+33	+19
Executive Command	25	+2	+1	+10	+2	+17	+21	+4	-6	-1	+7	+22	+41
Organizational Performance	19	+2	+6	+4	-2	+5	+8	+4	-3	+1	+2	+22	+23
Ethical Behaviour	57	-4	-11	-6	-7	0	+10	+3	0	+6	+3	+5	+23
Respectful Workplace	64	-4	+6	-3	-5	-3	-4	-5	-2	+8	+5	0	+16
External Stake./ Partnerships	45	+3	-4	0	+2	+6	+31	-7	-4	+1	+6	+31	+46
Engagement	43	+6	+16	+10	+10	+25	-6	+15	-6	-5	-2	+25	+44

Overall Ethical Behaviour, Respectful Workplace & Diversity/Inclusion Results

Ethical Behaviour/Respectful Workplace/Diversity and Inclusion

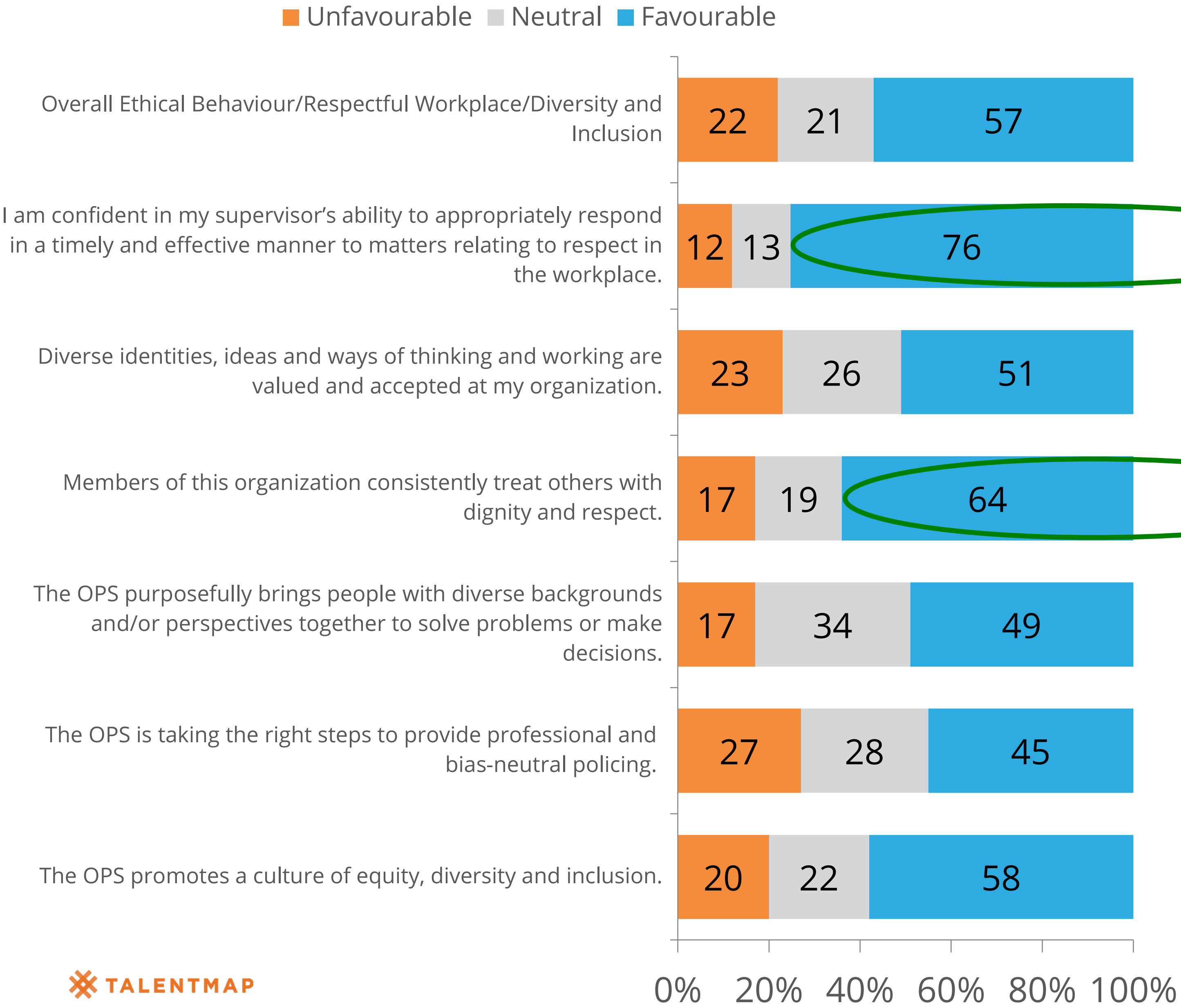


	+/- OPS 2018	BM
Overall Ethical Behaviour/Respectful Workplace/Diversity and Inclusion	+1	n/a
Members of this organization demonstrate ethical behaviour.	-1	n/a
Unethical behaviour within OPS is addressed in an effective, fair and timely manner.*	-10	n/a
I feel comfortable and safe reporting unethical behaviour.	-1	-37
Everyone is accepted as an equal member of the team regardless of their identification with a protected ground: ...	0	n/a
My direct supervisor communicates the importance of ethics, inclusion, and respect well.	+3	n/a
My direct supervisor sets a good example in terms of ethical, respectful, and inclusive behaviour.	+1	n/a

TALENTMAP

* Item wording was modified from the 2018 survey

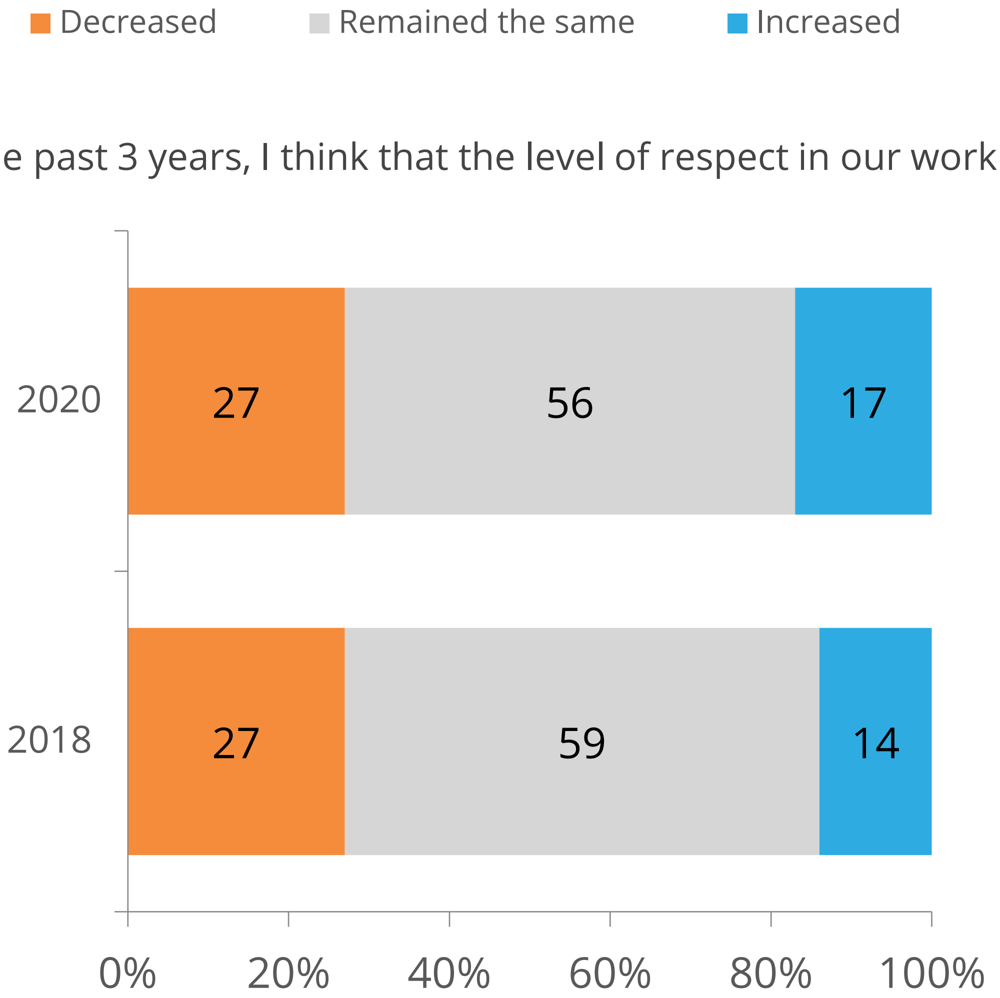
Ethical Behaviour/Respectful Workplace/Diversity and Inclusion (continued)



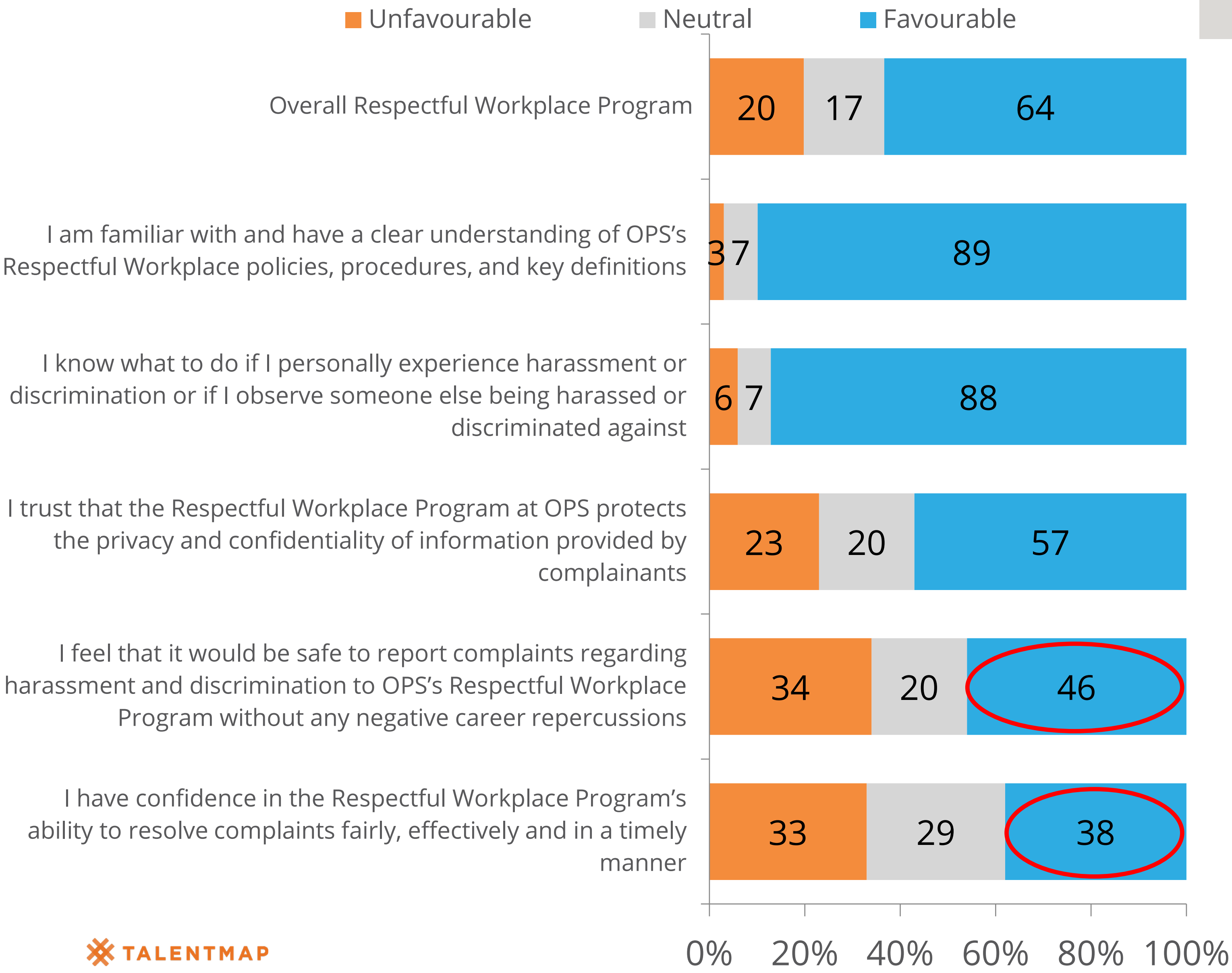
	+/- OPS 2018	BM
Overall Ethical Behaviour/Respectful Workplace/Diversity and Inclusion	+1	n/a
I am confident in my supervisor's ability to appropriately respond in a timely and effective manner to matters relating to respect in the workplace.	+3	n/a
Diverse identities, ideas and ways of thinking and working are valued and accepted at my organization.	0	-16
Members of this organization consistently treat others with dignity and respect.	+10	n/a
The OPS purposefully brings people with diverse backgrounds and/or perspectives together to solve problems or make decisions.	+3	n/a
The OPS is taking the right steps to provide professional and bias-neutral policing.	0	n/a
The OPS promotes a culture of equity, diversity and inclusion.	+4	n/a

Ethical Behaviour/Respectful Workplace/ Diversity and Inclusion

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



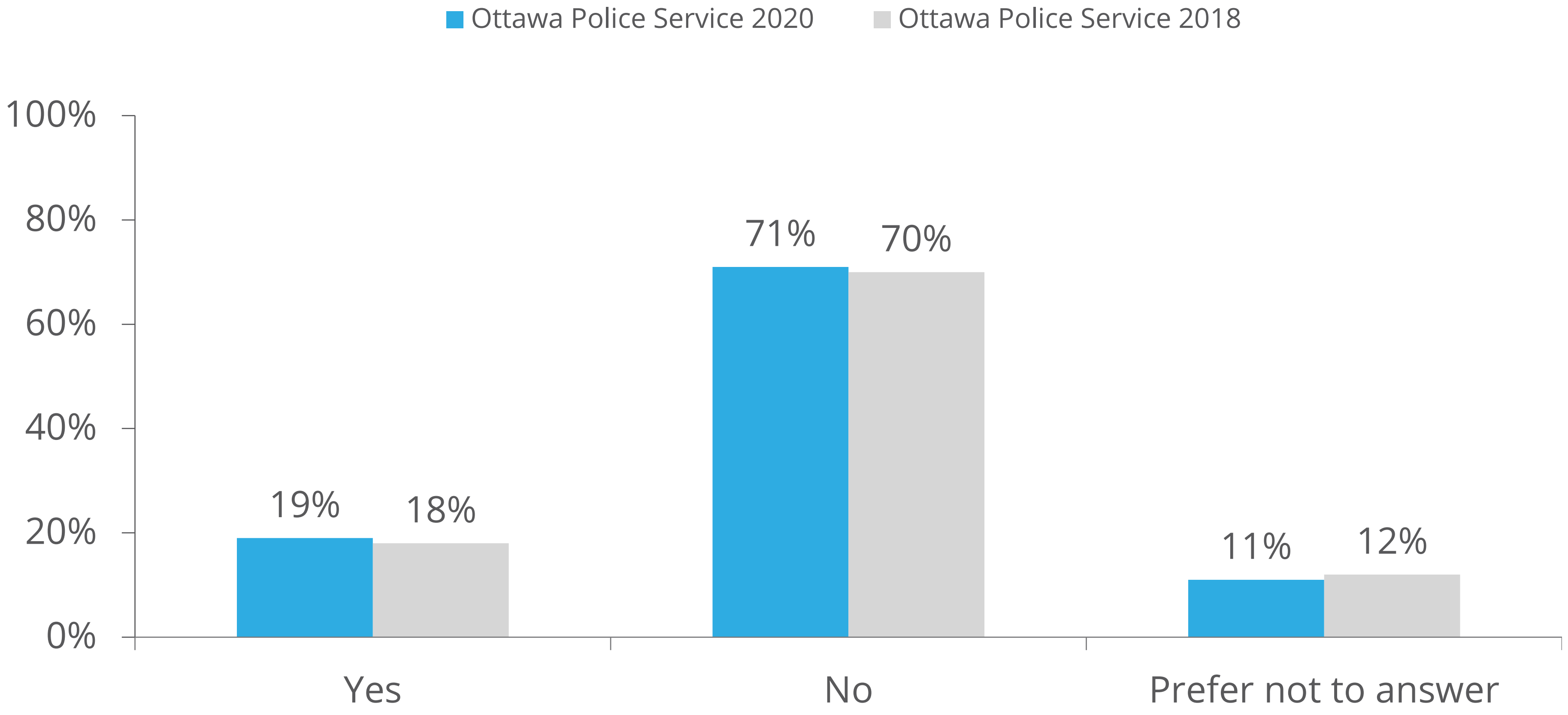
Respectful Workplace Program (NEW)



+/- OPS 2018	BM
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a
n/a	n/a

Harassment

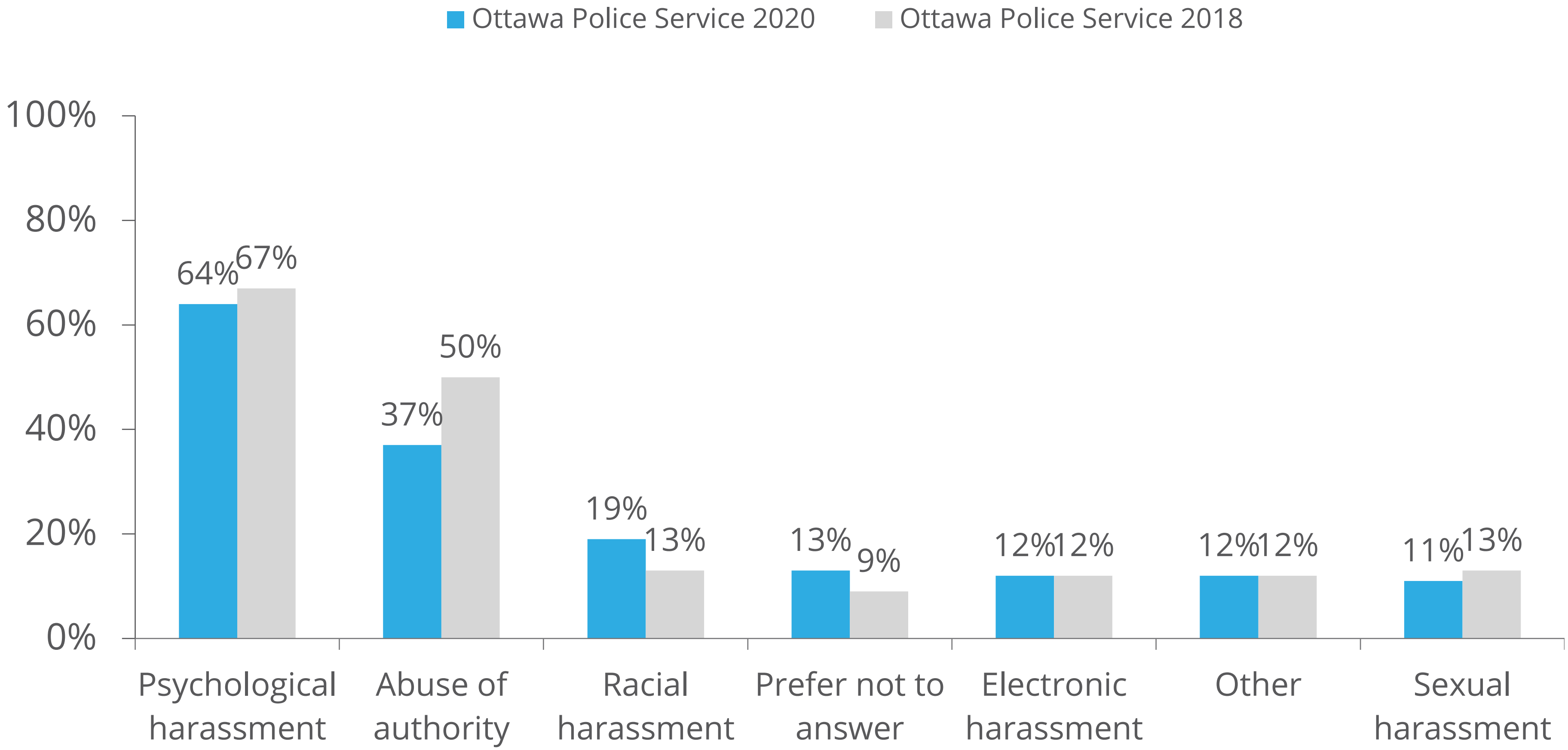
Have you personally experienced workplace harassment in the last 12 months at OPS?



Harassment

Please indicate **the type(s) of harassment you experienced at OPS in the last 12 months** (please select all that apply).

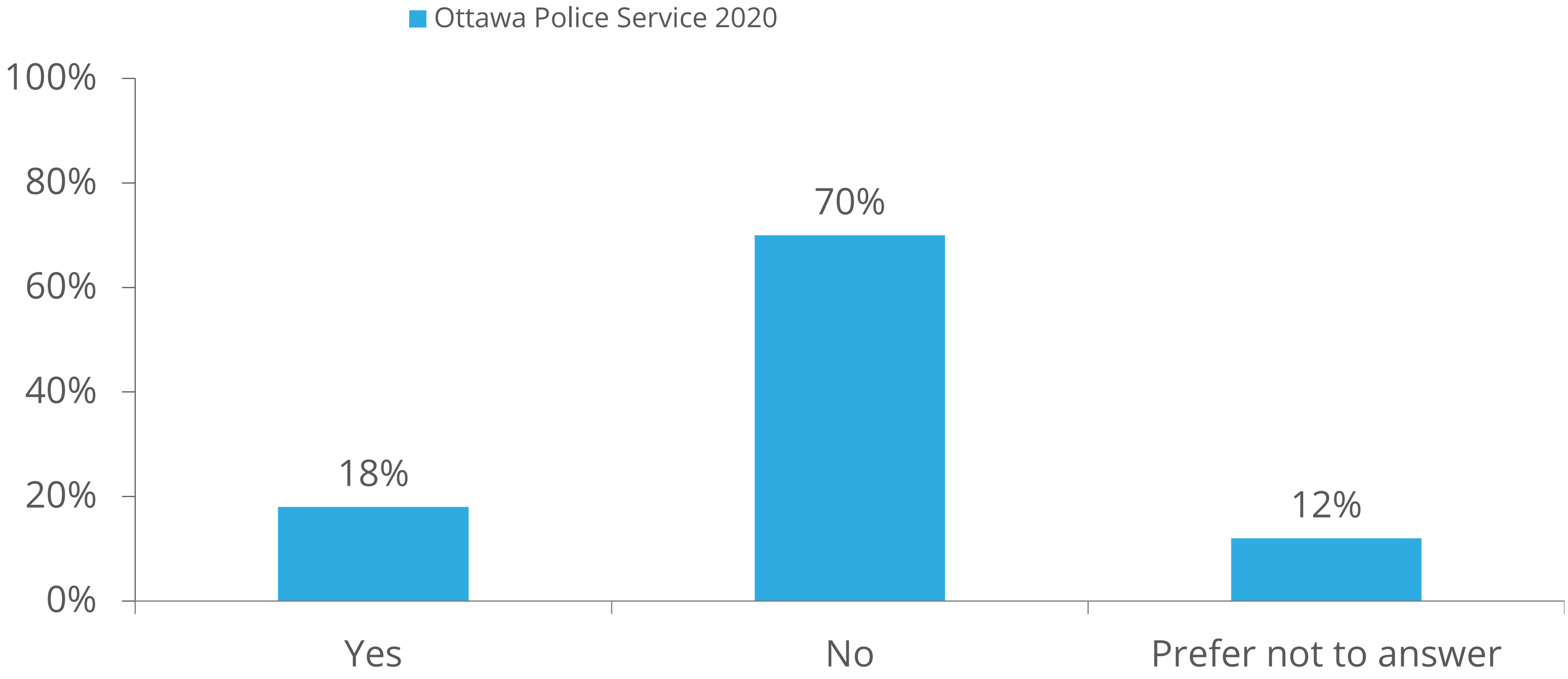
203 respondents selected a theme for this comment



	Ottawa Police Service 2020	Ottawa Police Service 2018
Psychological harassment	64%	67%
Abuse of authority	37%	50%
Racial harassment	19%	13%
Prefer not to answer	13%	9%
Electronic harassment	12%	12%
Other	12%	12%
Sexual harassment	11%	13%

Harassment

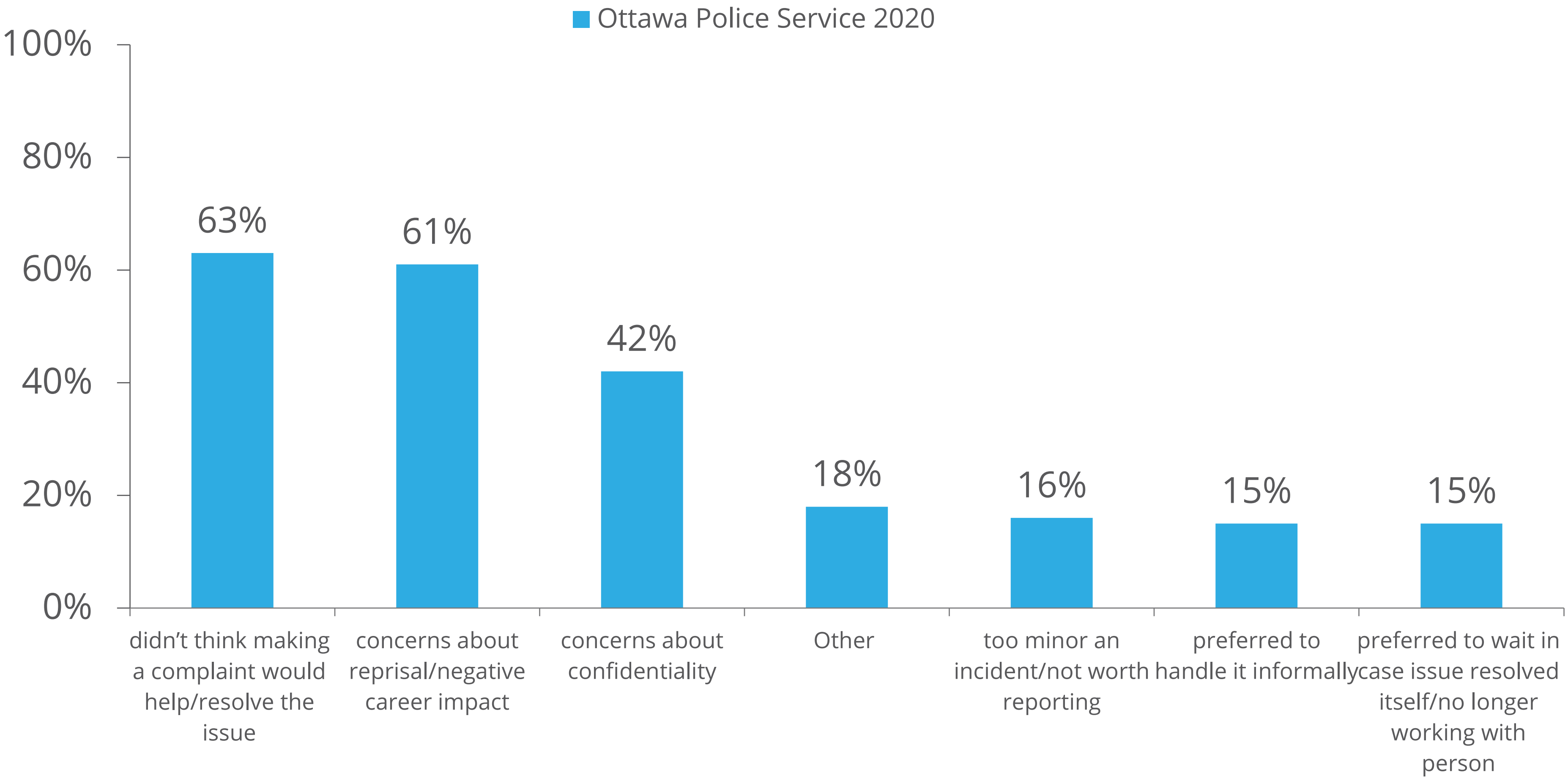
Please indicate **whether or not you submitted an official report, either internally within OPS** (e.g. to a Supervisor, to the Respectful Workplace Program, or to another OPS section such as Health Safety and Lifestyles or Professional Standards) **or externally** (e.g. OPA, Tribunal etc.).



Harassment

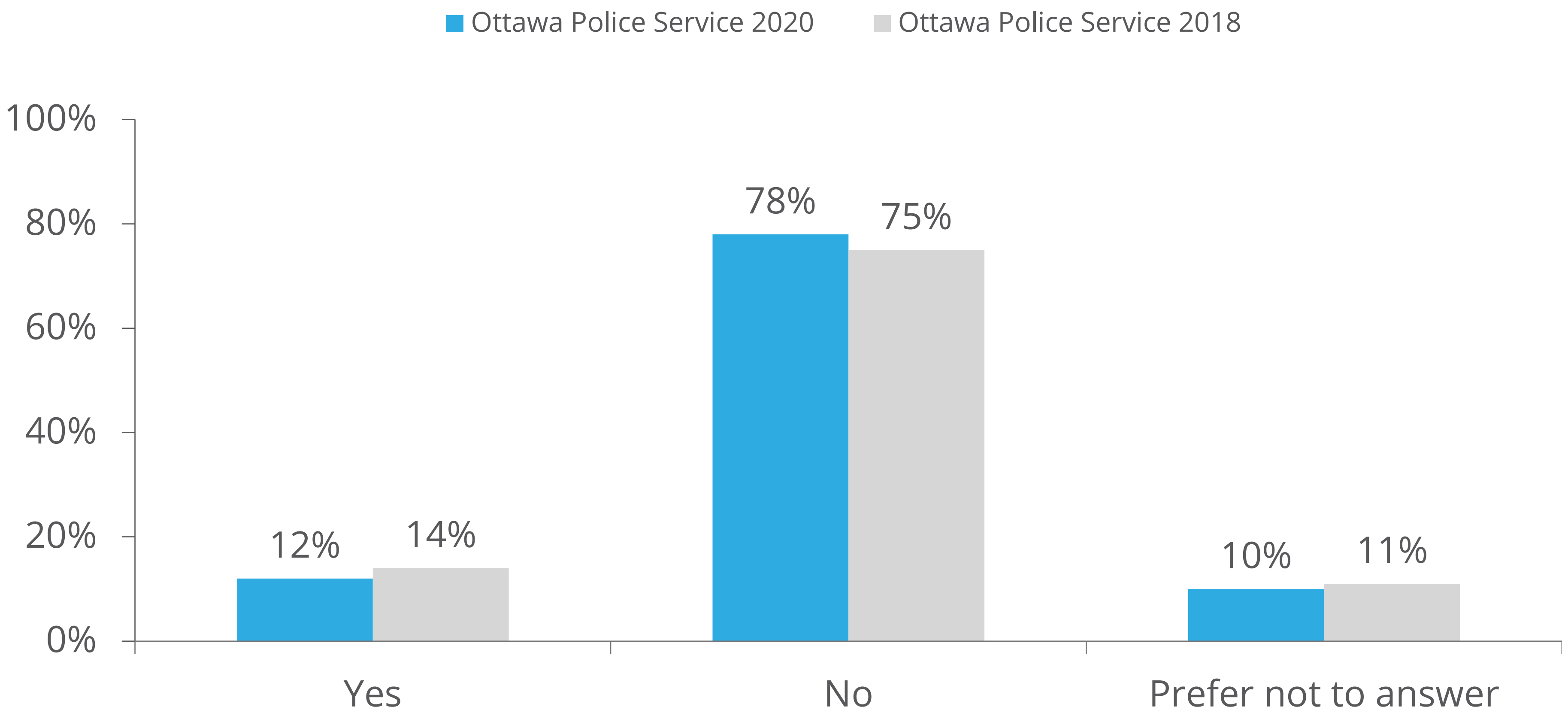
If you didn’t **submit an official report, either internally within OPS or externally** please indicate why.

142 respondents selected a theme for this comment



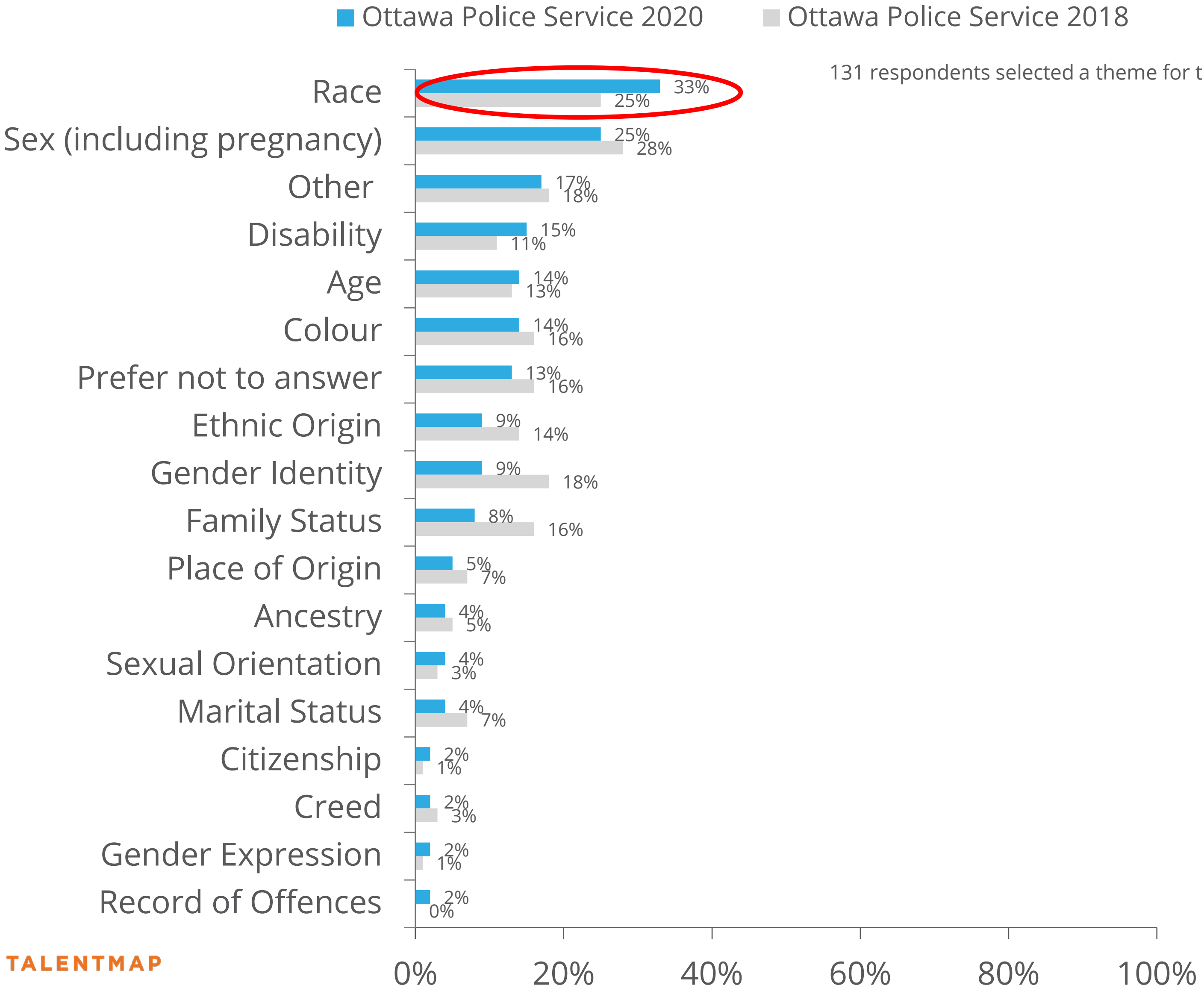
Discrimination

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



Discrimination

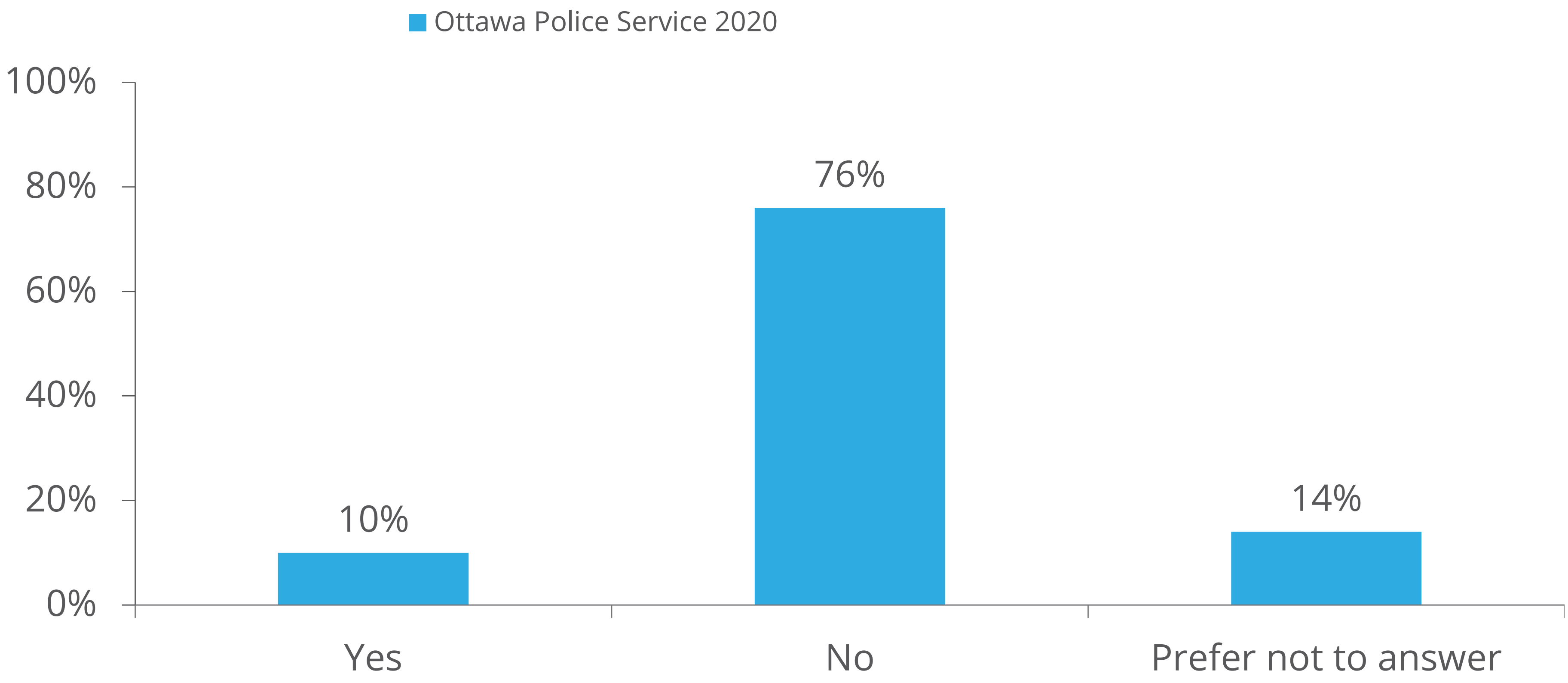
Please indicate **the type(s) of discrimination you experienced at OPS in the last 12 months** (please select all that apply).



131 respondents selected a theme for this comment

Discrimination

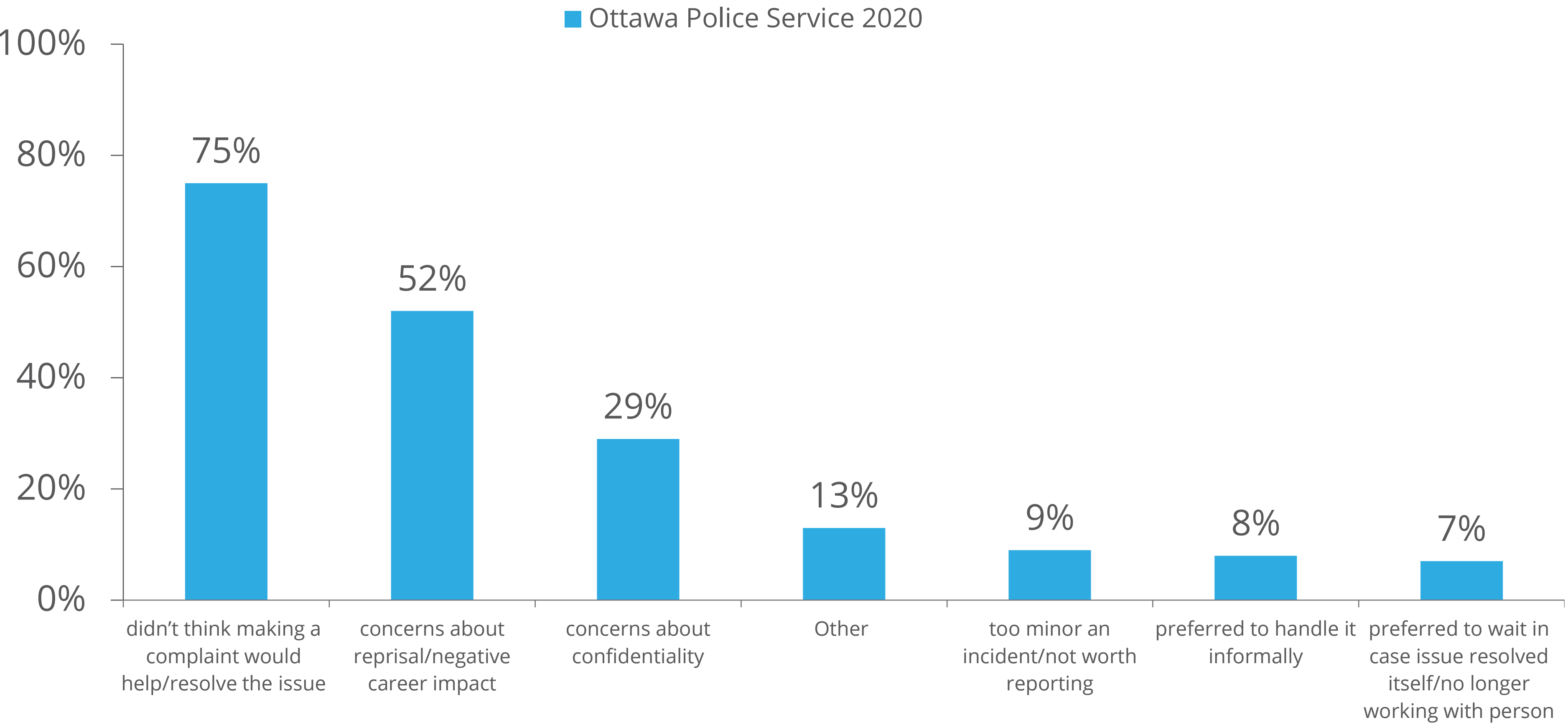
Please indicate **whether or not you submitted an official report, either internally within OPS** (e.g. to a Supervisor, to the Respectful Workplace Program, or to another OPS section such as Health Safety and Lifestyles or Professional Standards) **or externally** (e.g. OPA, Tribunal etc.).



Discrimination

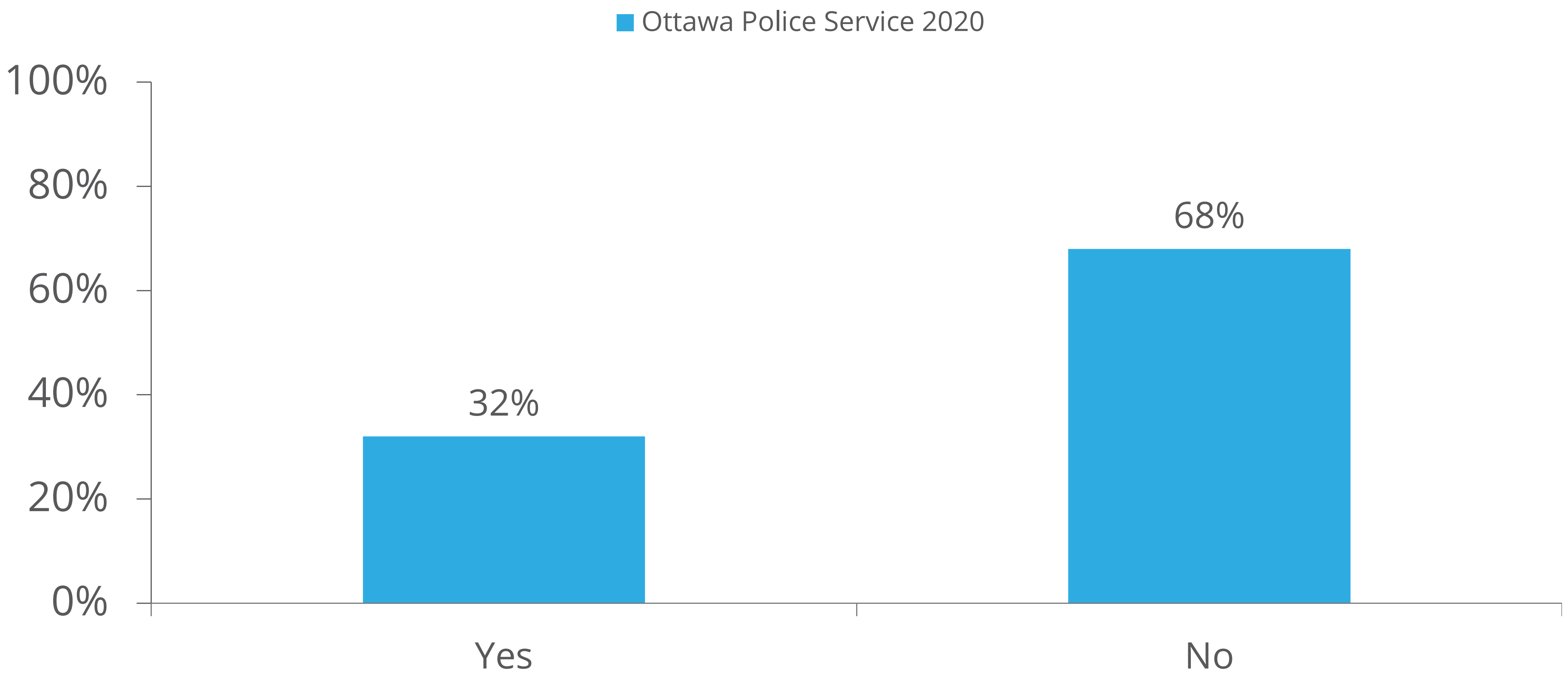
If you didn't **submit an official report, either internally within OPS or externally** please indicate why.

99 respondents selected a theme for this comment



Witnessed

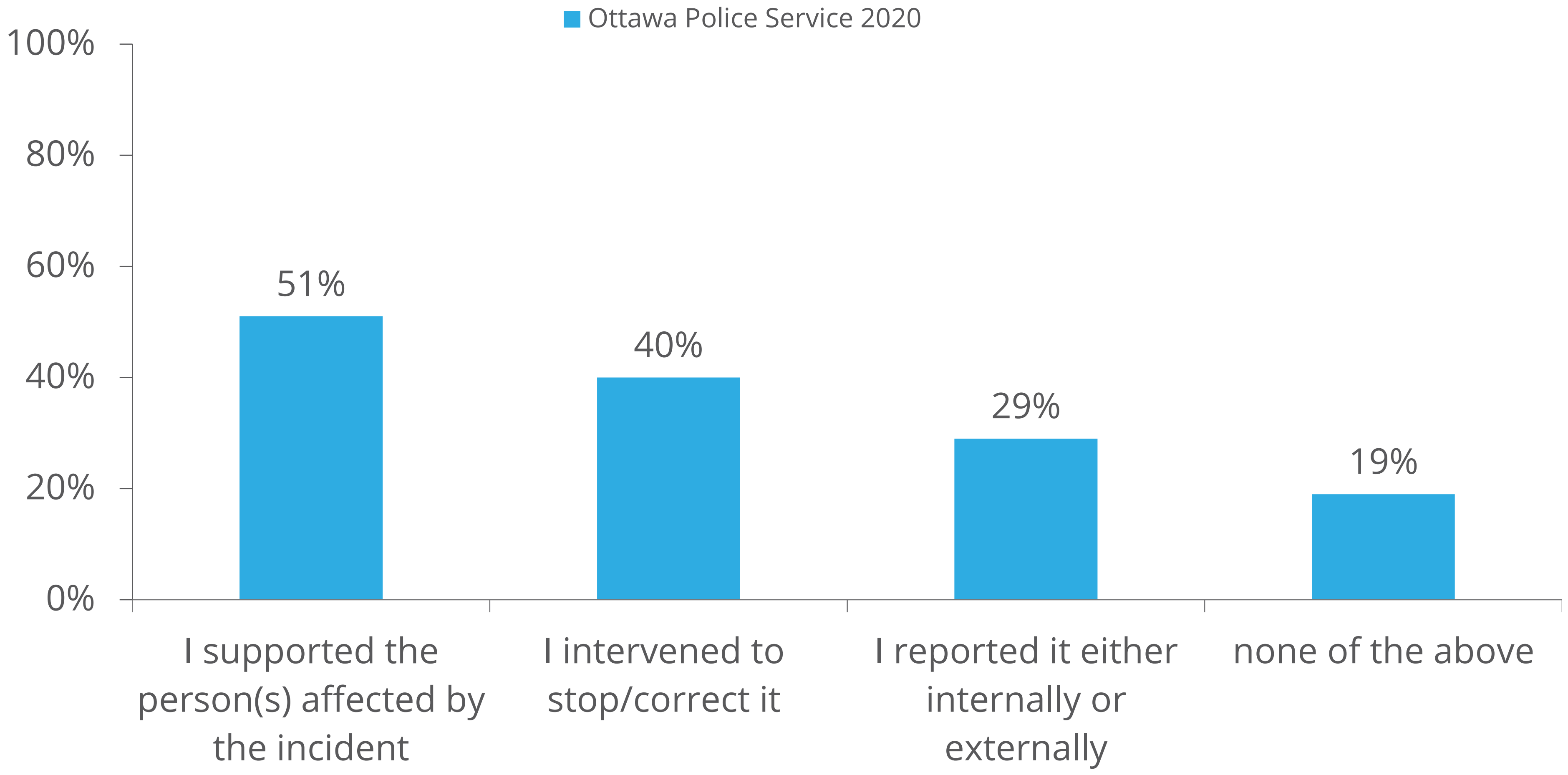
Have you **personally witnessed an incident involving inappropriate and/or unethical workplace conduct/behaviour?**



Witnessed

Please indicate what actions did you take

353 respondents selected a theme for this comment



Overall Demographic Results

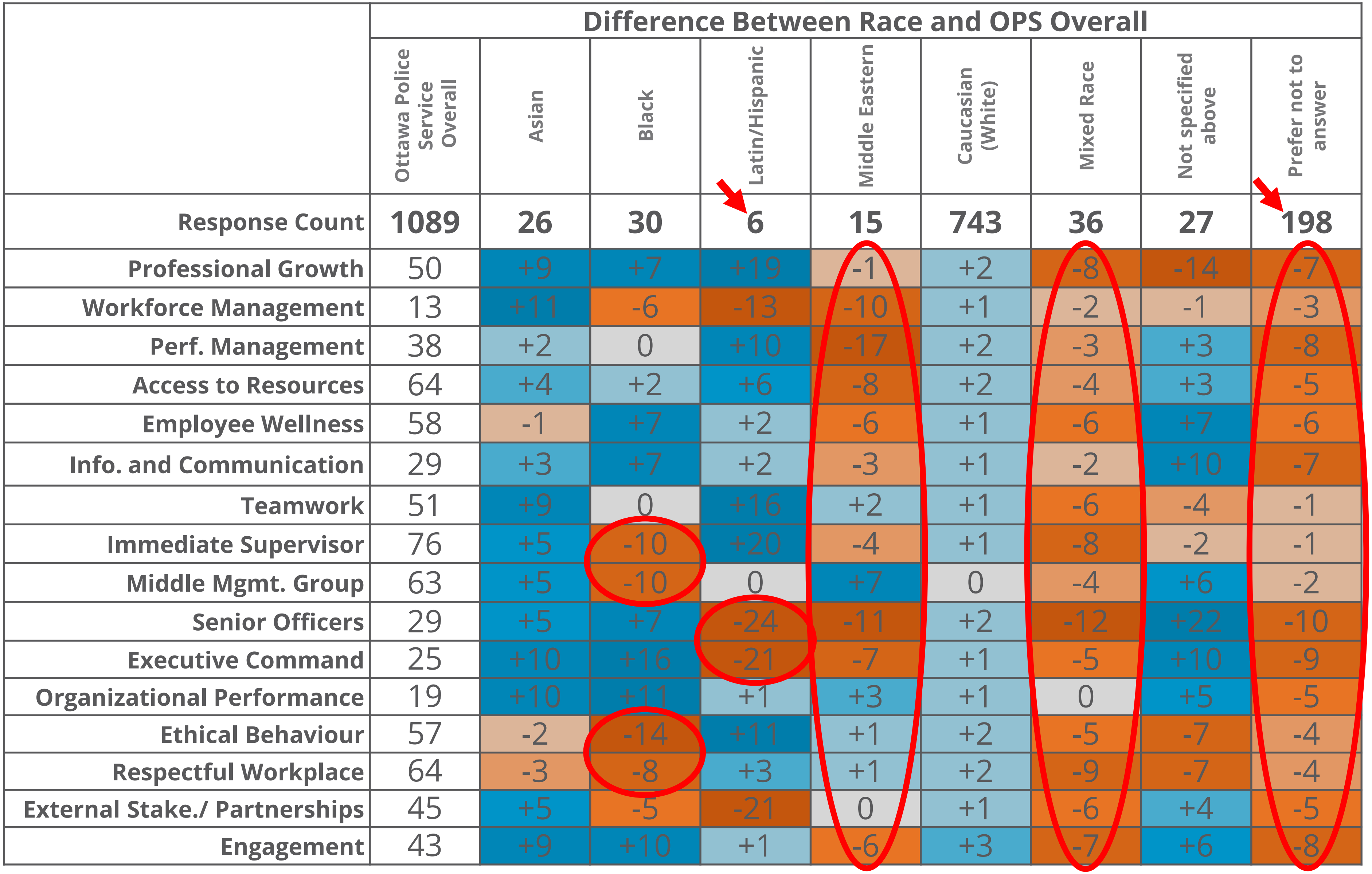
Heatmap

Lower Same Higher

	Difference Between Gender and OPS Overall			
	Ottawa Police Service Overall	**Female**	**Male**	**Prefer not to answer**
Response Count	**1089**	**311**	**624**	**142**
Professional Growth	50	+4	+1	-12
Workforce Management	13	+1	+1	-5
Perf. Management	38	+3	+1	-11
Access to Resources	64	0	+3	-9
Employee Wellness	58	-1	+3	-9
Info. and Communication	29	+1	+1	-10
Teamwork	51	-1	+2	-4
Immediate Supervisor	76	-4	+2	-1
Middle Mgmt. Group	63	-3	+2	-5
Senior Officers	29	+4	0	-10
Executive Command	25	+1	+2	-11
Organizational Performance	19	+2	+2	-8
Ethical Behaviour	57	-3	+3	-7
Respectful Workplace	64	-1	+2	-6
External Stake./ Partnerships	45	+3	0	-6
Engagement	43	+6	+1	-13

Heatmap

Lower Same Higher



	Difference Between Race and OPS Overall								
	Ottawa Police Service Overall	Asian	Black	Latin/Hispanic	Middle Eastern	Caucasian (White)	Mixed Race	Not specified above	Prefer not to answer
Response Count	**1089**	**26**	**30**	**6**	**15**	**743**	**36**	**27**	**198**
Professional Growth	50	+9	+7	+19	-1	+2	-8	-14	-7
Workforce Management	13	+11	-6	-13	-10	+1	-2	-1	-3
Perf. Management	38	+2	0	+10	-17	+2	-3	+3	-8
Access to Resources	64	+4	+2	+6	-8	+2	-4	+3	-5
Employee Wellness	58	-1	+7	+2	-6	+1	-6	+7	-6
Info. and Communication	29	+3	+7	+2	-3	+1	-2	+10	-7
Teamwork	51	+9	0	+16	+2	+1	-6	-4	-1
Immediate Supervisor	76	+5	-10	+20	-4	+1	-8	-2	-1
Middle Mgmt. Group	63	+5	-10	0	+7	0	-4	+6	-2
Senior Officers	29	+5	+7	-24	-11	+2	-12	+22	-10
Executive Command	25	+10	+16	-21	-7	+1	-5	+10	-9
Organizational Performance	19	+10	+11	+1	+3	+1	0	+5	-5
Ethical Behaviour	57	-2	-14	+11	+1	+2	-5	-7	-4
Respectful Workplace	64	-3	-8	+3	+1	+2	-9	-7	-4
External Stake./ Partnerships	45	+5	-5	-21	0	+1	-6	+4	-5
Engagement	43	+9	+10	+1	-6	+3	-7	+6	-8

TALENTMAP

*Israeli is not shown as the count was below 5

Heatmap

Lower Same Higher

		Difference Between Age and OPS Overall					
	Ottawa Police Service Overall	Under 25	25-34	35-44	45-54	55-64	65+
Response Count	**1089**	**9**	**162**	**347**	**447**	**110**	**10**
Professional Growth	50	+15	+6	-4	0	+3	+17
Workforce Management	13	+19	+3	-1	-1	-1	+10
Perf. Management	38	+26	+6	0	-2	-6	+15
Access to Resources	64	+16	+4	-1	-1	+1	+16
Employee Wellness	58	+10	+5	-2	-2	+2	+1
Info. and Communication	29	+20	+5	-3	-1	+3	+7
Teamwork	51	+25	+3	+1	-1	-1	-19
Immediate Supervisor	76	+16	+3	+2	-2	-6	+11
Middle Mgmt. Group	63	+33	+3	+2	-2	-13	+20
Senior Officers	29	-15	+2	-2	-1	+3	+27
Executive Command	25	+1	+1	-1	-1	+2	+19
Organizational Performance	19	+21	+5	-1	-1	+3	+2
Ethical Behaviour	57	+18	+6	+2	-4	-2	+6
Respectful Workplace	64	+15	+4	-1	-2	-1	+12
External Stake./ Partnerships	45	+12	+3	-3	0	+1	+19
Engagement	43	+19	+12	-3	-3	+4	+13

Heatmap

Lower Same Higher

	Difference Between Length of Service and OPS Overall						
	Ottawa Police Service Overall	Less than 5 years	5 to 9 years	10 to 14 years	15 to 19 years	20 to 24 years	25 years or more
Response Count	**1089**	**162**	**104**	**224**	**247**	**190**	**158**
Professional Growth	50	+11	-6	-3	-4	+3	0
Workforce Management	13	+11	0	-2	-2	-2	-1
Perf. Management	38	+11	0	+1	-2	-6	-2
Access to Resources	64	+8	-4	+2	-4	-1	+1
Employee Wellness	58	+10	+1	-2	-6	0	0
Info. and Communication	29	+12	-1	-5	-4	0	+1
Teamwork	51	+10	-4	-2	-1	0	0
Immediate Supervisor	76	+6	-6	-1	0	-1	-2
Middle Mgmt. Group	63	+9	-4	-3	-1	+3	-7
Senior Officers	29	+9	-2	-3	0	-4	0
Executive Command	25	+11	0	-2	-3	-5	0
Organizational Performance	19	+13	+1	-4	-3	-4	+2
Ethical Behaviour	57	+12	-2	-1	-4	+3	-7
Respectful Workplace	64	+5	+1	-3	-3	+4	-5
External Stake./ Partnerships	45	+8	-2	-4	-5	+1	+3
Engagement	43	+22	+5	-3	-6	-3	-4

Heatmap

Lower Same Higher

OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA
A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire

Do you consider yourself to be of Indigenous or Aboriginal Ancestry?	Difference Between Indigenous and OPS Overall		
	Ottawa Police Service Overall	**Yes**	**No**
Response Count	**1089**	**96**	**987**
Professional Growth	50	-8	+1
Workforce Management	13	-3	0
Perf. Management	38	-6	+1
Access to Resources	64	-2	0
Employee Wellness	58	-6	0
Info. and Communication	29	-3	0
Teamwork	51	-4	+1
Immediate Supervisor	76	+1	0
Middle Mgmt. Group	63	-2	0
Senior Officers	29	-4	0
Executive Command	25	-5	0
Organizational Performance	19	-5	+1
Ethical Behaviour	57	-4	0
Respectful Workplace	64	-8	0
External Stake./ Partnerships	45	-5	0
Engagement	43	-5	+1

Heatmap

Lower Same Higher

Do you identify as living with a disability?	Ottawa Police Service Overall	Difference Between Disability and OPS Overall		
		Yes	No	Prefer not to answer
Response Count	**1089**	**108**	**864**	**111**
Professional Growth	50	-14	+3	-9
Workforce Management	13	-3	+1	-6
Perf. Management	38	-6	+2	-12
Access to Resources	64	-8	+2	-5
Employee Wellness	58	-13	+3	-10
Info. and Communication	29	-3	+1	-7
Teamwork	51	-6	+2	-5
Immediate Supervisor	76	-5	+1	-1
Middle Mgmt. Group	63	-12	+1	-3
Senior Officers	29	-3	+1	-10
Executive Command	25	-1	+1	-9
Organizational Performance	19	+1	+1	-8
Ethical Behaviour	57	-6	+1	-6
Respectful Workplace	64	-9	+1	-5
External Stake./ Partnerships	45	-2	+1	-11
Engagement	43	-11	+3	-12

Heatmap

Lower Same Higher

		Difference Between Sexual Orientation and OPS Overall						
	Ottawa Police Service Overall	Asexual	Bisexual	Gay	Heterosexual	Lesbian	Queer	Prefer not to answer
Response Count	**1089**	**38**	**16**	**10**	**806**	**9**	**5**	**191**
Professional Growth	50	+6	-3	+8	+2	-6	-13	-9
Workforce Management	13	+6	-7	+8	+1	-10	+4	-3
Perf. Management	38	+1	-8	+26	+2	-8	+3	-9
Access to Resources	64	+4	-2	+12	+2	-1	-4	-6
Employee Wellness	58	0	-15	+6	+2	-18	+3	-8
Info. and Communication	29	+7	-9	+8	+2	-3	-14	-9
Teamwork	51	+1	+10	+9	+1	-18	+13	-3
Immediate Supervisor	76	+1	+9	+17	0	-8	+4	-1
Middle Mgmt. Group	63	-3	+11	+13	+1	-13	-10	-5
Senior Officers	29	-1	-3	-12	+2	-10	-9	-9
Executive Command	25	+6	-4	+10	+2	-8	-4	-10
Organizational Performance	19	+3	-4	-2	+2	+1	+17	-7
Ethical Behaviour	57	+4	0	+2	+1	-10	0	-5
Respectful Workplace	64	+7	-9	+1	+1	-15	+12	-7
External Stake./ Partnerships	45	+1	-19	-7	+1	-4	+23	-5
Engagement	43	+5	0	+14	+2	-12	0	-10

*Other, Pansexual, Questioning, and Two-Spirit are not shown as their counts were below 5

Summary of Key Insights

Summary of Key Insights

Survey Response and Context

- 56% participation is substantially below most large organizations (-10 from benchmark) and represents continuing decline from 72% achieved in 2015. However, it is at a respectable level and should raise no concerns about reliability or validity of results.
- Survey was conducted during broader context of recent social protests, COVID-19 pandemic, tension with OPA and period of transition for policing sector.

Engagement

- Overall engagement is 43%, which is markedly below benchmark (-27) and represents a 5-point decline since 2018.
- Top three key drivers of engagement are Professional Growth at 50% favourable (+2 from 2018; -21 from benchmark), Organizational Performance at 19% (+4 from 2018; no benchmark) and Executive Command at 25% (+4 since 2018; no benchmark).
- Decline in overall engagement appears largely due to decline in employee pride in telling people about being a member of OPS (-11), likelihood of recommending OPS as an employer (-6) and optimism about the future of the organization (-5). Impact of growing anti-law enforcement movement, critical media, etc., appear to have overshadowed impact that improvements in internal dynamics and key drivers would normally have on these specific engagement items.

Historical Shifts and Comparisons to Benchmark

- 11 of the 15 dimensions for which we have historical comparisons are at or above 2018 scores, although all 11 are single digit increases (i.e., less than 10%).
- Only 4 dimensions declined since 2018: Teamwork (-9), Engagement (-5), External Stakeholders/Partnerships (-3) and Workforce Management (-1).
- Immediate Supervisor is most favourable dimension at 76%, representing 3% increase from 2018 and +4 above benchmark.
- Although overall results show clear progress since 2018, 6 of the 7 dimensions for which we have a benchmark comparison are substantially lower than the benchmark: Senior Officers (-31), Engagement (-27), Information and Communication (-26), Performance Management (-24), Professional Growth (-21) and Teamwork (-11).
- Considering benchmark comparisons and key driver strength, greatest opportunities for improvement are Organizational Performance, Executive Command, Senior Officers and Workforce Management.
- Considering benchmark comparisons and key driver strength, greatest opportunities to leverage and expand are Professional Growth, Employee Wellness and External Stakeholders/Partnerships.

Summary of Key Insights (continued)

Rank and Role

- Constables have the least favourable views compared to other ranks.
- Civilian members are generally more favourable than sworn members. However, civilian members are less favourable about Teamwork, Immediate Supervisor, Middle Management, Ethical Behaviour and Respectful Workplace. They are more favourable about Senior Officers and Executive Command.

Gender and Sexual Orientation

- Female members are somewhat less favourable than male members, particularly in the perceptions of the Immediate Supervisor, Middle Management and Ethical Behaviour. A very unusually high percentage (13%) of those who responded to the gender question chose the "prefer not to answer" option.
- A high percentage (18%) of those who responded to the sexual orientation question chose the "prefer not to answer" option. A very small percentage chose any of the non-heterosexual responses. Nevertheless, lesbian members (n=9) and bisexual members (n=16) are less favourable than their other colleagues.

Race, Ethnicity and Indigenous Status

- Mixed Race and Middle Eastern members are generally less favourable than other race groups. Black employees are less favourable about their Immediate Supervisor and Middle Management but more favourable about Executive Command. An unusually high percentage (18%) of those who responded to the race question chose the "prefer not to answer" option.
- In general, Indigenous members are less favourable than their non-Indegenous colleagues.

Age and Length of Service

- Younger and older members are more favourable than their middle-aged colleagues.
- Members with less than 5 years of service are most favourable.

Disability Status

- Members with a disability are less favourable than those with no disability. A fairly sizeable percentage (10%) of those who responded to the disability question chose the "prefer not to answer" option.

Summary of Key Insights (continued)

Ethical Behaviour/Respectful Workplace/Diversity and Inclusion

- Overall, little has changed since 2018 regarding ethical behaviour, respectful workplace and diversity and inclusion, with most (78%) indicating their supervisor sets a good example but only 31% believing that unethical behaviour is addressed in an effective, fair and timely manner.
- 19% of respondents indicate they have experienced harassment in the past 12 months. Of the 203 respondents who chose to indicate the type of harassment, 64% indicated psychological harassment, 37% abuse of authority and 19% racial harassment.
- Only 18% indicate submitting an official report regarding harassment. Of the 142 respondents who chose to comment on why they did not submit a report, most indicated it would not help or resolve the issue (63%), were concerned about negative personal repercussions (61%) or were concerned about confidentially (42%).
- A relatively smaller percentage (12%) indicate they have experienced workplace discrimination. Of the 131 respondents who indicated the type of discrimination they experienced, 33% said race, 25% sex, 15% disability and 14% age.
- Only 10% indicate submitting an official report regarding discrimination. Of the 99 respondents who indicated why they did not submit a report, most felt nothing would happen (75%), feared reprisal (52%) or had concerns about confidentiality (29%).
- 32% of members indicate witnessing unethical conduct or behaviour. Of the 353 respondents who indicated what action they took, 51% said they supporting the affected person, 40% said they intervened to stop or correct it and 29% said they reported it.

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Questions?

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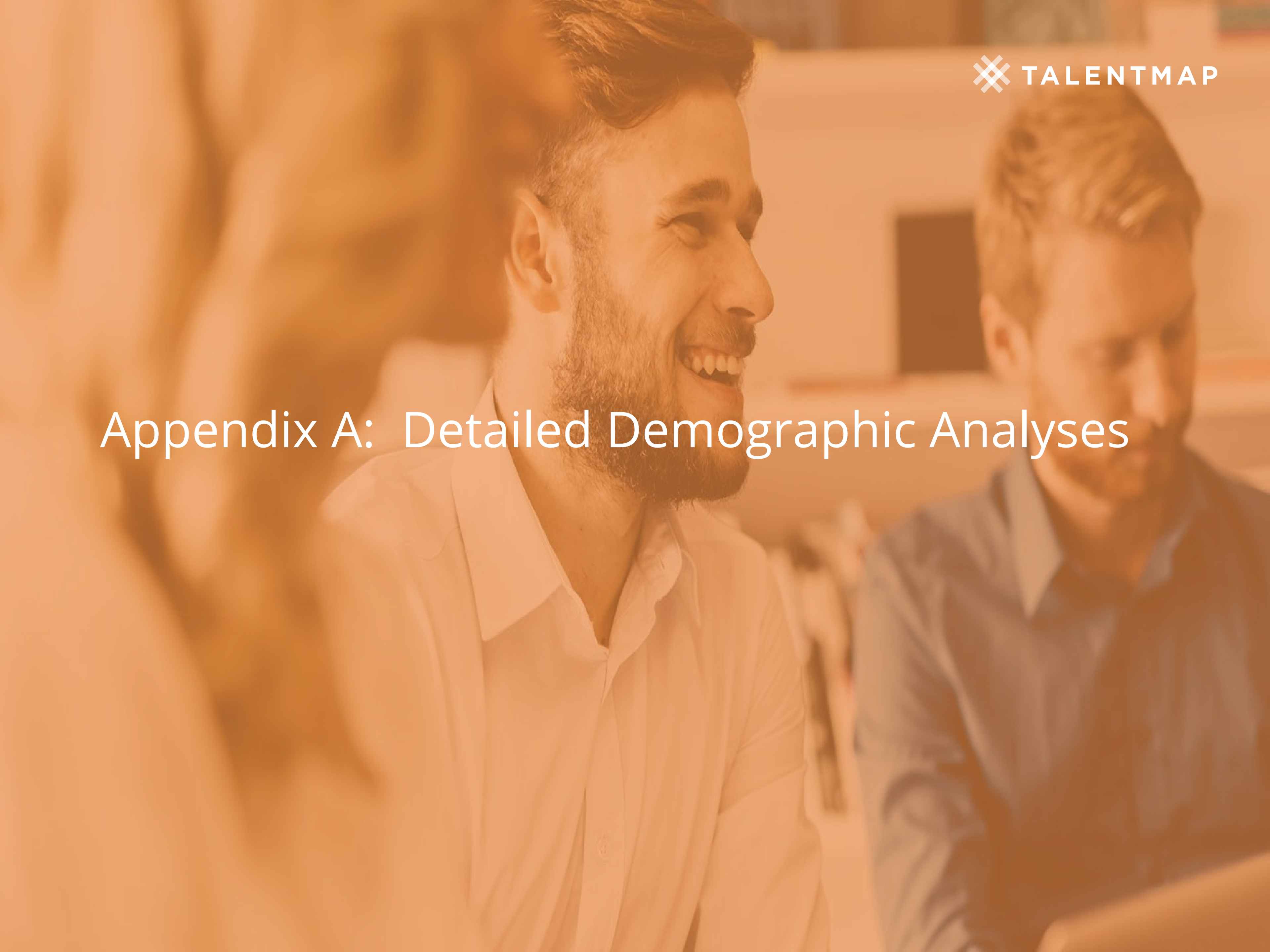


Appendix A: Detailed Demographic Analyses

Demographic Variables

- Directorate
- Role
- Age
- Tenure
- Rank
- Indigenous status
- Gender
- Race
- Sexual orientation
- Disability status

Demographic Breakdowns

Demographic Variable	Count	% Frequency
Civilian or Sworn		
Civilian Member	341	31.3%
Sworn Member	744	68.3%
Supervisor		
Non-Supervisor	793	72.8%
Supervisor	292	26.8%
Role		
Civilian: Communications Centre Clerk	32	2.94%
Civilian: OPA Manager	20	1.84%
Civilian: Pay Group 1-4	105	9.64%
Civilian: Pay Group 5-11	114	10.5%
Civilian: Senior Officer	6	0.55%
Civilian: Supervisor	37	3.40%
Executive Command	5	0.46%
Sworn: Constable	532	48.9%
Sworn: Senior Officer	23	2.11%
Sworn: Sergeant	146	13.4%
Sworn: Special Constable	21	1.93%
Sworn: Staff Sergeant	44	4.04%
Length of Service		
Less than 5 years	162	14.9%
5 to 9 years	104	9.55%
10 to 14 years	224	20.6%
15 to 19 years	247	22.7%
20 to 24 years	190	17.4%
25 years or more	158	14.5%

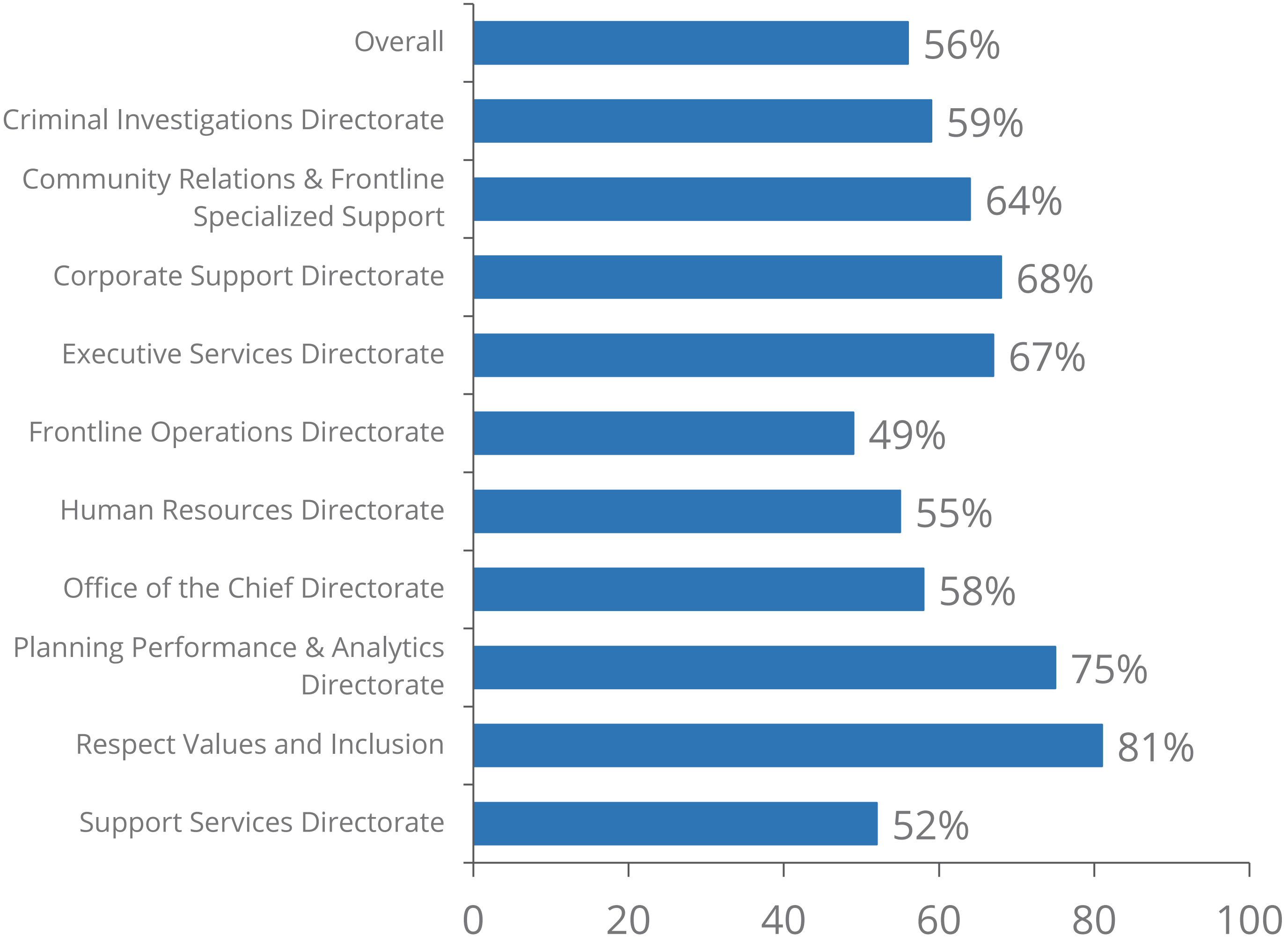
Demographic Variable	Count	% Frequency
Location		
10th Line	70	6.43%
Airport	2	0.18%
Concourse Gate	7	0.64%
Court House	49	4.50%
Elgin	461	42.3%
Fairmont	50	4.59%
Greenbank	150	13.8%
Huntmar	108	9.92%
Leitrim	70	6.43%
Professional Development Centre	16	1.47%
Queensview	32	2.94%
Swansea	7	0.64%
Other / Off site location	62	5.69%

Demographic Breakdowns

Demographic Variable	Count	% Frequency
Age		
Under 25	9	0.9%
25-34	162	14.9%
35-44	347	31.9%
45-54	447	41.0%
55-64	110	10.1%
65+	10	0.9%
Gender		
Female	311	28.6%
Male	624	57.3%
Transgender	3	0.28%
Two-spirited	1	0.09%
Other	3	0.28%
Prefer not to answer	142	13.0%
Sexual Orientation		
Asexual	38	3.49%
Bisexual	16	1.47%
Gay	10	0.92%
Heterosexual	806	74.0%
Lesbian	9	0.83%
Pansexual	3	0.28%
Queer	5	0.46%
Questioning	2	0.18%
Two-spirit	1	0.09%
Other	3	0.28%
Prefer not to answer	191	17.5%

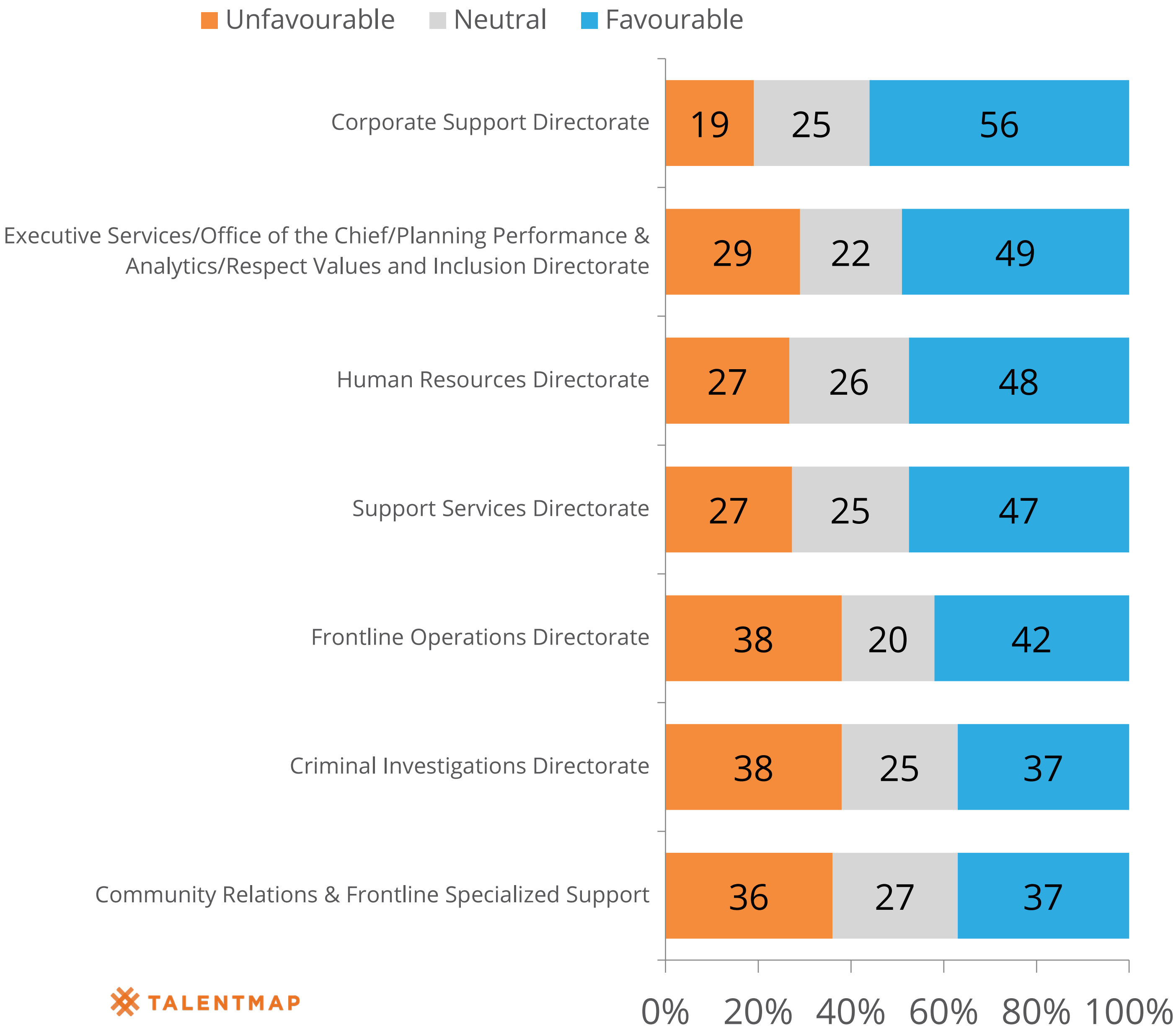
Demographic Variable	Count	% Frequency
Race/Ethnicity		
Asian	26	2.39%
Black	30	2.75%
Caucasian (White)	743	68.2%
Israeli	2	0.18%
Latin/Hispanic	6	0.55%
Middle Eastern	15	1.38%
Not specified above	27	2.48%
Prefer not to answer	198	18.2%
Indigenous Status		
Indigenous	96	8.82%
Non-indigenous	987	90.6%
Disability Status		
Self-identified Disability	108	9.92%
No self-identified disability	864	79.3%

Response Rate by Directorate



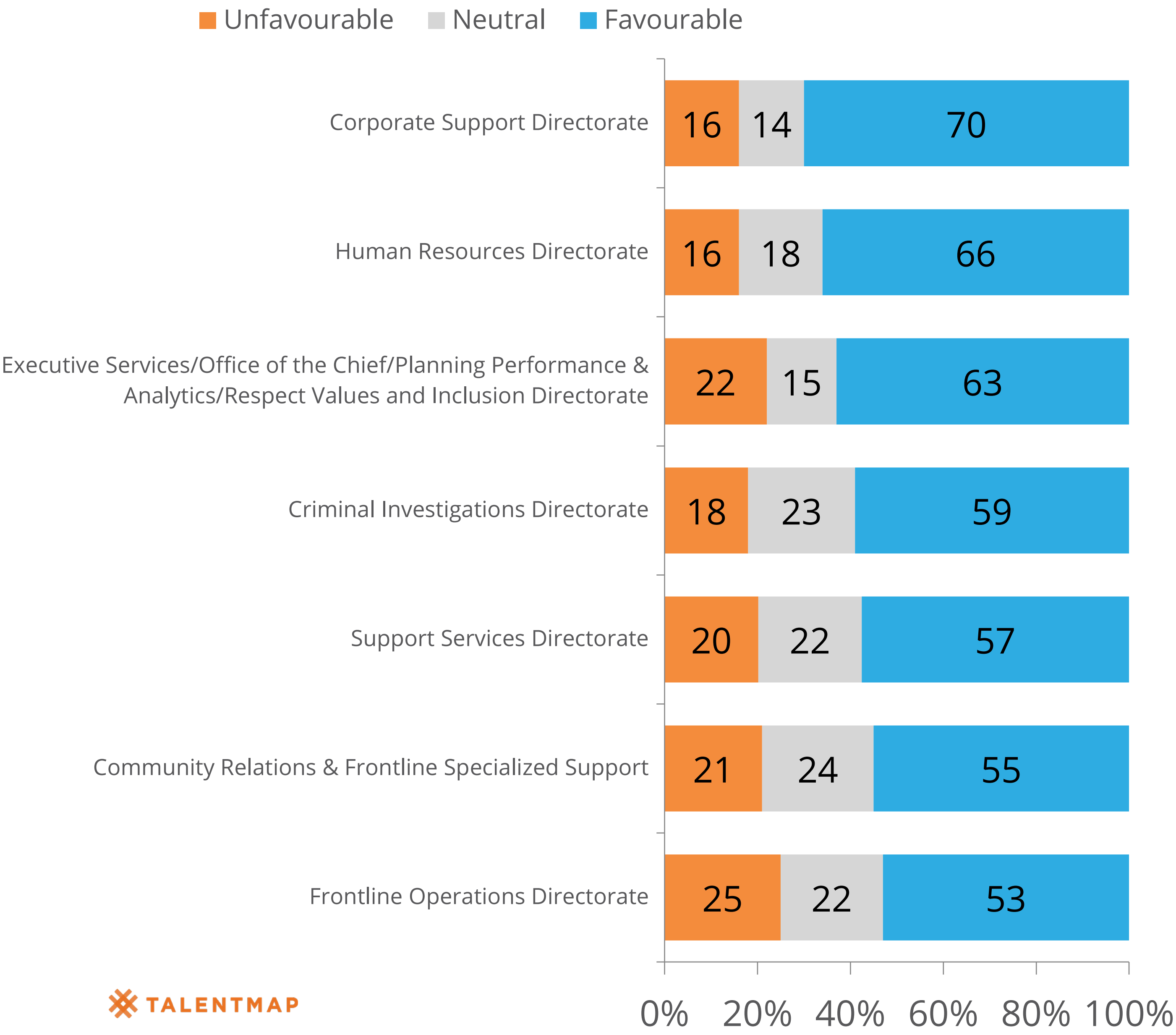
	Count
Overall	1089
Criminal Investigations Directorate	215
Community Relations & Frontline Specialized Support	129
Corporate Support Directorate	121
Executive Services Directorate	16
Frontline Operations Directorate	327
Human Resources Directorate	56
Office of the Chief Directorate	7
Planning Performance & Analytics Directorate	24
Respect Values and Inclusion	13
Support Services Directorate	181

Engagement Scores by Directorate



	+/- OPS 2018	Count
Corporate Support Directorate	-6	121
Executive Services/Office of the Chief/Planning Performance & Analytics/Respect Values and Inclusion Directorate	n/a	60
Human Resources Directorate	n/a	56
Support Services Directorate	-6	181
Frontline Operations Directorate	+2	327
Criminal Investigations Directorate	-6	215
Community Relations & Frontline Specialized Support	-13	129

Job Satisfaction by Directorate



	+/- OPS 2018	Count
Corporate Support Directorate	-1	121
Human Resources Directorate	n/a	56
Executive Services/Office of the Chief/Planning Performance & Analytics/Respect Values and Inclusion Directorate	n/a	60
Criminal Investigations Directorate	-4	215
Support Services Directorate	-5	181
Community Relations & Frontline Specialized Support	-20	129
Frontline Operations Directorate	+1	327

Heatmap

Lower Same Higher

		Difference Between Directorate and OPS Overall						
	Ottawa Police Service Overall	Criminal Investigations	Community Relations & Frontline Specialized Support	Corporate Support	Executive Services / Office of the Chief / Respect Value/Planning and Performance	Frontline Operations	Human Resources	Support Services
Response Count	**1189**	**215**	**129**	**121**	**60**	**327**	**56**	**181**
Professional Growth	50	+6	+2	+7	+6	-6	+3	-5
Workforce Management	13	-4	-4	+11	+8	-5	+7	+1
Perf. Management	38	-4	+3	+6	-10	-2	0	+4
Access to Resources	64	-2	+6	0	-18	+2	-7	+3
Employee Wellness	58	-3	+2	+2	+2	0	-1	-1
Info. and Communication	29	-5	-4	+3	-6	0	-3	+8
Teamwork	51	+2	+5	-3	-5	+2	+3	-5
Immediate Supervisor	76	0	+3	-4	-11	+5	+4	-7
Middle Mgmt. Group	63	+2	+6	-20	-8	+8	+1	-10
Senior Officers	29	-8	+4	+6	+1	-4	+13	+6
Executive Command	25	-4	-4	+12	+3	-4	+4	+4
Organizational Performance	19	-4	-3	+6	+2	0	+2	+4
Ethical Behaviour	57	+1	+3	-1	-9	+4	+2	-7
Respectful Workplace	64	0	+3	-2	-9	+1	-2	-2
External Stake./ Partnerships	45	-3	+3	+9	+6	-3	-2	-3
Engagement	43	-6	-6	+13	+6	-1	+5	+4

Key Drivers by Directorate

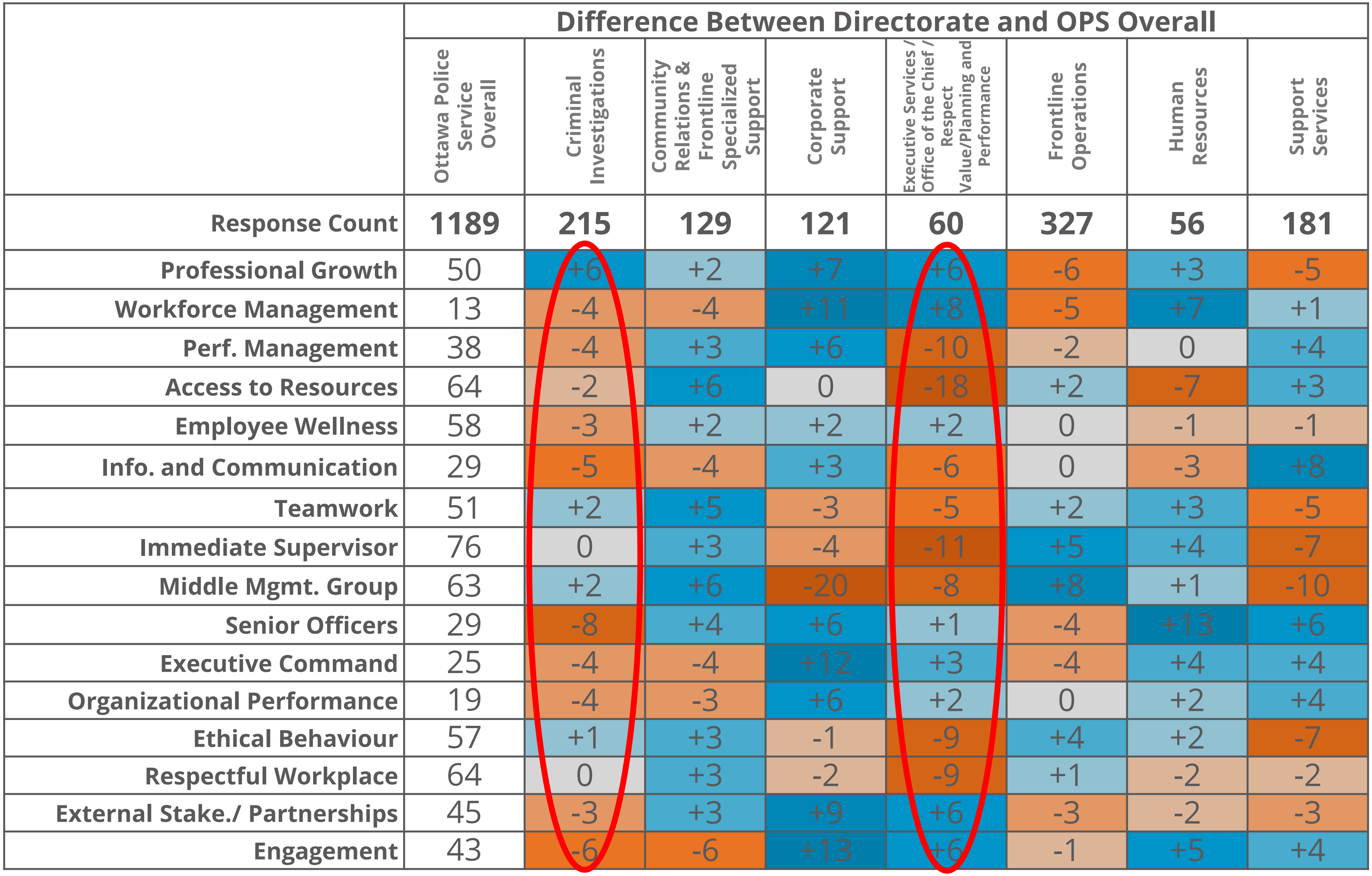
Survey Dimension	Pearson Coefficient									
	Criminal Investigations Directorate	Community Relations & Frontline Specialized Support	Corporate Support Directorate	Executive Services Directorate*	Frontline Operations Directorate	Human Resources Directorate	Office of the Chief Directorate*	Planning Performance & Analytics Directorate*	Respect Values and Inclusion*	Support Services Directorate
Professional Growth	.526	.551	.779	.834	.692	.659	.766	.680	.519	.706
Organizational Performance	.664	.641	.684	.753	.747	.561	.875	.659	.741	.703
Executive Command	.569	.601	.665	.643	.704	.592	.560	.738	.452	.660
Senior Officers	.542	.555	.665	.295	.667	.471	.643	.672	.599	.664
Employee Wellness	.541	.508	.572	.812	.666	.366	.487	.539	.220	.673
Workforce Management	.472	.448	.565	.509	.554	.454	.981	.540	.753	.539
External Stakeholders and Partnerships	.489	.484	.552	.396	.536	.435	.891	.786	.587	.601
Teamwork	.475	.494	.617	.047	.552	.445	.457	.446	.419	.610
Information & Communication	.541	.500	.555	.389	.598	.494	-.099	.435	.252	.591
Ethical Behaviour/Respectful Workplace/Diversity and Inclusion	.425	.463	.721	.165	.524	.508	.712	.654	.321	.601
Performance Management	.387	.401	.514	.573	.538	.492	.435	.587	.155	.627
Access to Resources	.451	.281	.529	.339	.451	.597	.044	.600	-.121	.616
Respectful Workplace Program	.403	.381	.557	-.020	.415	.389	.416	.502	.218	.596
Middle Management Group	.238	.334	.517	.177	.383	.390	.507	.244	-.259	.584
Immediate Supervisor	.149	.231	.428	.081	.298	.256	-.430	.467	-.514	.367

Note: The top three drivers for each group are highlighted in blue
*Any groups with less then 50 respondents should be
interpreted carefully due to the small number of respondents in this group.

Heatmap

Lower Same Higher

OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA



	Difference Between Directorate and OPS Overall							
	Ottawa Police Service Overall	Criminal Investigations	Community Relations & Frontline Specialized Support	Corporate Support	Executive Services / Office of the Chief / Respect Value/Planning and Performance	Frontline Operations	Human Resources	Support Services
Response Count	**1189**	**215**	**129**	**121**	**60**	**327**	**56**	**181**
Professional Growth	50	+6	+2	+7	+6	-6	+3	-5
Workforce Management	13	-4	-4	+11	+8	-5	+7	+1
Perf. Management	38	-4	+3	+6	-10	-2	0	+4
Access to Resources	64	-2	+6	0	-18	+2	-7	+3
Employee Wellness	58	-3	+2	+2	+2	0	-1	-1
Info. and Communication	29	-5	-4	+3	-6	0	-3	+8
Teamwork	51	+2	+5	-3	-5	+2	+3	-5
Immediate Supervisor	76	0	+3	-4	-11	+5	+4	-7
Middle Mgmt. Group	63	+2	+6	-20	-8	+8	+1	-10
Senior Officers	29	-8	+4	+6	+1	-4	+13	+6
Executive Command	25	-4	-4	+12	+3	-4	+4	+4
Organizational Performance	19	-4	-3	+6	+2	0	+2	+4
Ethical Behaviour	57	+1	+3	-1	-9	+4	+2	-7
Respectful Workplace	64	0	+3	-2	-9	+1	-2	-2
External Stake./ Partnerships	45	-3	+3	+9	+6	-3	-2	-3
Engagement	43	-6	-6	+13	+6	-1	+5	+4

Heatmap

Lower Same Higher

OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA
A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire

	Difference Between Directorate and OPS Overall								
	OPS Overall	Community Relations & Frontline Specialized Support	Corporate Support	Criminal Investigations	Executive Services / Office of the Chief / Respect Value*	Frontline Operations	Human Resources	Planning, Performance & Analytics	Support Services
Response Count	**1089**	**129**	**121**	**215**	**36**	**327**	**56**	**24**	**181**
Professional Growth	50	+2	+7	+6	+12	-6	+3	-3	-5
Workforce Management	13	-4	+11	-4	+14	-5	+7	-4	+1
Perf. Management	38	+3	+6	-4	-9	-2	0	-12	+4
Access to Resources	64	+6	0	-2	0	+2	-7	-44	+3
Employee Wellness	58	+2	+2	-3	+6	0	-1	-4	-1
Info. and Communication	29	-4	+3	-5	+3	0	-3	-19	+8
Teamwork	51	+5	-3	+2	-2	+2	+3	-10	-5
Immediate Supervisor	76	+3	-4	0	-3	+5	+4	-26	-7
Middle Mgmt. Group	63	+6	-20	+2	-4	+8	+1	-14	-10
Senior Officers	29	+4	+6	-8	+12	-4	+13	-18	+6
Executive Command	25	-4	+12	-4	+12	-4	+4	-12	+4
Organizational Performance	19	-3	+6	-4	+8	0	+2	-5	+4
Ethical Behaviour	57	+3	-1	+1	-2	+4	+2	-19	-7
Respectful Workplace	64	+3	-2	0	-3	+1	-2	-19	-2
External Stake./ Partnerships	45	+3	+9	-3	+15	-3	-2	-7	-3
Engagement	43	-6	+13	-6	+17	-1	+5	-9	+4

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*Executive services directorate, office of the chief directorate, and respect values and inclusion directorate are merged as each category has fewer than 20 members

Workforce Management by Directorate

Lower Same Higher

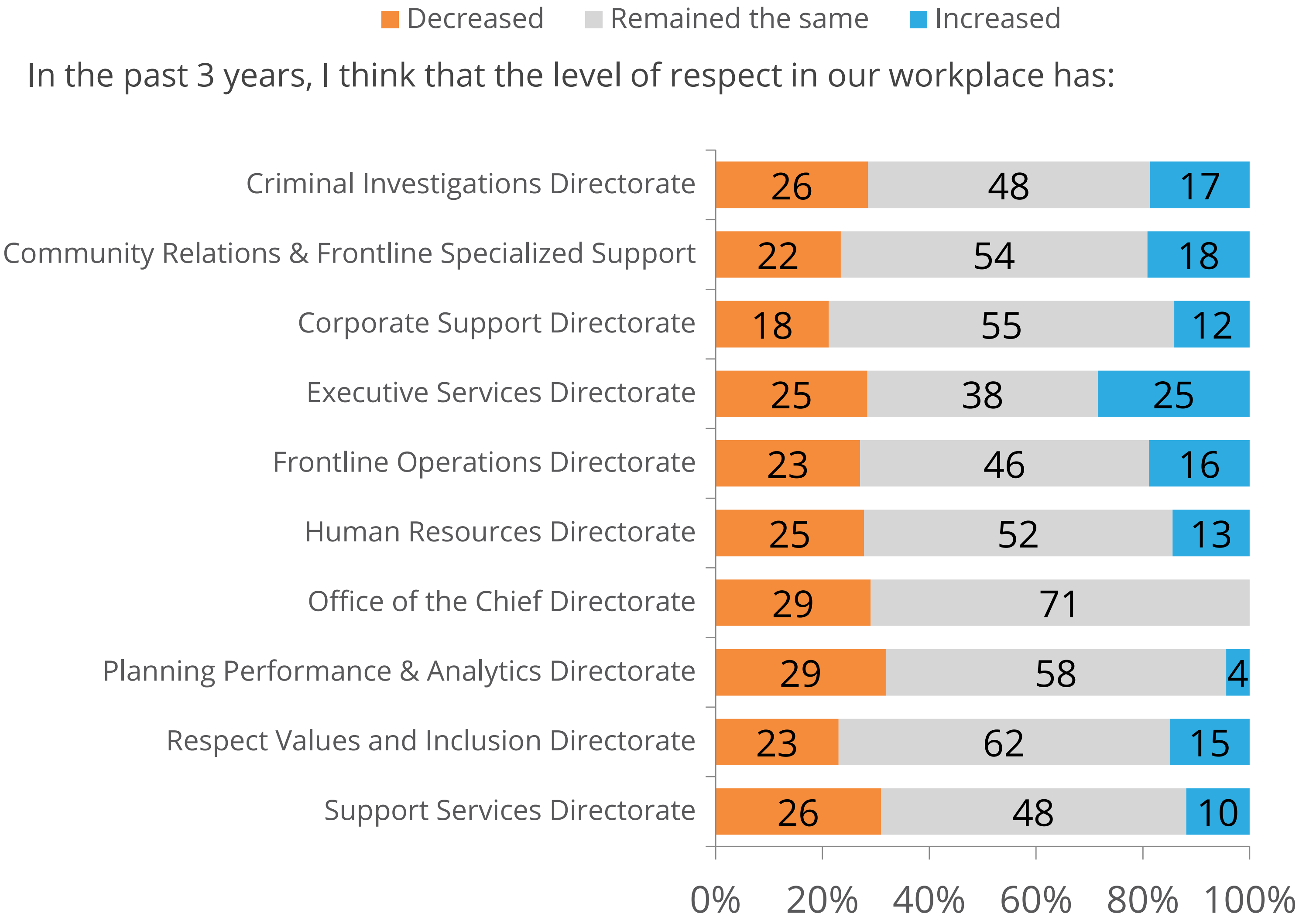
	Difference between Directorate and OPS Overall										
	OPS Overall	Criminal Investigations	Community Relations & Frontline Specialized Support	Corporate Support	Executive Services	Frontline Operations	Human Resources	Office of the Chief	Planning Performance & Analytics	Respect Values and Inclusion	Support Services
Response Count	**1089**	**215**	**129**	**121**	**16**	**327**	**56**	**7**	**24**	**13**	**181**
Overall Workforce Management	13	-4	-4	+11	+20	-5	+7	+17	-4	+4	+1
Promotions in this organization are made on the basis of individuals' skills and experience.	10	-6	-7	+12	+33	-1	-1	+19	-1	-2	+4
The interim selection process for Sworn transfers is fair and transparent.	11	-2	+4	+15	+16	-4	+7	+18	-11	-2	-1
The selection process for promotions is fair and transparent.	10	-3	-4	+8	+26	-2	+2	+4	+4	-2	+3
The selection process for Civilian internal job postings is fair and transparent.	21	-9	-11	+12	+21	-12	+17	+12	+1	+12	+1
The interim selection process for Sworn job postings is fair and transparent.	13	-1	+2	+8	+17	-5	+10	+30	-13	+5	-1
The selection process for temporary assignments is fair and transparent.	12	-3	-6	+13	+9	-4	+7	+17	-2	+11	+3

Access to Resources by Directorate

Lower Same Higher

	Difference between Directorate and OPS Overall										
	OPS Overall	Criminal Investigations	Community Relations & Frontline Specialized Support	Corporate Support	Executive Services	Frontline Operations	Human Resources	Office of the Chief	Planning Performance & Analytics	Respect Values and Inclusion	Support Services
Response Count	**1089**	**215**	**129**	**121**	**16**	**327**	**56**	**7**	**24**	**13**	**181**
Overall Access to Resources	64	-2	+6	0	+1	+2	-7	+1	-44	-4	+3
I receive sufficient training to do my job well.	60	+5	+5	-5	-13	+1	-8	+11	-18	-22	0
I have the materials and equipment I need to do my job well.	65	-1	+6	+3	+29	0	-9	+6	-48	-11	+4
I have the right IT technology I need to do my job well.	62	-10	+5	+7	-6	+4	-11	-5	-58	-8	+8
I have access to the information I need to do my job well.	68	-1	+8	0	+1	+1	-8	+3	-55	+9	+4
I have the supervisory and management support to do my job well.	66	-2	+7	-4	-6	+5	+1	-9	-41	+11	-4

Ethical Behaviour/Respectful Workplace/ Diversity and Inclusion by Directorate



Key Takeaways on Directorate

- The combined group of Executive Services/Office of the Chief/Respect Values and Inclusion/Planning Performance and Analytics is less favorable than the other Directorate groups for 8 of the 15 survey dimensions, particularly regarding access to resources (-18), the immediate supervisor (-11), performance management (-10), ethical behaviour (-9) and respectful workplace (-9).
- Corporate Support, Support Services and the combined group of Executive Services/Office of the Chief/Respect Value and Inclusion/Planning, Performance and Analytics view teamwork, their immediate supervisor and middle management less favourably than other directorate groups.
- Senior Officers and Executive Command are viewed least favorably by Criminal Investigations, Frontline Operations and the Planning, Performance and Analytics groups.
- Although the Planning, Performance and Analytics group is relatively small (N=24), they are less favourable than OPS overall on all 16 dimensions, particularly regarding access to resources (-44), immediate supervisor (-26), information and communication (-19), ethical behaviour (-19), respectful workplace (-19) and senior officers (-18).
- Workforce Management is the lowest scoring of all dimensions in the survey at only 13% favourable. A very small percentage are favourable about any aspect of the selection and promotion process. Scores are particularly low for Criminal Investigation, Frontline Operations, Community Relations and Frontline Specialized Support, and Planning, Performance and Analytics.
- For all but one directorate, the percentage of employees who feel that respect in the workplace has decreased over the past 3 years is greater than the percentage who feel it has increased.

Key Drivers by Role

Survey Dimension	Pearson Coefficient							
	Civilian: Pay Group 1-4	Civilian: Communications Centre Clerk*	Civilian: Pay Group 5-11	Civilian: Supervisor*	Sworn: Constable	Sworn: Sergeant	Sworn: Staff Sergeant*	Sworn: Senior Officer*
Professional Growth	.694	.662	.723	.651	.623	.664	.400	.592
Organizational Performance	.648	.787	.724	.714	.693	.737	.622	.605
Executive Command	.549	.756	.728	.484	.650	.669	.626	.413
Senior Officers	.507	.837	.687	.559	.589	.664	.621	.722
Employee Wellness	.665	.661	.564	.455	.631	.520	.424	.378
Workforce Management	.439	.735	.579	.471	.519	.443	.563	.508
External Stakeholders	.504	.734	.668	.478	.514	.486	.660	.599
Teamwork	.616	.666	.585	.471	.564	.451	.349	.557
Information & Communication	.413	.648	.591	.463	.593	.540	.541	.345
Ethical Behaviour/Respectful Workplace/Diversity and Inclusion	.574	.732	.666	.645	.538	.455	.287	.522
Performance Management	.529	.628	.547	.361	.500	.518	.387	-.160
Access to Resources	.546	.601	.580	.599	.481	.292	.235	.051
Respectful Workplace Program	.607	.823	.540	.294	.443	.384	.160	.578
Middle Management Group	.425	.803	.449	.637	.393	.263	.101	.185
Immediate Supervisor	.316	.701	.312	.356	.292	.146	.262	.139

Note: The top three drivers for each group are highlighted in blue
The results for Roles with < 20 respondents is not displayed. *Any groups with less then 50 respondents should be interpreted carefully due to the small number of respondents in this group.

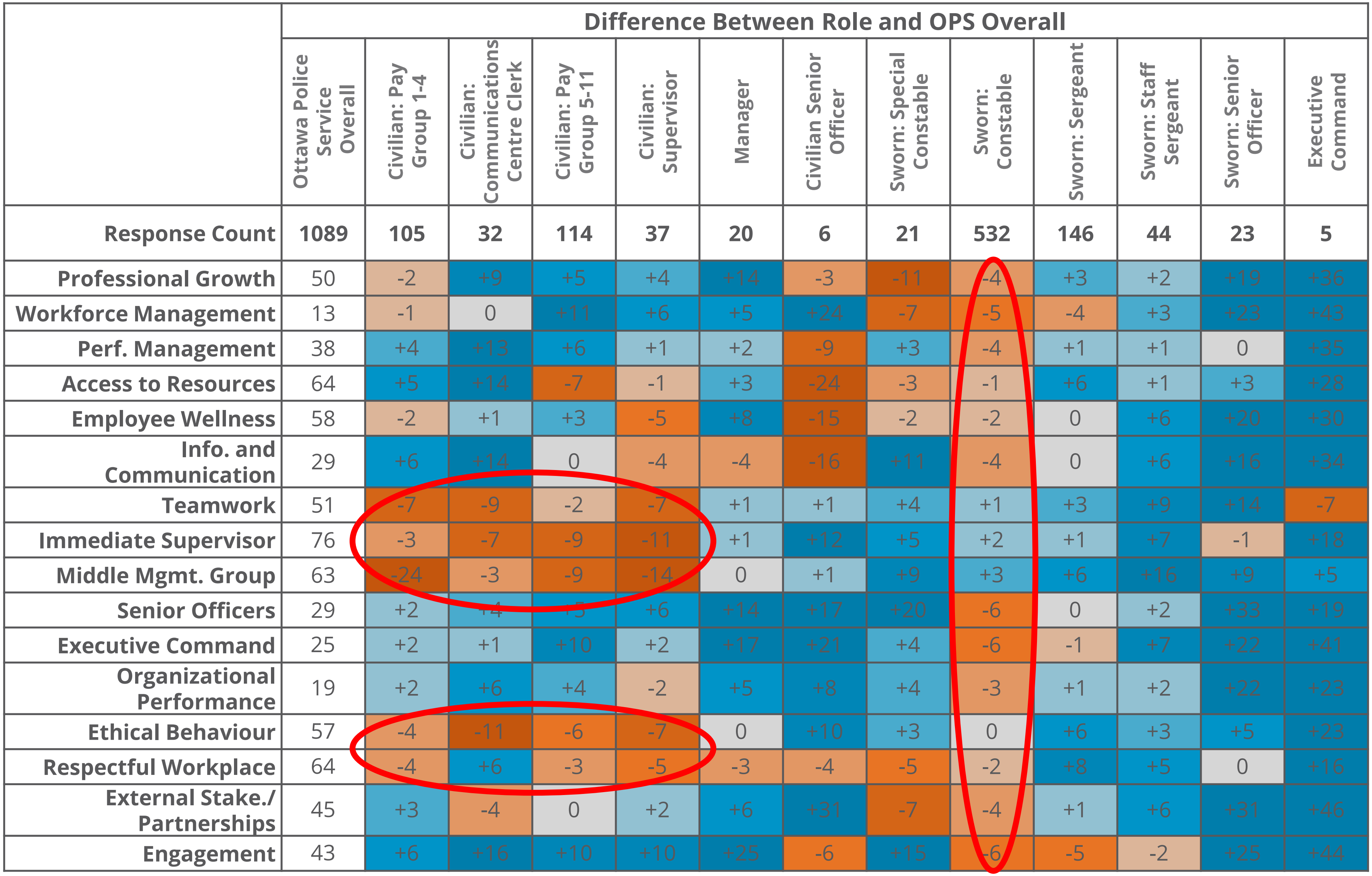
Heatmap

Lower Same Higher

		Difference Between Civilian/Sworn and OPS Overall	
	OPS Overall	Civilian Member	Sworn Member
Response Count	**1089**	**341**	**744**
Professional Growth	50	+3	-2
Workforce Management	13	+6	-3
Perf. Management	38	+5	-2
Access to Resources	64	0	0
Employee Wellness	58	+1	-1
Info. and Communication	29	+3	-2
Teamwork	51	-4	+3
Immediate Supervisor	76	-5	+2
Middle Mgmt. Group	63	-11	+4
Senior Officers	29	+6	-3
Executive Command	25	+7	-3
Organizational Performance	19	+3	-1
Ethical Behaviour	57	-4	+2
Respectful Workplace	64	-2	+1
External Stake./ Partnerships	45	+2	-1
Engagement	43	+10	-4

Heatmap

Lower Same Higher



	Difference Between Role and OPS Overall												
	Ottawa Police Service Overall	Civilian: Pay Group 1-4	Civilian: Communications Centre Clerk	Civilian: Pay Group 5-11	Civilian: Supervisor	Manager	Civilian Senior Officer	Sworn: Special Constable	Sworn: Constable	Sworn: Sergeant	Sworn: Staff Sergeant	Sworn: Senior Officer	Executive Command
Response Count	**1089**	**105**	**32**	**114**	**37**	**20**	**6**	**21**	**532**	**146**	**44**	**23**	**5**
Professional Growth	50	-2	+9	+5	+4	+14	-3	-11	-4	+3	+2	+19	+36
Workforce Management	13	-1	0	+11	+6	+5	+24	-7	-5	-4	+3	+23	+43
Perf. Management	38	+4	+13	+6	+1	+2	-9	+3	-4	+1	+1	0	+35
Access to Resources	64	+5	+14	-7	-1	+3	-24	-3	-1	+6	+1	+3	+28
Employee Wellness	58	-2	+1	+3	-5	+8	-15	-2	-2	0	+6	+20	+30
Info. and Communication	29	+6	+14	0	-4	-4	-16	+11	-4	0	+6	+16	+34
Teamwork	51	-7	-9	-2	-7	+1	+1	+4	+1	+3	+9	+14	-7
Immediate Supervisor	76	-3	-7	-9	-11	+1	+12	+5	+2	+1	+7	-1	+18
Middle Mgmt. Group	63	-24	-3	-9	-14	0	+1	+9	+3	+6	+16	+9	+5
Senior Officers	29	+2	+4	+5	+6	+14	+17	+20	-6	0	+2	+33	+19
Executive Command	25	+2	+1	+10	+2	+17	+21	+4	-6	-1	+7	+22	+41
Organizational Performance	19	+2	+6	+4	-2	+5	+8	+4	-3	+1	+2	+22	+23
Ethical Behaviour	57	-4	-11	-6	-7	0	+10	+3	0	+6	+3	+5	+23
Respectful Workplace	64	-4	+6	-3	-5	-3	-4	-5	-2	+8	+5	0	+16
External Stake./ Partnerships	45	+3	-4	0	+2	+6	+31	-7	-4	+1	+6	+31	+46
Engagement	43	+6	+16	+10	+10	+25	-6	+15	-6	-5	-2	+25	+44

Teamwork by Role

Lower Same Higher

	Difference between Role and OPS Overall												
	Overall OPS	Civilian: Communications Centre Clerk	Manager	Civilian: Pay Group 1-4	Civilian: Pay Group 5-11	Civilian: Senior Officer	Civilian: Supervisor	Executive Command	Sworn: Constable	Sworn: Senior Officer	Sworn: Sergeant	Sworn: Special Constable	Sworn: Staff Sergeant
Response Count	**1089**	**32**	**20**	**105**	**114**	**6**	**37**	**5**	**532**	**23**	**146**	**21**	**44**
Overall Teamwork	51	-9	+1	-7	-2	+1	-7	-7	+1	+14	+3	+4	+9
There is a strong feeling of team spirit, support, and cooperation within my work unit.	67	-14	+3	-16	-9	+13	-3	-27	+2	+24	+7	0	+22
There is a strong feeling of team spirit, support, and cooperation across the organization.	16	+11	-6	+1	+10	-16	-5	+4	-1	+10	-3	+8	0
The people in my work unit are supportive and respectful of each other.	80	-30	+5	-9	-5	0	-13	-20	+2	+11	+8	-4	+13
The people in my work unit work well together to achieve shared goals.	79	-21	+1	-8	-8	+1	-7	-19	+2	+17	+5	+2	+10
Teamwork is measured and rewarded within the OPS.	14	+9	+1	-2	0	+6	-8	+26	0	+8	-2	+11	-3

Immediate Supervisor by Role

Lower Same Higher

	Difference between Role and OPS Overall										
	OPS Overall	Civilian: Communications Centre Clerk	Manager	Civilian: Pay Group 1-4	Civilian: Pay Group 5-11	Civilian: Supervisor	Sworn: Constable	Sworn: Senior Officer	Sworn: Sergeant	Sworn: Special Constable	Sworn: Staff Sergeant
Response Count	1089	**32**	**20**	**105**	**114**	**37**	**532**	**23**	**146**	**21**	**44**
Overall Immediate Supervisor	76	-7	+1	-3	-9	-11	+2	-1	+1	+5	+7
Acts consistently; does what he/she says.	81	-8	+9	+4	-14	-19	+3	+1	-1	0	+3
Acts in accordance with OPS's official policies and standards.	87	-4	+2	-2	-4	-11	+1	-10	+5	-11	+6
Is a role model of the OPS core values of Honour, Courage, Service.	77	-5	+7	0	-13	-10	+2	-3	-1	-1	+5
Sets clear, measurable and appropriate goals and objectives.	72	0	-4	+4	-15	-13	+3	-4	-1	-1	+8
Has clearly communicated how my work contributes to achievement of Organizational Priorities.	65	+1	+14	-5	-5	-15	+1	+12	0	+11	+5
I have trust and confidence in the ability of my Supervisor to enable me to continue to achieve our Unit's priorities.	78	-11	+2	-3	-11	-14	+3	+4	0	+3	+4
Distributes the work fairly.	76	0	-15	-3	-10	-14	+2	-5	+4	-1	+10
Encourages me to offer my opinions and ideas.	81	-19	+4	-5	-8	0	0	+6	+2	+9	+10
Motivates me to do my best work.	69	-2	+5	-5	-9	-16	+4	+4	-3	+12	+4
Establishes a climate of trust and respect.	78	-8	+11	-4	-10	-17	+2	-8	+3	+3	+8
Recognizes me when I do a good job.	77	-7	+2	-10	-2	-5	+1	+5	+3	+13	+9
Effectively and ethically holds every team member accountable for poor performance and/or conduct issues.	59	-16	-6	-5	-16	-9	+2	0	+3	+6	+18
Delegates appropriately and supports me to make decisions within the scope of my responsibilities.	78	-8	-15	-1	-8	-8	+1	+8	+2	+12	+8
Effectively supports the health and wellness of members reporting to him/her.	81	-8	+8	-4	-1	0	0	-3	+4	+14	+1
Effectively deals with the administrative functions associated with supervision.	79	-7	-9	0	-7	-13	+3	-20	+3	+6	+1
Promotes, and role models equity, diversity and inclusion.	77	-14	+7	-3	-9	-4	+1	-4	+1	+7	+7

TALENTMAP

*Civilian: Senior Officer and Executive Command are not shown as their count was below 10

Middle Management by Role

Lower Same Higher

	Difference between Role and OPS Overall										
	OPS Overall	Civilian: Communications Centre Clerk	Manager	Civilian: Pay Group 1-4	Civilian: Pay Group 5-11	Civilian: Supervisor	Sworn: Constable	Sworn: Senior Officer	Sworn: Sergeant	Sworn: Special Constable	Sworn: Staff Sergeant
Response Count	**1089**	**32**	**20**	**105**	**114**	**37**	**532**	**23**	**146**	**21**	**44**
Overall Middle Management Group	63	-3	0	-24	-9	-14	+3	+9	+6	+9	+16
Acts consistently; do what they say.	65	-7	+5	-22	-13	-15	+4	-8	+4	+9	+16
Acts in accordance with OPS's official policies and standards.	73	+1	-23	-16	-6	-13	+5	-6	+4	+1	+6
Are role models of the OPS core values of Honour, Courage, Service.	67	-1	-7	-15	-12	-10	+3	+9	+4	+12	+12
Have clearly communicated the Organizational Priorities.	61	+5	-21	-18	-6	-21	+5	-6	+4	+23	+2
I have trust and confidence in the ability of the Middle Management Group to enable me to continue to achieve our Organizational priorities.	61	-6	+4	-28	-4	-6	+3	+9	+8	+2	+18
Distributes the work fairly.	65	-8	-7	-24	-13	-19	+3	+7	+6	+9	+20
Encourages me to offer my opinions and ideas.	67	-10	+7	-25	-9	-9	+1	+22	+10	+17	+18
Motivates me to do my best work.	59	-2	+4	-26	-4	-11	+2	+6	+6	+25	+16
Establishes a climate of trust and respect.	65	-7	+5	-29	-7	-10	+3	+20	+3	+9	+20
Recognizes me when I do a good job.	66	-1	-8	-33	-6	-16	+3	+9	+11	+13	+27
Effectively and ethically holds every member accountable for poor performance and/or conduct issues.	47	-10	+6	-20	-14	-17	+4	+8	+11	+3	+13
Delegates appropriately and supports me to make decisions within the scope of my responsibilities.	67	0	+7	-29	-9	-9	+2	+33	+8	-4	+18
Effectively supports the health and wellness of members.	70	0	+5	-25	-4	-11	+1	+25	+6	+9	+13
Promotes, and role models equity, diversity and inclusion.	65	+4	+3	-20	-12	-22	+4	-5	+10	+7	+8
I believe that the Middle Management Group will use the results of this survey to improve our directorate where possible/within span of control.	47	-1	+18	-20	-11	-16	+2	+20	+4	+9	+32
The Middle Management Group in our Directorate work effectively and ethically together as a team.	56	-6	+9	-26	-12	-19	+3	+1	+9	0	+27

*Civilian: Senior Officer and Executive Command are not shown as their count was below 10

Ethical Behaviour by Role

Lower Same Higher

OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA
A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire

	Difference between Role and OPS Overall										
	OPS Overall	Civilian: Communications Centre Clerk	Manager	Civilian: Pay Group 1-4	Civilian: Pay Group 5-11	Civilian: Supervisor	Sworn: Constable	Sworn: Senior Officer	Sworn: Sergeant	Sworn: Special Constable	Sworn: Staff Sergeant
Response Count	**1089**	**32**	**20**	**105**	**114**	**37**	**532**	**23**	**146**	**21**	**44**
Overall Ethical Behaviour/Respectful Workplace/Diversity and Inclusion	40	-8	0	-3	-4	-5	0	+4	+5	+2	+3
Members of this organization demonstrate ethical behaviour.	59	-12	-22	-10	-11	-4	+4	+6	+7	-14	+9
Unethical behaviour within OPS is addressed in an effective, fair and timely manner.	31	-4	-6	+1	-3	-15	0	-9	+2	+17	-4
I feel comfortable and safe reporting unethical behaviour.	45	-12	-5	-8	-9	-2	-1	+7	+14	+7	-2
Everyone is accepted as an equal member of the team.	59	-4	-4	-4	-4	+3	0	-2	+7	-4	+7
My direct supervisor communicates the importance of ethics, inclusion, and respect well.	70	-14	+10	-5	-4	-13	-1	+12	+5	+6	+12
My direct supervisor sets a good example in terms of ethical, respectful, and inclusive behaviour.	78	-15	+7	-3	-9	-9	+1	-10	+6	+12	+6
I am confident in my supervisor's ability to appropriately respond in a timely and effective manner to matters relating to respect in the workplace.	76	-13	+9	-2	-15	-13	+2	+6	+7	+10	+6
Diverse identities, ideas and ways of thinking and working are valued and accepted at my organization.	51	-16	+2	-7	-4	-3	+1	+4	+8	-1	+1
Members of this organization consistently treat others (OPS and/or Community members) with dignity and respect.	64	-29	-9	-15	-14	-16	+5	-12	+17	-9	+6
This organization purposefully brings people (OPS and/or community members) with diverse backgrounds and/or perspectives together to solve problems or make decisions.	49	-6	-5	-4	-3	-4	0	+12	+1	-9	+6
The OPS is taking the right steps to provide professional and bias-neutral policing.	45	-8	+8	+6	+9	-5	-4	+29	-5	+7	-4
The OPS promotes a culture of equity, diversity and inclusion.	58	-3	+10	+3	-1	-2	-4	+12	+7	+12	-3

*Civilian: Senior Officer and Executive Command are not shown as their count was below 10

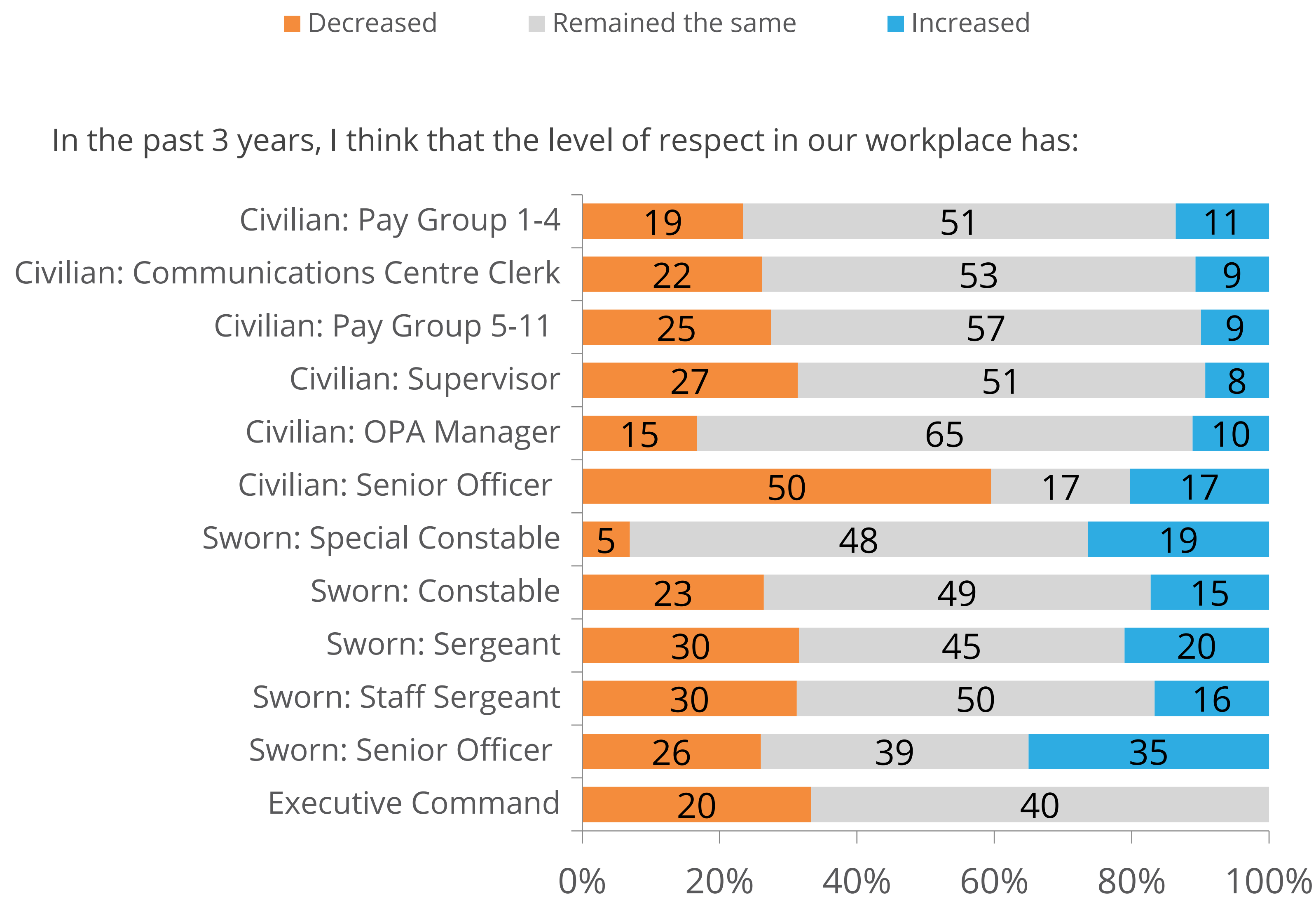
Workforce Management by Role

Lower Same Higher

	Difference between Role and OPS Overall												
	OPS Overall	Civilian: Communications Centre Clerk	Manager	Civilian: Pay Group 1-4	Civilian: Pay Group 5-11	Civilian: Senior Officer	Civilian: Supervisor	Executive Command	Sworn: Constable	Sworn: Senior Officer	Sworn: Sergeant	Sworn: Special Constable	Sworn: Staff Sergeant
Response Count	**1089**	**32**	**20**	**105**	**114**	**6**	**37**	**5**	**532**	**23**	**146**	**21**	**44**
Overall Workforce Management	13	0	+5	-1	+11	+24	+6	+43	-5	+23	-4	-7	+3
Promotions in this organization are made on the basis of individuals' skills and experience.	10	+5	+1	+3	+15	+10	+2	+50	-4	+25	-3	+4	-3
The interim selection process for Sworn transfers is fair and transparent.	11	-11	-11	-1	+7	+14	-11	+29	-1	+21	-3	-11	+7
The selection process for promotions is fair and transparent.	10	+3	+9	+1	+12	+15	+8	+50	-5	+29	-2	-10	+6
The selection process for Civilian internal job postings is fair and transparent.	21	+6	+29	-5	+15	+39	+17	+54	-13	+22	-15	-6	+1
The interim selection process for Sworn job postings is fair and transparent.	13	0	-13	-2	+6	+54	+4	+47	-3	+16	+2	-13	+7
The selection process for temporary assignments is fair and transparent.	12	-2	+16	-1	+11	+13	+18	+28	-4	+24	-4	-4	+3

Ethical Behaviour/Respectful Workplace/ Diversity and Inclusion by Role

OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA
A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire



Key takeaways on Role

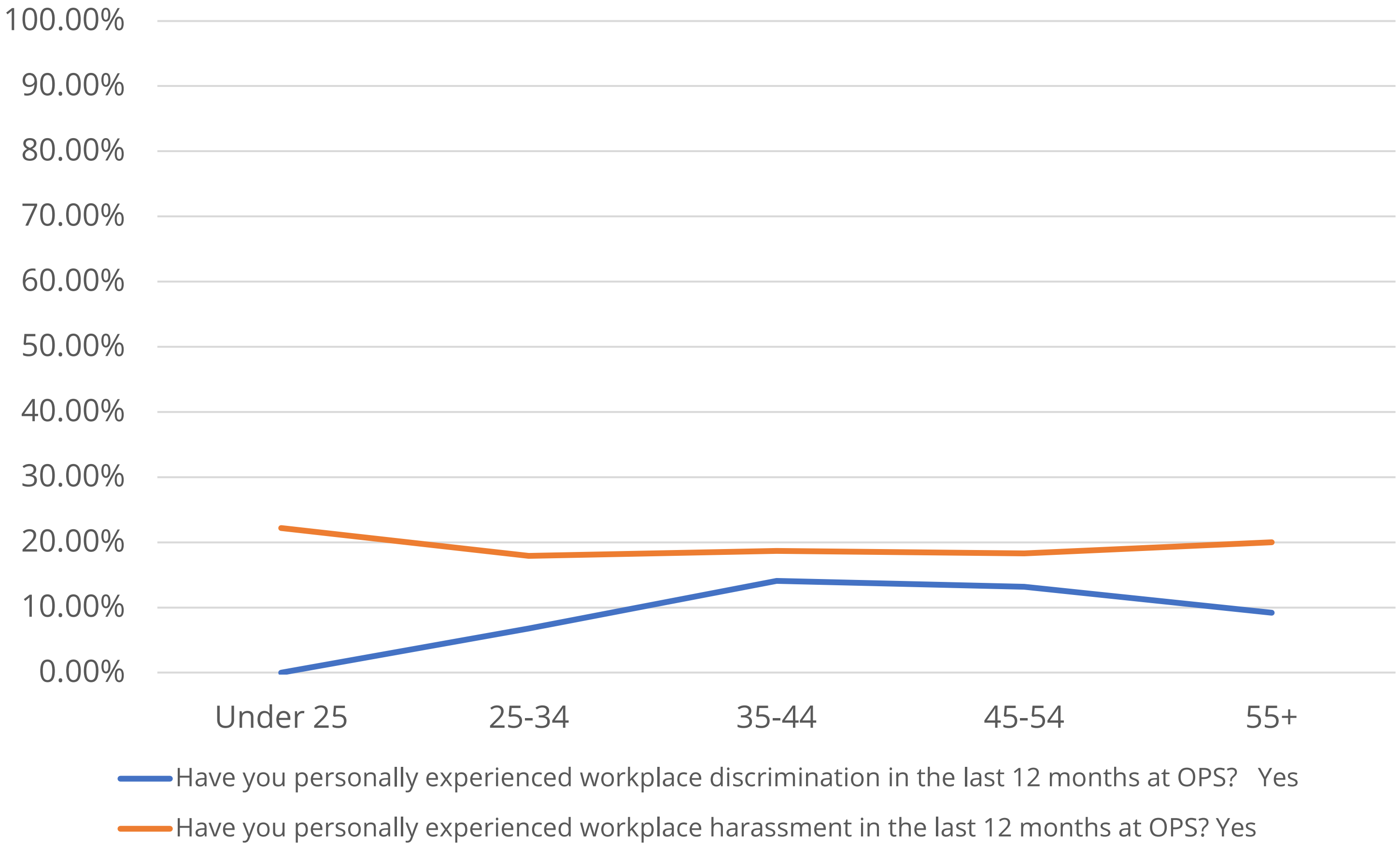
- Civilian members are less favourable than sworn members about teamwork, their immediate supervisor and middle management. However, they are more favourable about senior officers and executive command.
- Civilian members are generally less favourable about ethical behaviour and respectful workplace than sworn members.
- Sworn constables are less favourable than OPS overall for 12 of the 16 survey dimensions.
- Sworn constables, sworn special constables and sworn sergeants are less favourable than other members about nearly all aspects of the selection and promotion processes.
- Civilian members are particularly less favourable about the organization treating OPS and/or community members with dignity and respect.
- For all but two roles, the percentage of employees who feel that respect in the workplace has decreased over the past 3 years is greater than the percentage who feel it has increased. Civilian Senior Officers are particularly concerned about this issue with half feeling that the level of respect has decreased

Heatmap

Lower Same Higher

	Ottawa Police Service Overall	Difference Between Age and OPS Overall					
		Under 25	25-34	35-44	45-54	55-64	65+
Response Count	**1089**	**9**	**162**	**347**	**447**	**110**	**10**
Professional Growth	50	+15	+6	-4	0	+3	+17
Workforce Management	13	+19	+3	-1	-1	-1	+10
Perf. Management	38	+26	+6	0	-2	-6	+15
Access to Resources	64	+16	+4	-1	-1	+1	+16
Employee Wellness	58	+10	+5	-2	-2	+2	+1
Info. and Communication	29	+20	+5	-3	-1	+3	+7
Teamwork	51	+25	+3	+1	-1	-1	-19
Immediate Supervisor	76	+16	+3	+2	-2	-6	+11
Middle Mgmt. Group	63	+33	+3	+2	-2	-13	+20
Senior Officers	29	-15	+2	-2	-1	+3	+27
Executive Command	25	+1	+1	-1	-1	+2	+19
Organizational Performance	19	+21	+5	-1	-1	+3	+2
Ethical Behaviour	57	+18	+6	+2	-4	-2	+6
Respectful Workplace	64	+15	+4	-1	-2	-1	+12
External Stake./ Partnerships	45	+12	+3	-3	0	+1	+19
Engagement	43	+19	+12	-3	-3	+4	+13

Harassment and Discrimination by Age

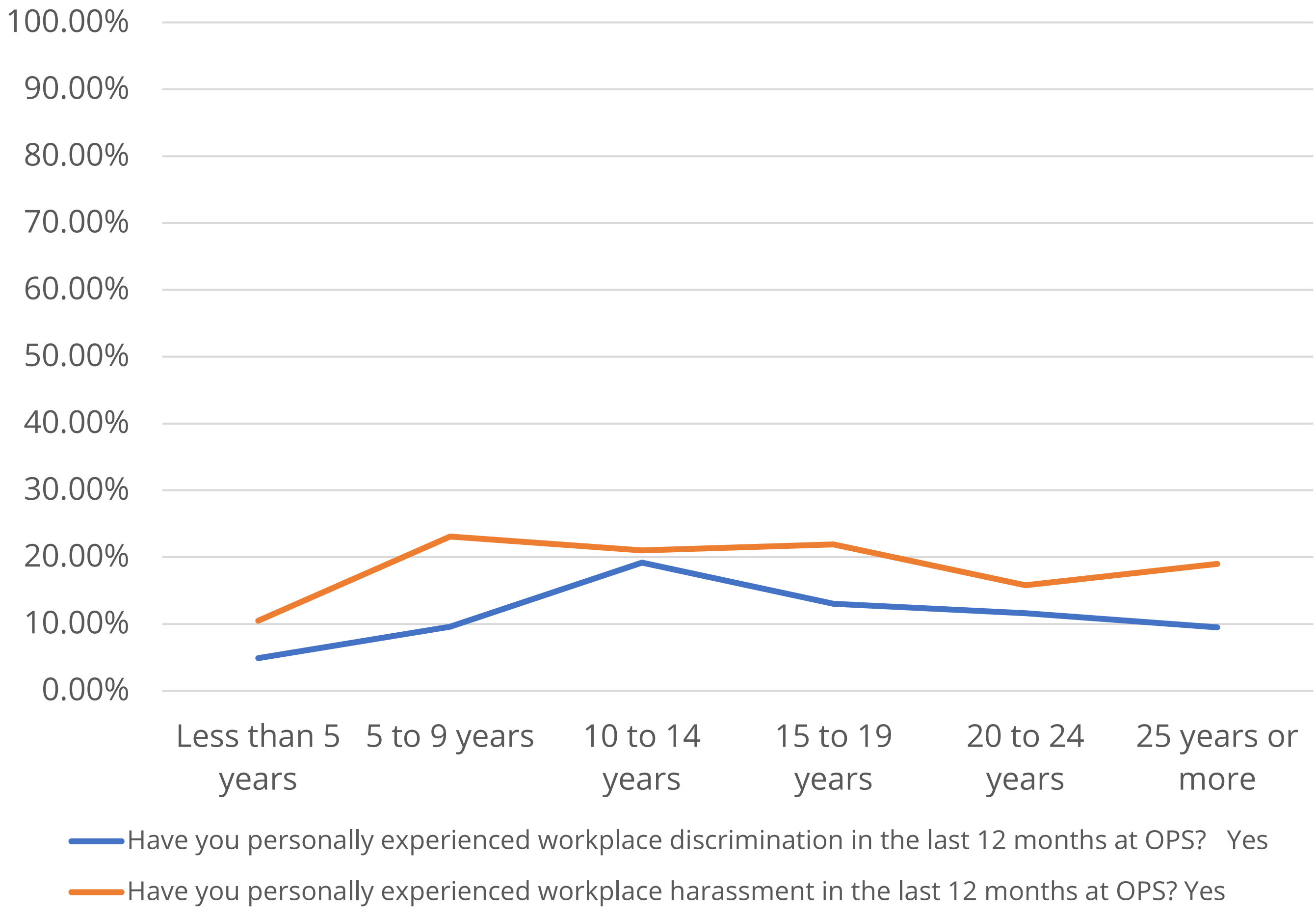


Heatmap

Lower Same Higher

	Difference Between Length of Service and OPS Overall						
	Ottawa Police Service Overall	Less than 5 years	5 to 9 years	10 to 14 years	15 to 19 years	20 to 24 years	25 years or more
Response Count	**1089**	**162**	**104**	**224**	**247**	**190**	**158**
Professional Growth	50	+11	-6	-3	-4	+3	0
Workforce Management	13	+11	0	-2	-2	-2	-1
Perf. Management	38	+11	0	+1	-2	-6	-2
Access to Resources	64	+8	-4	+2	-4	-1	+1
Employee Wellness	58	+10	+1	-2	-6	0	0
Info. and Communication	29	+12	-1	-5	-4	0	+1
Teamwork	51	+10	-4	-2	-1	0	0
Immediate Supervisor	76	+6	-6	-1	0	-1	-2
Middle Mgmt. Group	63	+9	-4	-3	-1	+3	-7
Senior Officers	29	+9	-2	-3	0	-4	0
Executive Command	25	+11	0	-2	-3	-5	0
Organizational Performance	19	+13	+1	-4	-3	-4	+2
Ethical Behaviour	57	+12	-2	-1	-4	+3	-7
Respectful Workplace	64	+5	+1	-3	-3	+4	-5
External Stake./ Partnerships	45	+8	-2	-4	-5	+1	+3
Engagement	43	+22	+5	-3	-6	-3	-4

Harassment and Discrimination by Tenure



Key Takeaways on Age & Tenure

- The pattern of results by age are very typical for large organizations. The youngest and oldest members are more favourable than other age groups.
- The pattern of results by length of service also is very typical for large organizations. Specifically, there is a "honeymoon" phase for those newest to the organization. Following that initial phase, member perceptions decline a bit and remain rather consistent across the other age groups.

Heatmap

Lower Same Higher

Do you consider yourself to be of Indigenous or Aboriginal Ancestry?	Difference Between Indigenous and OPS Overall		
	Ottawa Police Service Overall	**Yes**	**No**
Response Count	**1089**	**96**	**987**
Professional Growth	50	-8	+1
Workforce Management	13	-3	0
Perf. Management	38	-6	+1
Access to Resources	64	-2	0
Employee Wellness	58	-6	0
Info. and Communication	29	-3	0
Teamwork	51	-4	+1
Immediate Supervisor	76	+1	0
Middle Mgmt. Group	63	-2	0
Senior Officers	29	-4	0
Executive Command	25	-5	0
Organizational Performance	19	-5	+1
Ethical Behaviour	57	-4	0
Respectful Workplace	64	-8	0
External Stake./ Partnerships	45	-5	0
Engagement	43	-5	+1

Professional Growth by Indigenous Status

Lower Same Higher

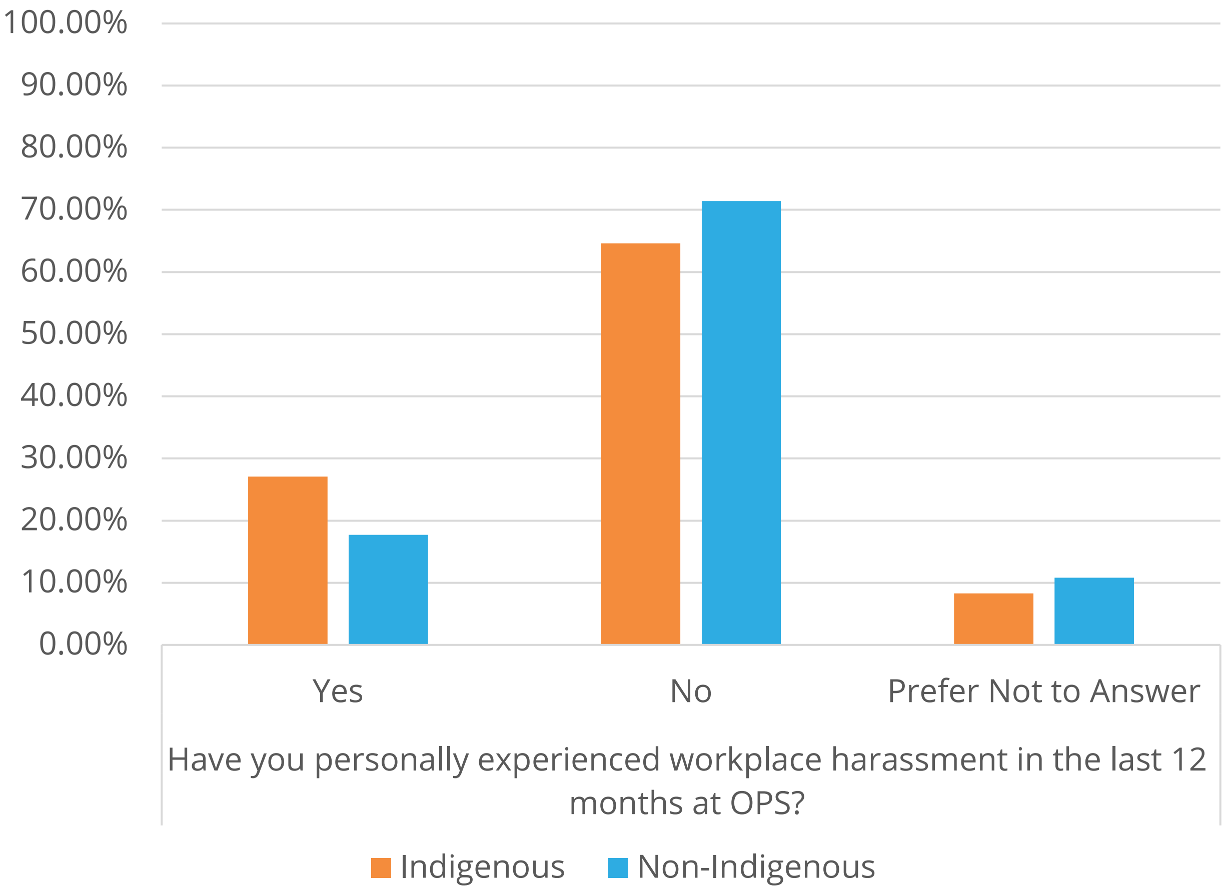
	Difference between Indigenous Status and OPS Overall		
	OPS Overall	Indigenous	Non-Indigenous
Response Count	**1089**	**96**	**987**
Overall Professional Growth	50	-8	+1
Most of my work is challenging and rewarding.	72	-6	+1
At work, I have the? opportunity to do what I do best every day.	56	-8	+1
I have opportunities to learn and grow professionally.	50	-7	+1
My career aspirations can be achieved at this organization.	42	-9	+1
I receive sufficient training to achieve my career aspirations.	40	-9	+1
My skills are valued and used effectively by OPS.	40	-7	+1

Respectful Workplace by Indigenous Status

Lower Same Higher

	Difference between Indigenous and OPS Overall		
	OPS Overall	Indigenous	Non-Indigenous
Response Count	**1089**	**96**	**987**
Overall Respectful Workplace Program	64	-8	0
I am familiar with and have a clear understanding of OPS's Respectful Workplace policies, procedures, and key definitions.	89	-4	0
I know what to do if I personally experience harassment or discrimination or if I observe someone else being harassed or discriminated against.	88	-5	0
I trust that the Respectful Workplace Program at OPS protects the privacy and confidentiality of information provided by complainants.	57	-15	+2
I feel that it would be safe to report complaints regarding harassment and discrimination to OPS's Respectful Workplace Program without any negative career repercussions.	46	-8	+1
I have confidence in the Respectful Workplace Program's ability to resolve complaints fairly, effectively and in a timely manner.	38	-8	+1

Workplace Harassment by Indigenous Status

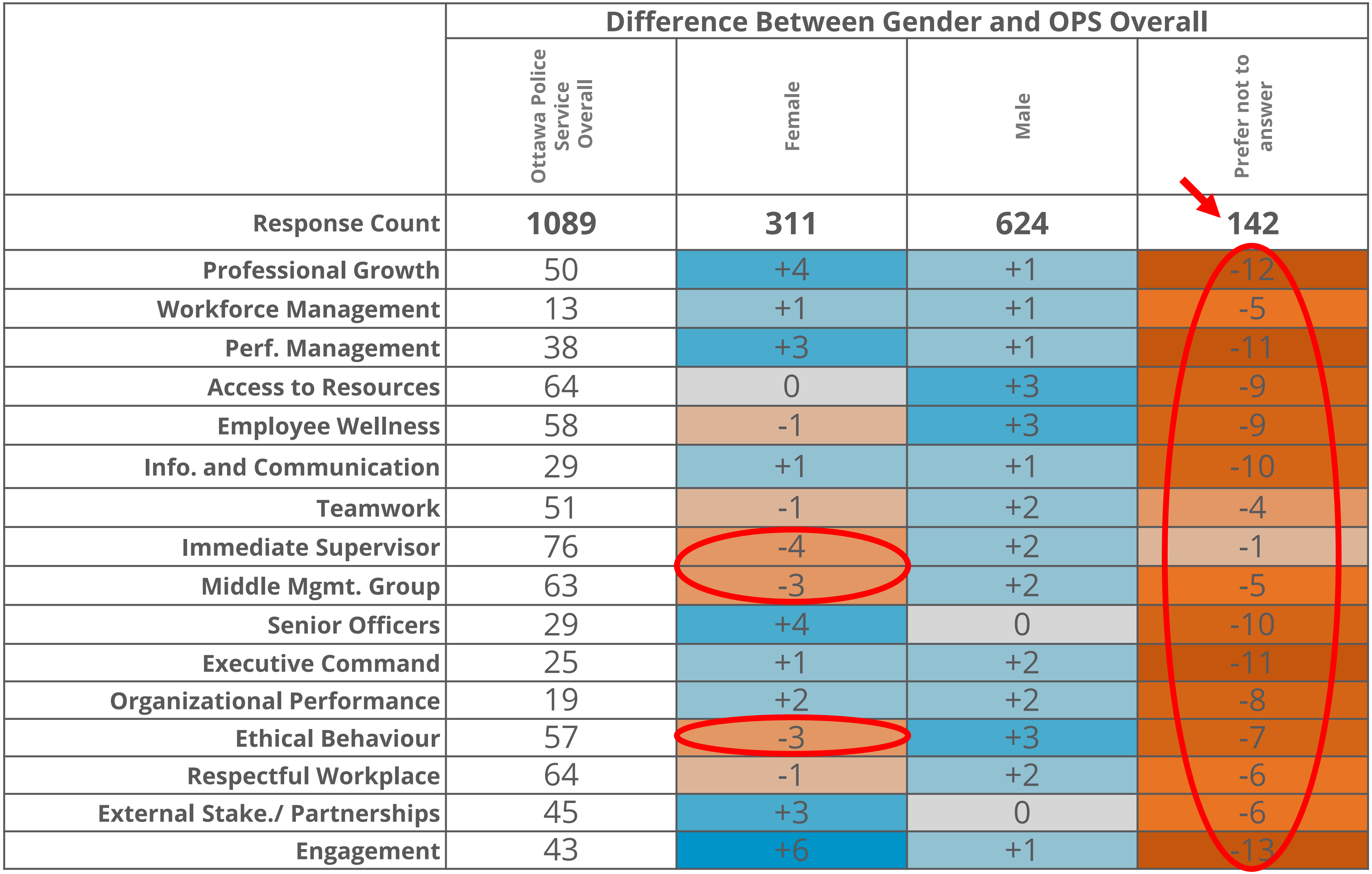


Key Takeaways on Indigenous Status

- Indigenous members are less favourable than non-indigenous members for 15 of the 16 survey dimensions.
- Indigenous members are particularly less favourable regarding the dimensions of Professional Growth, Respectful Workplace, Performance Management and Employee Wellness.
- Indigenous members are very unfavourable about the Respectful Workplace Program respecting the privacy and confidentiality of complainants.

Heatmap

Lower Same Higher



	Difference Between Gender and OPS Overall			
	Ottawa Police Service Overall	Female	Male	Prefer not to answer
Response Count	**1089**	**311**	**624**	**142**
Professional Growth	50	+4	+1	-12
Workforce Management	13	+1	+1	-5
Perf. Management	38	+3	+1	-11
Access to Resources	64	0	+3	-9
Employee Wellness	58	-1	+3	-9
Info. and Communication	29	+1	+1	-10
Teamwork	51	-1	+2	-4
Immediate Supervisor	76	-4	+2	-1
Middle Mgmt. Group	63	-3	+2	-5
Senior Officers	29	+4	0	-10
Executive Command	25	+1	+2	-11
Organizational Performance	19	+2	+2	-8
Ethical Behaviour	57	-3	+3	-7
Respectful Workplace	64	-1	+2	-6
External Stake./ Partnerships	45	+3	0	-6
Engagement	43	+6	+1	-13

Immediate Supervisor by Gender

Lower Same Higher

	Difference between Gender and OPS Overall			
	OPS Overall	Female	Male	Prefer not to answer
Response Count	**1089**	**311**	**624**	**142**
Overall Immediate Supervisor	76	-4	+2	-1
Acts consistently; does what he/she says.	81	-4	+2	0
Acts in accordance with OPS's official policies and standards.	87	-3	+2	+1
Is a role model of the OPS core values of Honour, Courage, Service.	77	-5	+1	+2
Sets clear, measurable and appropriate goals and objectives.	72	-1	+1	-1
Has clearly communicated how my work contributes to achievement of Organizational Priorities.	65	-1	+2	-4
I have trust and confidence in the ability of my Supervisor to enable me to continue to achieve our Unit's priorities.	78	-4	+2	-3
Distributes the work fairly.	76	-6	+5	-7
Encourages me to offer my opinions and ideas.	81	-4	+2	-2
Motivates me to do my best work.	69	-3	+2	-1
Establishes a climate of trust and respect.	78	-6	+2	0
Recognizes me when I do a good job.	77	-1	+2	-1
Effectively and ethically holds every team member accountable for poor performance and/or conduct issues.	59	-7	+3	-3
Delegates appropriately and supports me to make decisions within the scope of my responsibilities.	78	-4	+1	+2
Effectively supports the health and wellness of members reporting to him/her.	81	-3	+2	-4
Effectively deals with the administrative functions associated with supervision.	79	-1	+1	-2
Promotes, and role models equity, diversity and inclusion.	77	-3	+1	0

Middle Management Group by Gender

	Difference between Gender and OPS Overall			
	OPS Overall	Female	Male	Prefer not to answer
Response Count	**1089**	**311**	**624**	**142**
Overall Middle Management Group	63	-3	+2	-5
Acts consistently; do what they say.	65	-4	+2	-3
Acts in accordance with OPS's official policies and standards.	73	-3	+2	0
Are role models of the OPS core values of Honour, Courage, Service.	67	-2	+2	-5
Have clearly communicated the Organizational Priorities.	61	+1	+2	-8
I have trust and confidence in the ability of the Middle Management Group to enable me to continue to achieve our Organizational priorities.	61	-1	+3	-8
Distributes the work fairly.	65	-6	+4	-6
Encourages me to offer my opinions and ideas.	67	-4	+2	-1
Motivates me to do my best work.	59	-1	+3	-3
Establishes a climate of trust and respect.	65	-5	+4	-8
Recognizes me when I do a good job.	66	-2	+3	-4
Effectively and ethically holds every member accountable for poor performance and/or conduct issues.	47	-5	+4	-1
Delegates appropriately and supports me to make decisions within the scope of my responsibilities.	67	-2	+2	-5
Effectively supports the health and wellness of members.	70	-3	+2	-3
Promotes, and role models equity, diversity and inclusion.	65	-1	+1	-3
I believe that the Middle Management Group will use the results of this survey to improve our directorate where possible/within span of control.	47	-2	+4	-8
The Middle Management Group in our Directorate work effectively and ethically together as a team.	56	-1	+3	-8

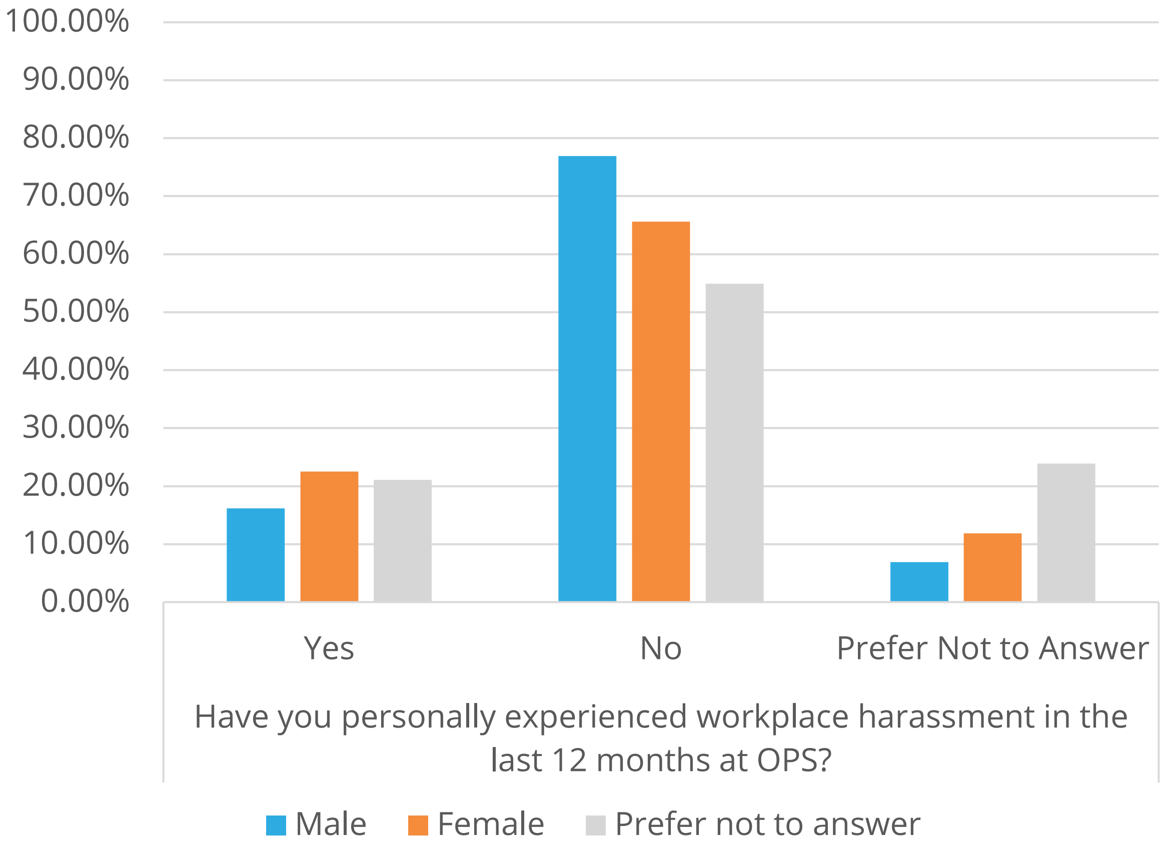
Lower Same Higher

Ethical Behaviour/Respectful Workplace/Diversity and Inclusion by Gender

	Difference between Gender and OPS Overall			
	OPS Overall	Female	Male	Prefer not to answer
Response Count	**1089**	**311**	**624**	**142**
Overall Ethical Behaviour/Respectful Workplace/Diversity and Inclusion	40	-2	+3	-5
Members of this organization demonstrate ethical behaviour.	59	-6	+4	-3
Unethical behaviour within OPS is addressed in an effective, fair and timely manner.	31	0	+2	-11
I feel comfortable and safe reporting unethical behaviour.	45	-6	+4	-6
Everyone is accepted as an equal member of the team regardless of their identification with a protected ground: age, race, colour, ancestry, citizenship, ethnic origin, place of origin, creed, disability, family status, marital status, gender identity, gender expression, record of offences, sex (including pregnancy), and sexual orientation (Ontario Human Rights Code).	59	-3	+4	-9
My direct supervisor communicates the importance of ethics, inclusion, and respect well.	70	-3	+2	0
My direct supervisor sets a good example in terms of ethical, respectful, and inclusive behaviour.	78	-4	+3	-1
I am confident in my supervisor's ability to appropriately respond in a timely and effective manner to matters relating to respect in the workplace.	76	-5	+4	-3
Diverse identities, ideas and ways of thinking and working are valued and accepted at my organization.	51	-2	+3	-9
Members of this organization consistently treat others (OPS and/or Community members) with dignity and respect.	64	-10	+7	-5
This organization purposefully brings people (OPS and/or community members) with diverse backgrounds and/or perspectives together to solve problems or make decisions.	49	0	+2	-10
The OPS is taking the right steps to provide professional and bias-neutral policing.	45	+2	0	-10
The OPS promotes a culture of equity, diversity and inclusion.	58	+1	+3	-16

Lower Same Higher

Workplace Harassment by Gender



Key Takeaways on Gender

- An unusually high number of members (13%) chose the “Prefer not to Answer” option for the gender question,
- Female members are less favourable than males about the immediate supervisor, middle management and ethical behaviour.
- Female members are less favourable about distributing work fairly, establishing a climate of trust and respect and holding team members accountable for poor performance and/or conduct issues.
- Female members are much less favourable than male employees regarding members of the organization treating others (OPS and/or community members) with dignity and respect, members demonstrating ethical behaviour and feeling comfortable and safe reporting unethical behaviour.
- Female members are more likely than male members to report being harassed in the workplace.

Heatmap

Lower Same Higher

OTTAWA POLICE SERVICE
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		Difference Between Race and OPS Overall							
	Ottawa Police Service Overall	**Asian**	**Black**	**Latin/Hispanic**	**Middle Eastern**	**Caucasian (White)**	**Mixed Race**	**Not specified above**	**Prefer not to answer**
Response Count	**1089**	**26**	**30**	**6**	**15**	**743**	**36**	**27**	**198**
Professional Growth	50	+9	+7	+19	-1	+2	-8	-14	-7
Workforce Management	13	+11	-6	-13	-10	+1	-2	-1	-3
Perf. Management	38	+2	0	+10	-17	+2	-3	+3	-8
Access to Resources	64	+4	+2	+6	-8	+2	-4	+3	-5
Employee Wellness	58	-1	+7	+2	-6	+1	-6	+7	-6
Info. and Communication	29	+3	+7	+2	-3	+1	-2	+10	-7
Teamwork	51	+9	0	+16	+2	+1	-6	-4	-1
Immediate Supervisor	76	+5	-10	+20	-4	+1	-8	-2	-1
Middle Mgmt. Group	63	+5	-10	0	+7	0	-4	+6	-2
Senior Officers	29	+5	+7	-24	-11	+2	-12	+22	-10
Executive Command	25	+10	+16	-21	-7	+1	-5	+10	-9
Organizational Performance	19	+10	+11	+1	+3	+1	0	+5	-5
Ethical Behaviour	57	-2	-14	+11	+1	+2	-5	-7	-4
Respectful Workplace	64	-3	-8	+3	+1	+2	-9	-7	-4
External Stake./ Partnerships	45	+5	-5	-21	0	+1	-6	+4	-5
Engagement	43	+9	+10	+1	-6	+3	-7	+6	-8

TALENTMAP

*Israeli is not shown as the count was below 5

Immediate Supervisor by Race

Lower Same Higher

OTTAWA POLICE SERVICE
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	Difference Between Race and Overall OPS								
	OPS Overall	Asian	Black	Caucasian (White)	Latin/Hispanic	Middle Eastern	Mixed Race	Not specified above	Prefer not to answer
Response Count	**1089**	**26**	**30**	**743**	**6**	**15**	**36**	**27**	**198**
Overall Immediate Supervisor	76	+5	-10	+1	+20	-4	-8	-2	-1
Acts consistently; does what he/she says.	81	+11	-11	+1	+19	-10	-9	-7	-1
Acts in accordance with OPS's official policies and standards.	87	+9	-14	+1	+13	-1	-4	-9	0
Is a role model of the OPS core values of Honour, Courage, Service.	77	+11	-7	0	+23	-13	-2	-7	+1
Sets clear, measurable and appropriate goals and objectives.	72	+5	-15	+1	+8	-8	+3	+2	-2
Has clearly communicated how my work contributes to achievement of Organizational Priorities.	65	+8	-5	+1	+15	-8	-5	+2	-4
I have trust and confidence in the ability of my Supervisor to enable me to continue to achieve our Unit's priorities.	78	+7	-1	+1	+22	-14	-9	-4	-3
Distributes the work fairly.	76	0	-7	+1	+24	-5	-4	+5	-4
Encourages me to offer my opinions and ideas.	81	-4	-5	0	+19	+5	-9	-7	0
Motivates me to do my best work.	69	+4	-10	+1	+11	+10	-8	+1	-3
Establishes a climate of trust and respect.	78	+7	-12	0	+22	+8	-11	-4	+1
Recognizes me when I do a good job.	77	+4	-10	+2	+23	-6	-5	-7	-2
Effectively and ethically holds every team member accountable for poor performance and/or conduct issues.	59	+14	-4	0	+41	+12	-13	+22	-6
Delegates appropriately and supports me to make decisions within the scope of my responsibilities.	78	-1	-11	0	+22	-7	-6	0	+3
Effectively supports the health and wellness of members reporting to him/her.	81	-4	-14	+2	+19	-2	-12	-3	-2
Effectively deals with the administrative functions associated with supervision.	79	+6	-9	+1	+21	-8	-15	-1	-1
Promotes, and role models equity, diversity and inclusion.	77	-4	-29	0	+23	-13	-11	-8	+7

TALENTMAP

*Israeli is not shown as the count was below 5

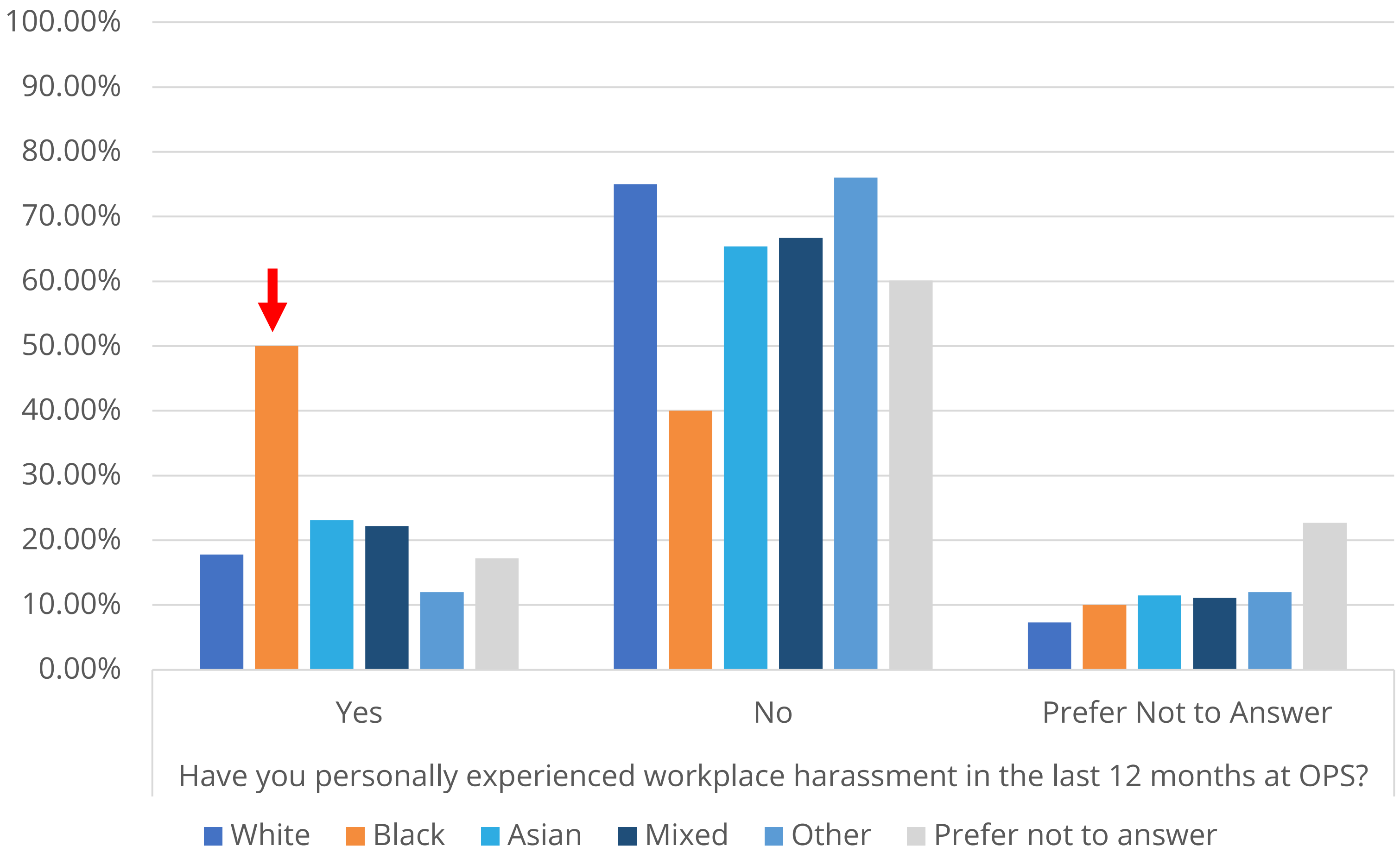
Middle Management Group by Race

Lower Same Higher

	Difference Between Race and Overall OPS								
	OPS Overall	Asian	Black	Caucasian (White)	Latin/Hispanic	Middle Eastern	Mixed Race	Not specified above	Prefer not to answer
Response Count	**1089**	**26**	**30**	**743**	**6**	**15**	**36**	**27**	**198**
Overall Middle Management Group	63	+5	-10	0	0	+7	-4	+6	-2
Acts consistently; do what they say.	65	+15	-11	0	+2	+6	-5	-5	0
Acts in accordance with OPS's official policies and standards.	73	+7	-12	+2	+10	-2	0	-8	-1
Are role models of the OPS core values of Honour, Courage, Service.	67	+5	-13	+2	0	+12	-6	+2	-4
Have clearly communicated the Organizational Priorities.	61	-1	-11	+1	-11	-4	-1	+1	+1
I have trust and confidence in the ability of the Middle Management Group to enable me to continue to achieve our Organizational priorities.	61	+3	-13	+2	-11	+10	0	+8	-3
Distributes the work fairly.	65	+2	-6	+1	+2	+6	-12	+7	-4
Encourages me to offer my opinions and ideas.	67	0	-3	0	0	+4	+1	+2	0
Motivates me to do my best work.	59	+8	-5	+1	+8	+12	-3	+6	-4
Establishes a climate of trust and respect.	65	+10	-11	0	+2	+6	0	+12	-3
Recognizes me when I do a good job.	66	+9	-2	0	+1	+5	+10	+11	-4
Effectively and ethically holds every member accountable for poor performance and/or conduct issues.	47	+3	-2	0	+3	+17	-5	+17	-1
Delegates appropriately and supports me to make decisions within the scope of my responsibilities.	67	0	-6	+1	0	+4	-4	+2	-1
Effectively supports the health and wellness of members.	70	+10	-13	0	+13	+1	-7	+7	0
Promotes, and role models equity, diversity and inclusion.	65	-2	-26	+1	-15	+6	-13	+7	+2
I believe that the Middle Management Group will use the results of this survey to improve our directorate where possible/within span of control.	47	+9	-6	+1	+3	+17	-2	+17	-5
The Middle Management Group in our Directorate work effectively and ethically together as a team.	56	+8	-8	0	-6	+23	-4	+19	-3

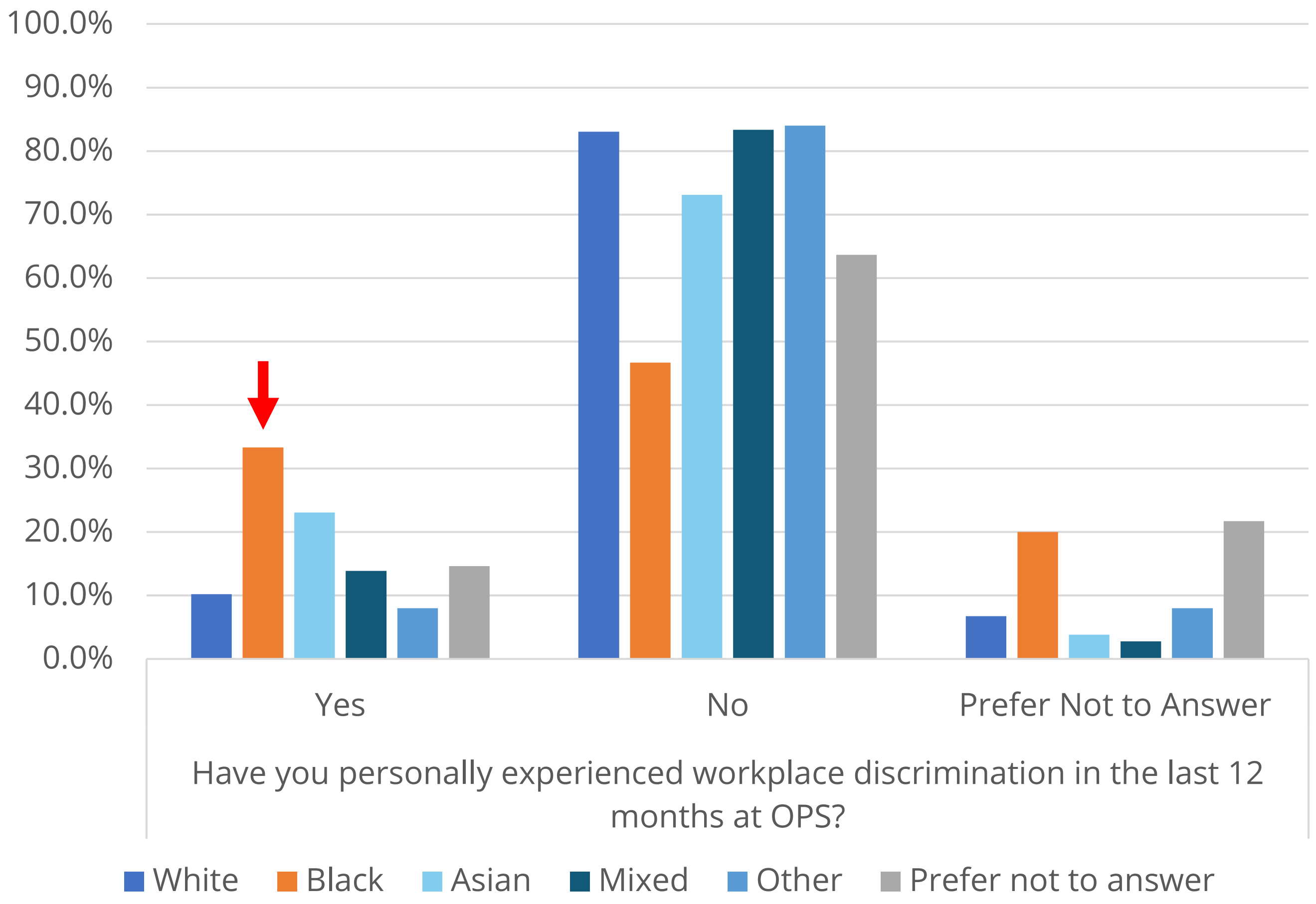
*Israeli is not shown as the count was below 5

Workplace Harassment by Race



TALENTMAP

Workplace Discrimination by Race



Key Takeaways on Race

- A substantial percentage of respondents (18%) chose the "Prefer not to Answer" option for race/ethnicity.
- Mixed-Race and Middle Eastern members are less favourable for nearly all of the survey dimensions.
- Asian, black, and mixed-race members are less favourable about ethical behaviour and the respectful workplace program.
- Black and mixed-race employees have less favourable views of their immediate supervisors and middle management, particularly with regard to the promotion and role-modeling of equity and diversity and inclusion.
- Black employees are more than twice as likely to say they are harassed in the workplace and substantially more likely to say they are experiencing workplace discrimination.

Heatmap

Lower Same Higher

OTTAWA POLICE SERVICE
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	Difference Between Sexual Orientation and OPS Overall							
	Ottawa Police Service Overall	Asexual	Bisexual	Gay	Heterosexual	Lesbian	Queer	Prefer not to answer
Response Count	**1089**	**38**	**16**	**10**	**806**	**9**	**5**	**191**
Professional Growth	50	+6	-3	+8	+2	-6	-13	-9
Workforce Management	13	+6	-7	+8	+1	-10	+4	-3
Perf. Management	38	+1	-8	+26	+2	-8	+3	-9
Access to Resources	64	+4	-2	+12	+2	-1	-4	-6
Employee Wellness	58	0	-15	+6	+2	-18	+3	-8
Info. and Communication	29	+7	-9	+8	+2	-3	-14	-9
Teamwork	51	+1	+10	+9	+1	-18	+13	-3
Immediate Supervisor	76	+1	+9	+17	0	-8	+4	-1
Middle Mgmt. Group	63	-3	+11	+13	+1	-13	-10	-5
Senior Officers	29	-1	-3	-12	+2	-10	-9	-9
Executive Command	25	+6	-4	+10	+2	-8	-4	-10
Organizational Performance	19	+3	-4	-2	+2	+1	+17	-7
Ethical Behaviour	57	+4	0	+2	+1	-10	0	-5
Respectful Workplace	64	+7	-9	+1	+1	-15	+12	-7
External Stake./ Partnerships	45	+1	-19	-7	+1	-4	+23	-5
Engagement	43	+5	0	+14	+2	-12	0	-10

TALENTMAP

*Other, Pansexual, Questioning, and Two-Spirit are not shown as their counts were below 5

Senior Officers by Sexual Orientation

Lower Same Higher

	Difference Between Sexual Orientation and OPS Overall							
	OPS Overall	Asexual	Bisexual	Gay	Heterosexual	Lesbian	Prefer not to answer	Queer
Response Count	**1089**	**38**	**16**	**10**	**806**	**9**	**191**	**5**
Overall Senior Officers	29	-1	-3	-12	+2	-10	-9	-9
Acts consistently; do what they say.	26	+2	-12	-15	+3	-9	-10	-1
Acts in accordance with OPS's official policies and standards.	38	+12	0	-16	+2	-21	-12	-5
Are role models of the OPS core values of Honour, Courage, Service.	30	+4	+3	-19	+1	-13	-8	+3
Have clearly communicated the Organizational Priorities.	36	-2	-9	+8	+3	-19	-10	-36
I have trust and confidence in the ability of Senior Officers to enable me to continue to achieve our Organizational priorities.	27	+2	-8	-16	+3	-10	-14	-27
Distributes the work fairly.	27	-4	+6	+6	+3	-10	-11	-27
Encourages me to offer my opinions and ideas.	29	-4	-2	-18	+3	+4	-10	+4
Motivates me to do my best work.	24	-3	-4	-13	+3	-7	-7	+9
Establishes a climate of trust and respect.	27	-3	-14	-16	+3	-10	-11	+6
Recognizes me when I do a good job.	31	-3	-4	-9	+2	-14	-5	-31
Effectively and ethically holds every member accountable for poor performance and/or conduct issues.	20	-3	0	+2	+2	-3	-7	+13
Delegates appropriately and supports me to make decisions within the scope of my responsibilities.	30	-2	+1	-19	+1	-10	-5	-30
Effectively supports the health and wellness of members.	38	0	-9	-27	+2	-21	-8	+12
Promotes, and role models equity, diversity and inclusion.	36	-8	+11	-14	+2	-3	-3	+14
I believe that Senior Officers will use the results of this survey to improve our directorate where possible/within span of control.	22	-1	-9	-11	+3	-5	-10	-22
Senior Officers work effectively and ethically together as a team.	19	0	+2	-8	+3	-2	-9	-19

*Other, Pansexual, Questioning, and Two-Spirit are not shown as their counts were below 5

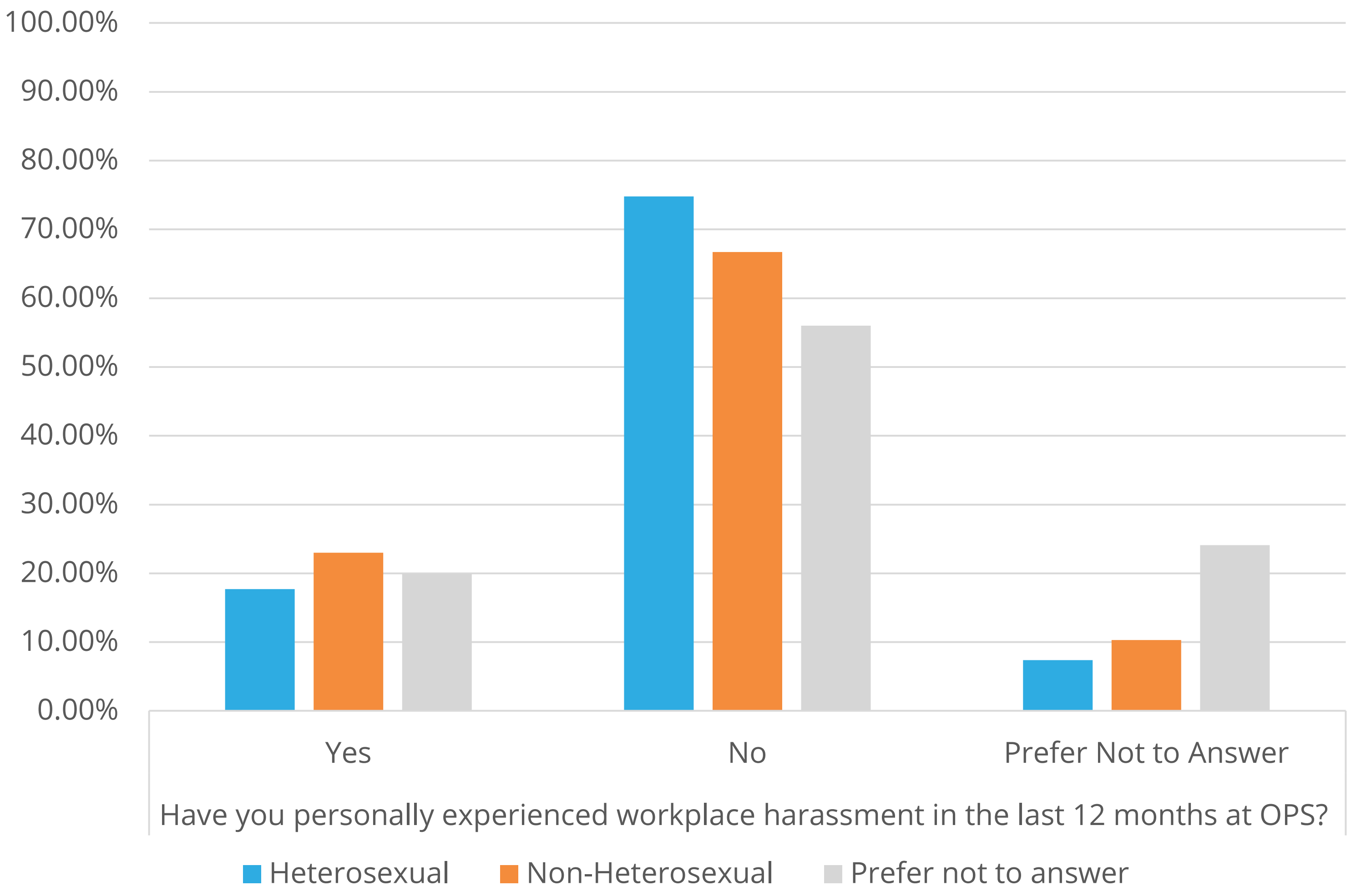
Respectful Workplace Program by Sexual Orientation

Lower Same Higher

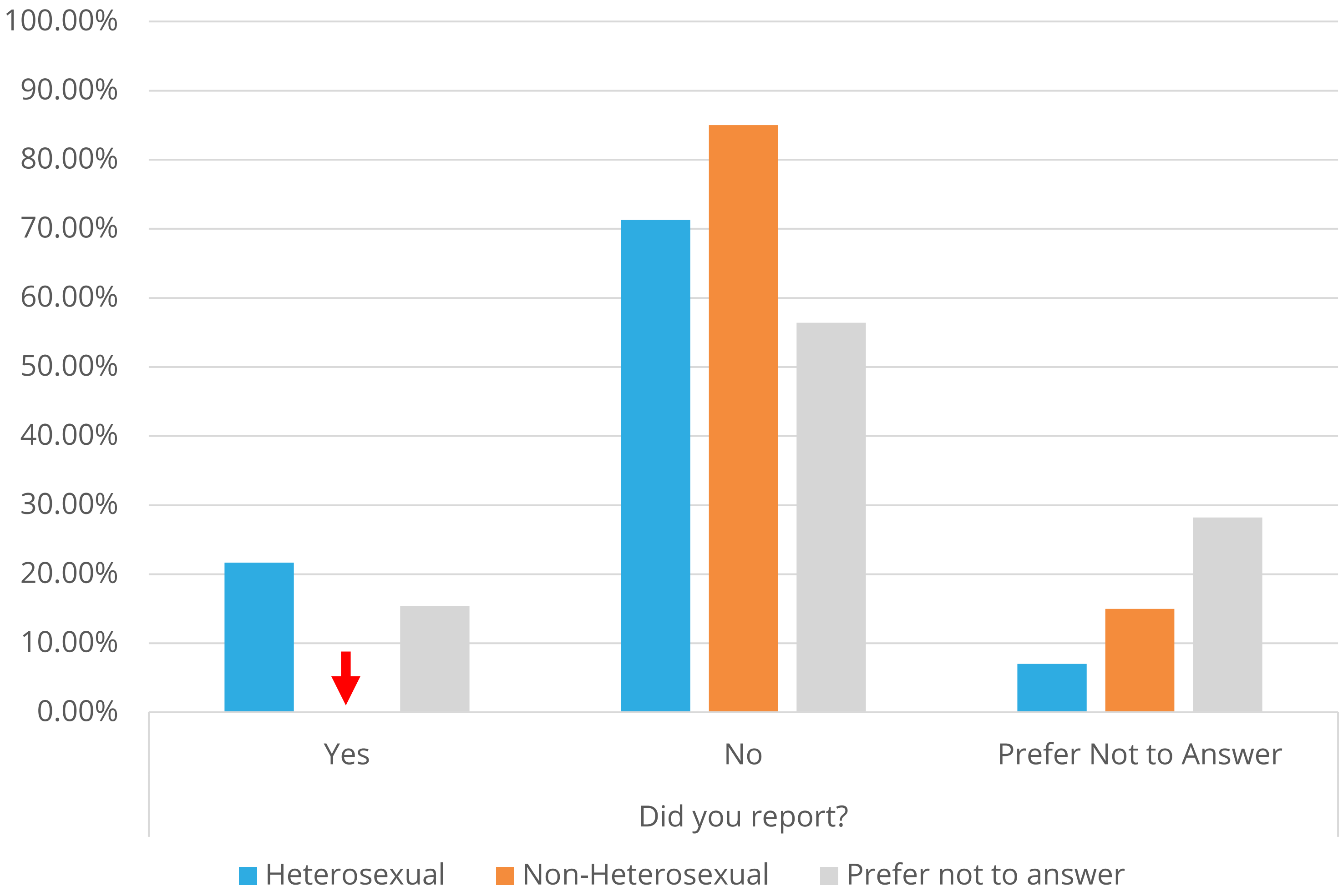
	Difference Between Sexual Orientation and OPS Overall							
	OPS Overall	Asexual	Bisexual	Gay	Heterosexual	Lesbian	Prefer not to answer	Queer
Response Count	**1089**	**38**	**16**	**10**	**806**	**9**	**191**	**5**
Overall Respectful Workplace Program	64	+7	-9	+1	+1	-15	-7	+12
I am familiar with and have a clear understanding of OPS's Respectful Workplace policies, procedures, and key definitions.	89	-5	-1	+11	+1	-14	-2	+11
I know what to do if I personally experience harassment or discrimination or if I observe someone else being harassed or discriminated against.	88	+1	-7	-8	+1	-32	-5	-8
I trust that the Respectful Workplace Program at OPS protects the privacy and confidentiality of information provided by complainants.	57	+16	-7	+3	+1	-19	-6	+23
I feel that it would be safe to report complaints regarding harassment and discrimination to OPS's Respectful Workplace Program without any negative career repercussions.	46	+9	-15	-6	+3	-8	-11	+14
I have confidence in the Respectful Workplace Program's ability to resolve complaints fairly, effectively and in a timely manner.	38	+15	-13	+6	+1	0	-7	+22

*Other, Pansexual, Questioning, and Two-Spirit are not shown as their counts were below 5

Workplace Harassment by Sexual Orientation

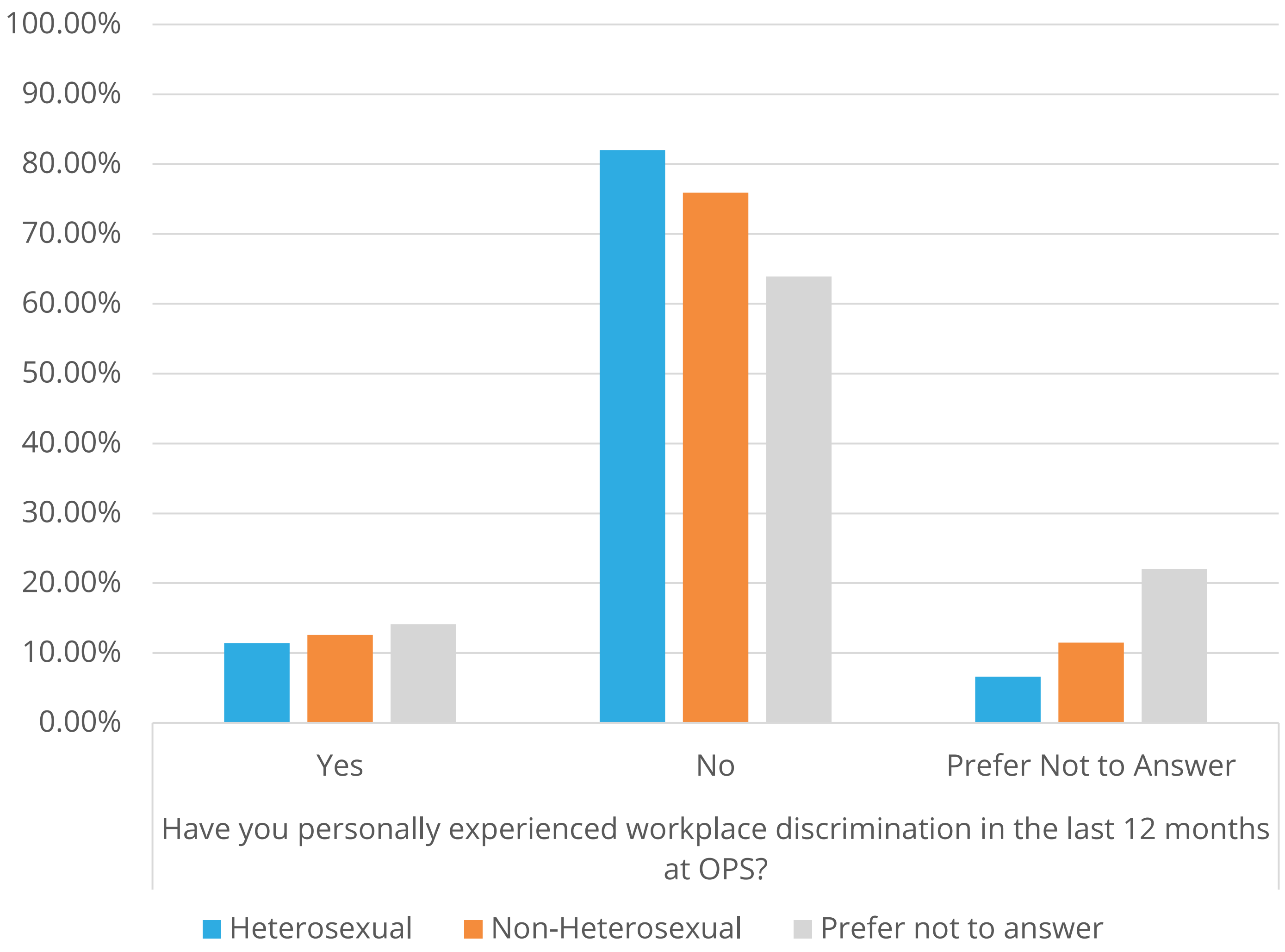


Reporting Harassment by Sexual Orientation



TALENTMAP

Workplace Discrimination by Sexual Orientation



Reporting Discrimination by Sexual Orientation

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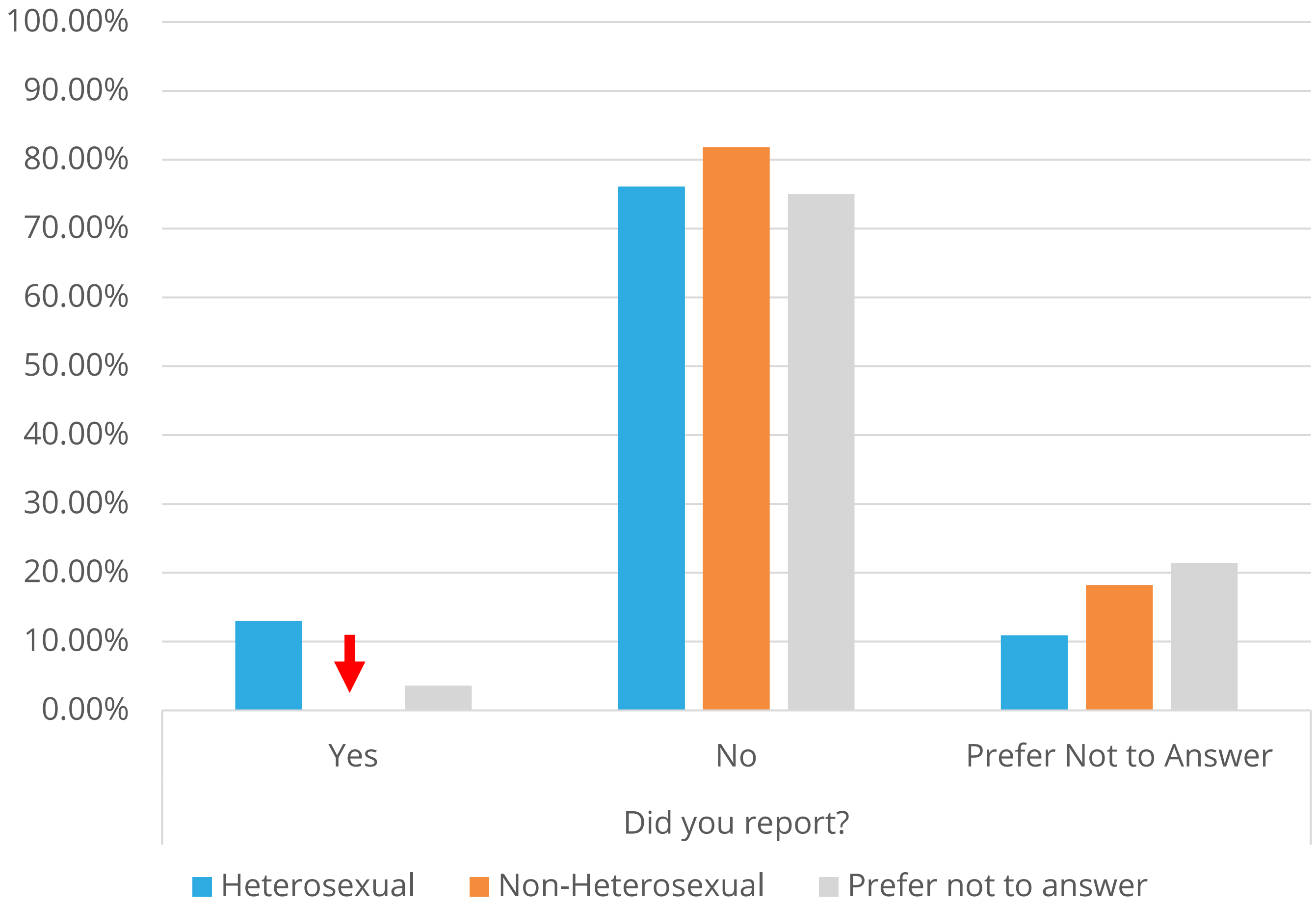

TALENTMAP

Key takeaways on Sexual Orientation

- A sizeable number of members (18%) chose “Prefer not to Answer”.
- Lesbians (n = 9) and those who did not disclose their sexual orientation (n = 191) are less favourable on nearly all dimensions.
- Senior officers are viewed less favourably by all non-heterosexual groups.
- No sexual minority member indicated that they formally reported workplace harassment or discrimination.

Heatmap

Lower Same Higher

Do you identify as living with a disability?	Difference Between Disability and OPS Overall			
	Ottawa Police Service Overall	Yes	No	Prefer not to answer
Response Count	**1089**	**108**	**864**	**111**
Professional Growth	50	-14	+3	-9
Workforce Management	13	-3	+1	-6
Perf. Management	38	-6	+2	-12
Access to Resources	64	-8	+2	-5
Employee Wellness	58	-13	+3	-10
Info. and Communication	29	-3	+1	-7
Teamwork	51	-6	+2	-5
Immediate Supervisor	76	-5	+1	-1
Middle Mgmt. Group	63	-12	+1	-3
Senior Officers	29	-3	+1	-10
Executive Command	25	-1	+1	-9
Organizational Performance	19	+1	+1	-8
Ethical Behaviour	57	-6	+1	-6
Respectful Workplace	64	-9	+1	-5
External Stake./ Partnerships	45	-2	+1	-11
Engagement	43	-11	+3	-12

Key takeaways on Disability

- An unusually high number of members (10%) chose “Prefer Not to Answer” in response to the question about living with a disability.
- Members who indicate they are living with a disability are less favourable on all but one dimension.

Heatmap

Lower Same Higher

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Have you personally witnessed an incident involving inappropriate and/or unethical workplace conduct/behaviour?	Difference Between Witnessed and OPS Overall		
	Ottawa Police Service Overall	**Yes**	**No**
Response Count	**1089**	**353**	**736**
Professional Growth	50	-7	+4
Workforce Management	13	-4	+2
Perf. Management	38	-5	+2
Access to Resources	64	-6	+3
Employee Wellness	58	-8	+4
Info. and Communication	29	-4	+1
Teamwork	51	-9	+5
Immediate Supervisor	76	-9	+4
Middle Mgmt. Group	63	-10	+4
Senior Officers	29	-6	+3
Executive Command	25	-3	+1
Organizational Performance	19	-3	+2
Ethical Behaviour	57	-14	+7
Respectful Workplace	64	-11	+5
External Stake./ Partnerships	45	-3	+1
Engagement	43	-6	+3

Heatmap

Lower Same Higher

Have you personally experienced workplace harassment in the last 12 months at OPS?	Difference Between Harassed and OPS Overall			
	Ottawa Police Service Overall	**Yes**	**No**	**Prefer Not to Answer**
Response Count	**1089**	**202**	**770**	**117**
Professional Growth	50	-13	+5	-13
Workforce Management	13	-6	+3	-5
Perf. Management	38	-13	+5	-10
Access to Resources	64	-11	+5	-13
Employee Wellness	58	-15	+6	-18
Info. and Communication	29	-8	+3	-11
Teamwork	51	-13	+5	-10
Immediate Supervisor	76	-14	+5	-10
Middle Mgmt. Group	63	-13	+5	-12
Senior Officers	29	-11	+4	-10
Executive Command	25	-8	+4	-13
Organizational Performance	19	-5	+3	-9
Ethical Behaviour	57	-20	+9	-21
Respectful Workplace	64	-18	+7	-21
External Stake./ Partnerships	45	-6	+3	-15
Engagement	43	-11	+5	-12

Heatmap

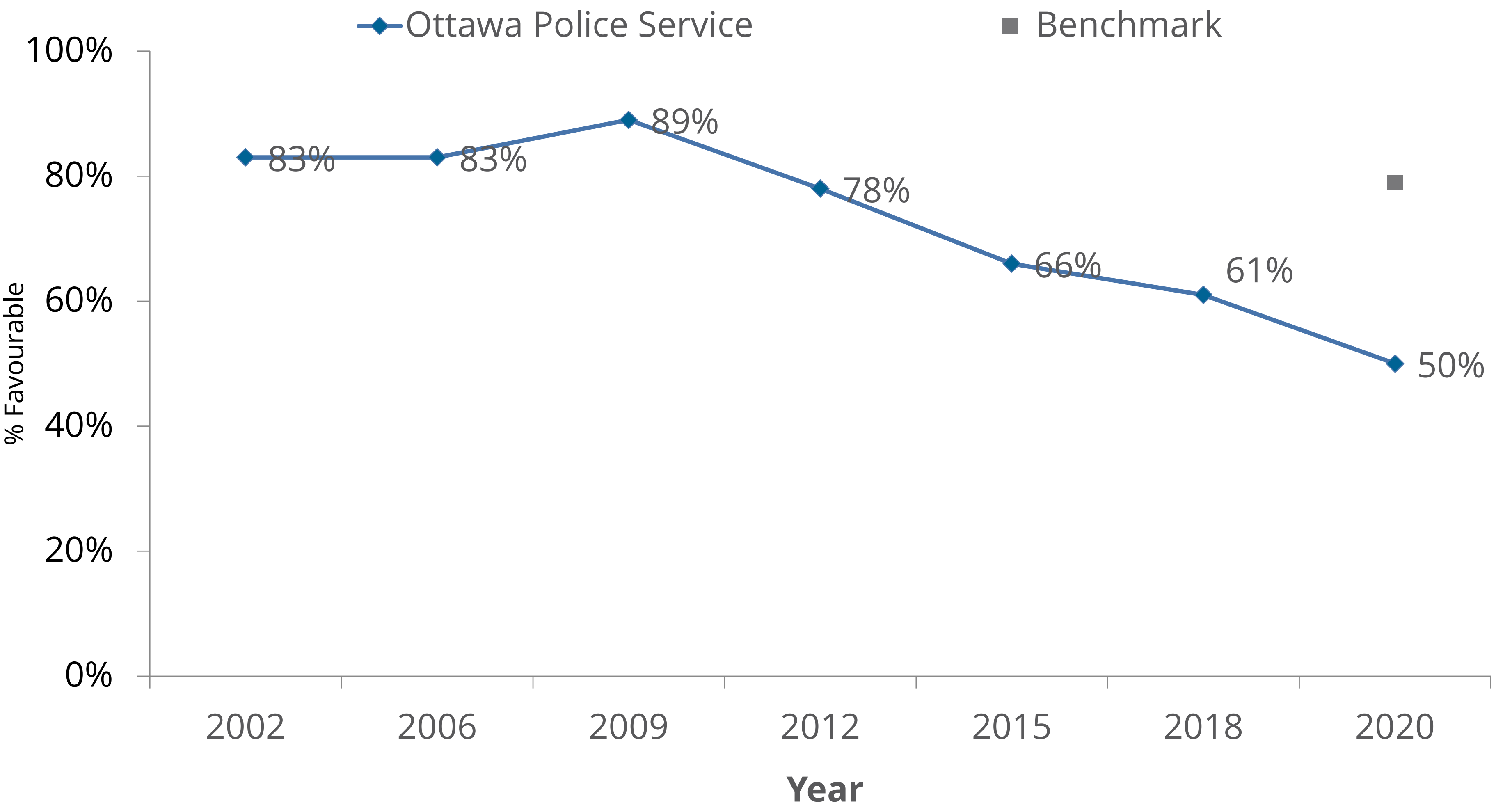
Lower Same Higher

Have you personally experienced workplace discrimination in the last 12 months at OPS?	Difference Between Discrimination and OPS Overall			
	Ottawa Police Service Overall	Yes	No	Prefer Not to Answer
Response Count	**1089**	**130**	**852**	**107**
Professional Growth	50	-23	+5	-11
Workforce Management	13	-9	+2	-5
Perf. Management	38	-14	+4	-12
Access to Resources	64	-14	+4	-12
Employee Wellness	58	-18	+5	-17
Info. and Communication	29	-10	+3	-13
Teamwork	51	-14	+3	-7
Immediate Supervisor	76	-13	+3	-8
Middle Mgmt. Group	63	-15	+3	-6
Senior Officers	29	-14	+3	-13
Executive Command	25	-11	+3	-15
Organizational Performance	19	-7	+2	-9
Ethical Behaviour	57	-21	+6	-21
Respectful Workplace	64	-19	+5	-21
External Stake./ Partnerships	45	-12	+3	-14
Engagement	43	-18	+5	-9

Appendix B: Selected Item-Level Trends

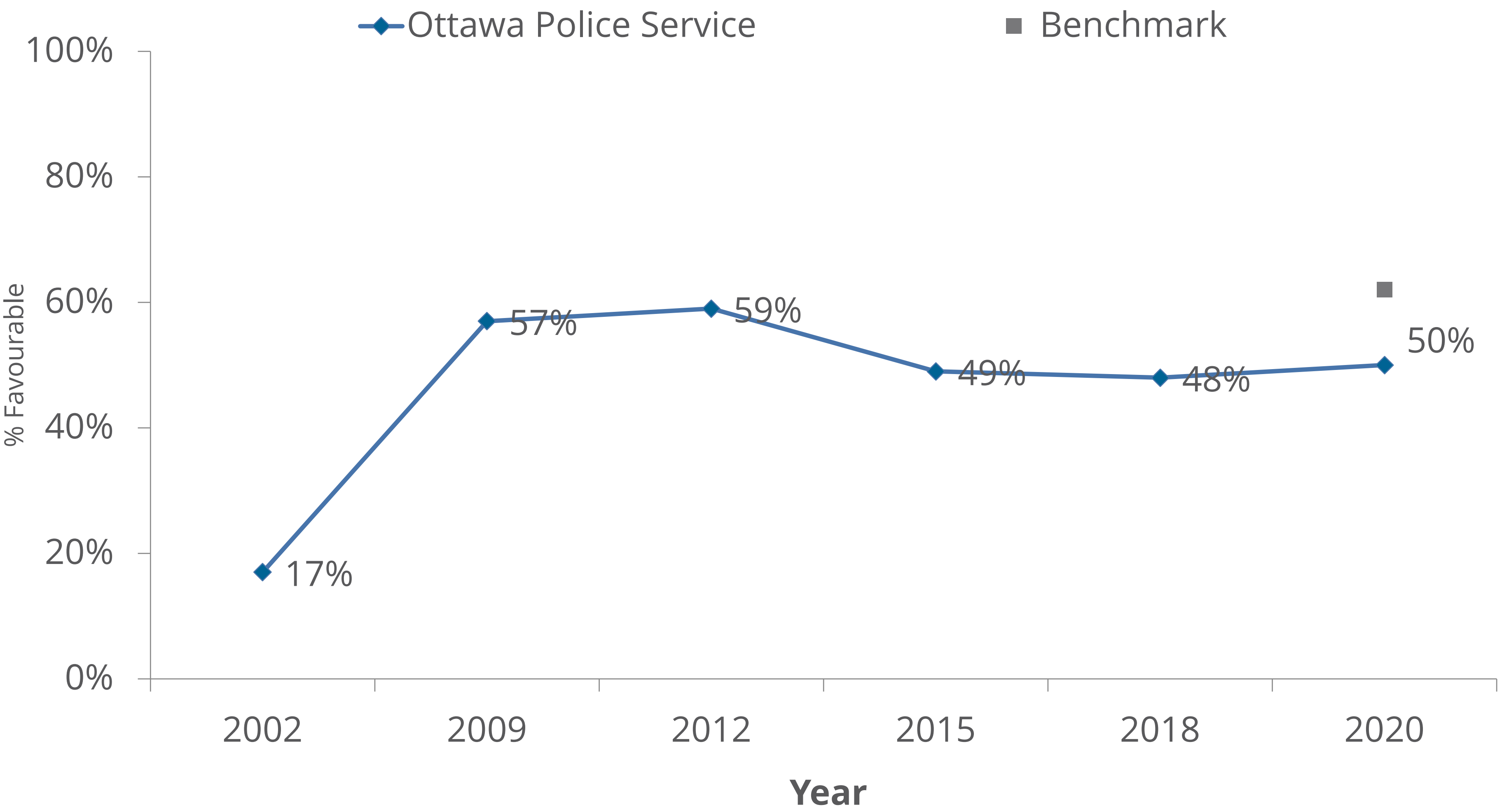
Job Pride

I am proud to tell people I am a member of the Ottawa Police Service



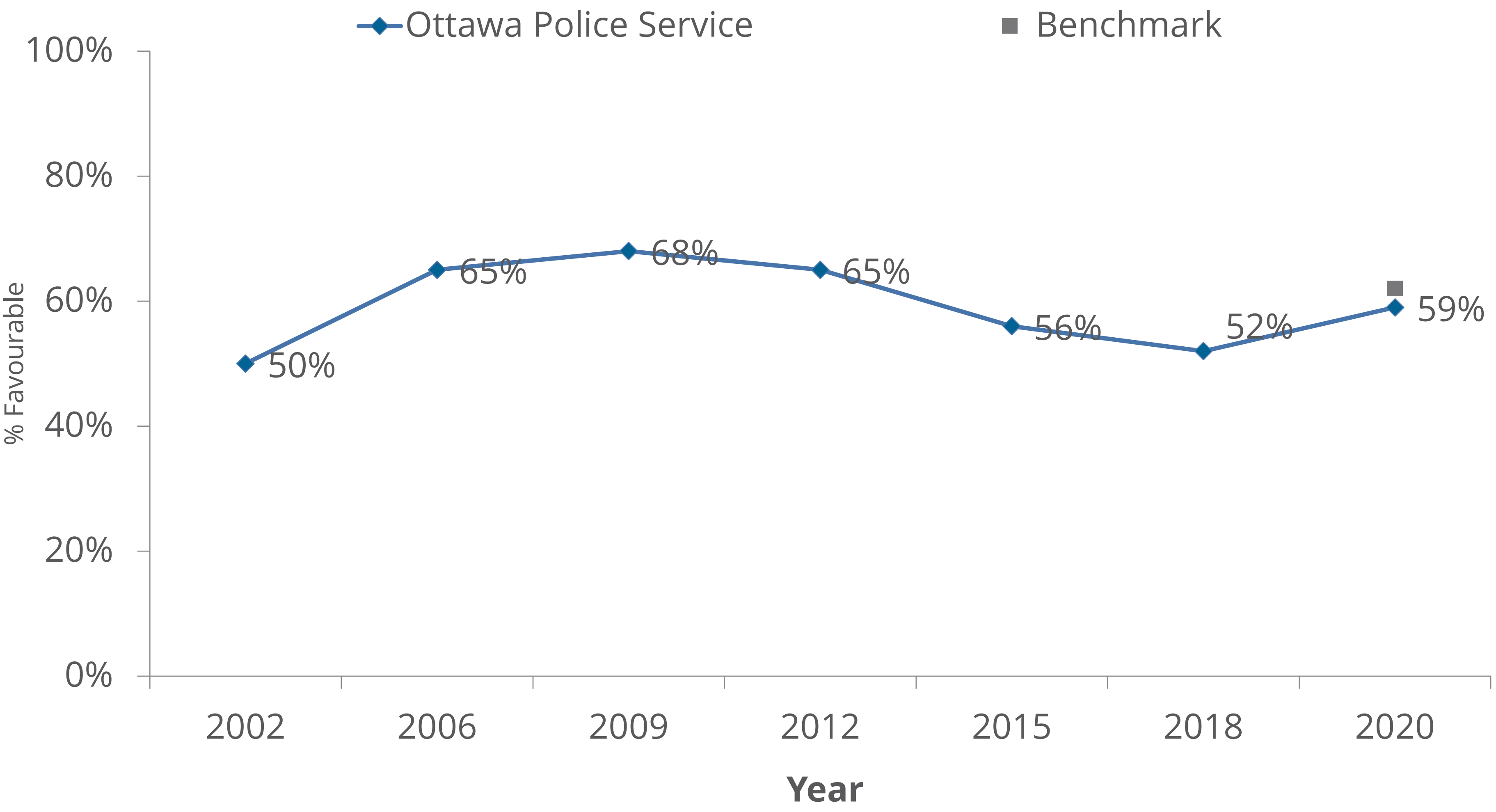
Opportunity To Learn and Grow

I have opportunities to learn and grow professionally



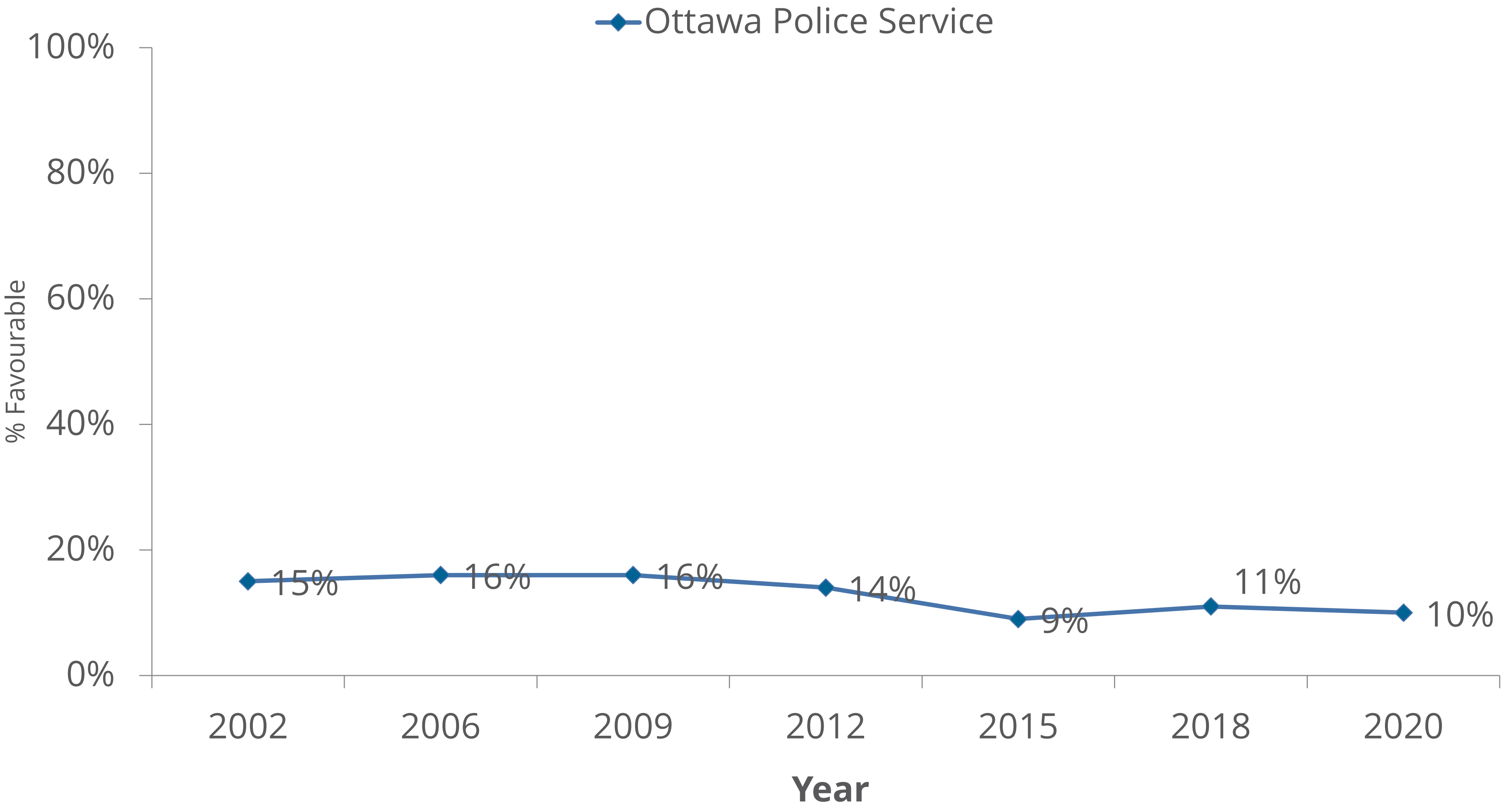
Amount Of Work

The amount of work required of me is about right



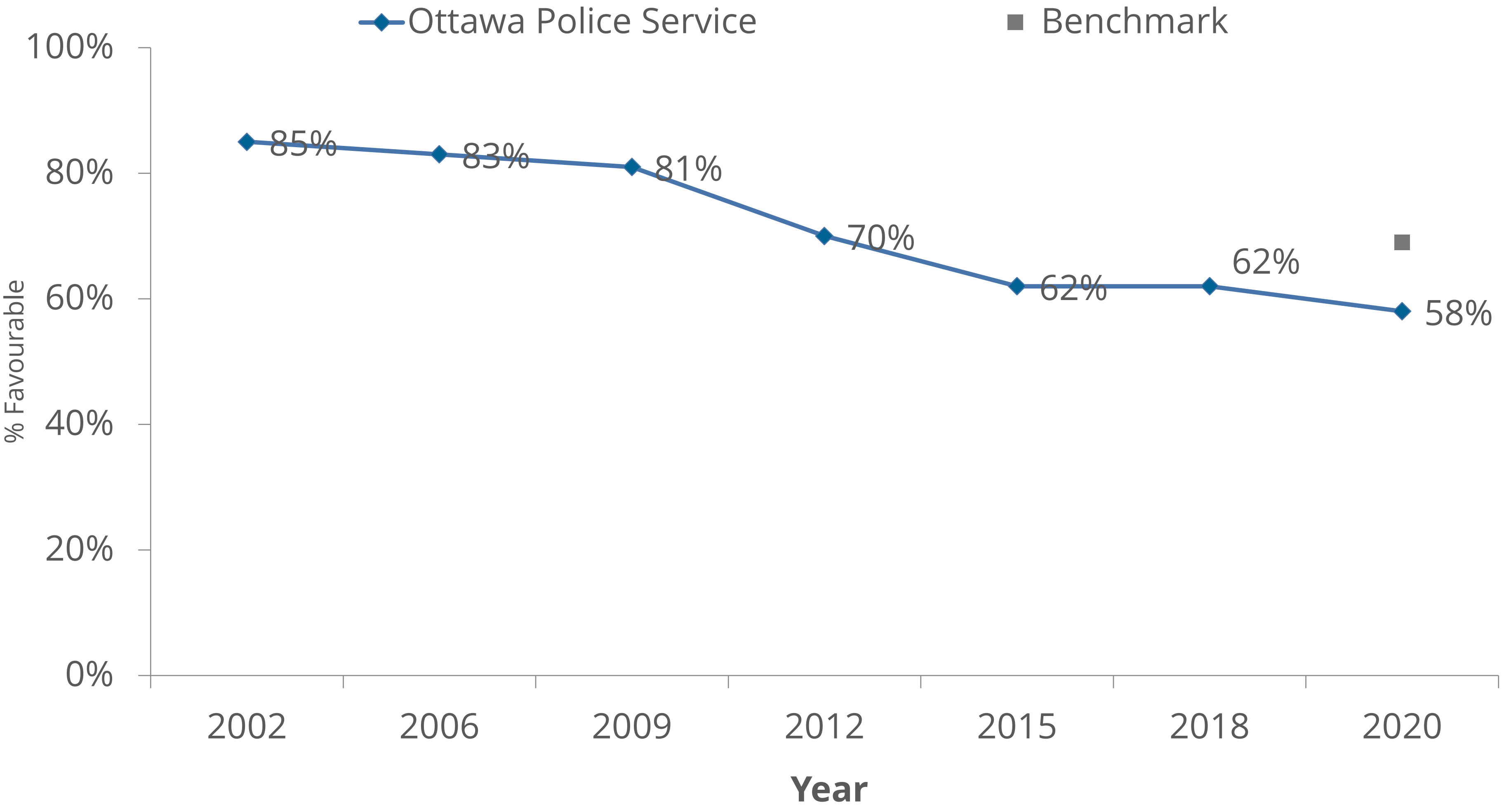
Promotions

Promotions in this organization are made on the basis of individuals' skills and experience



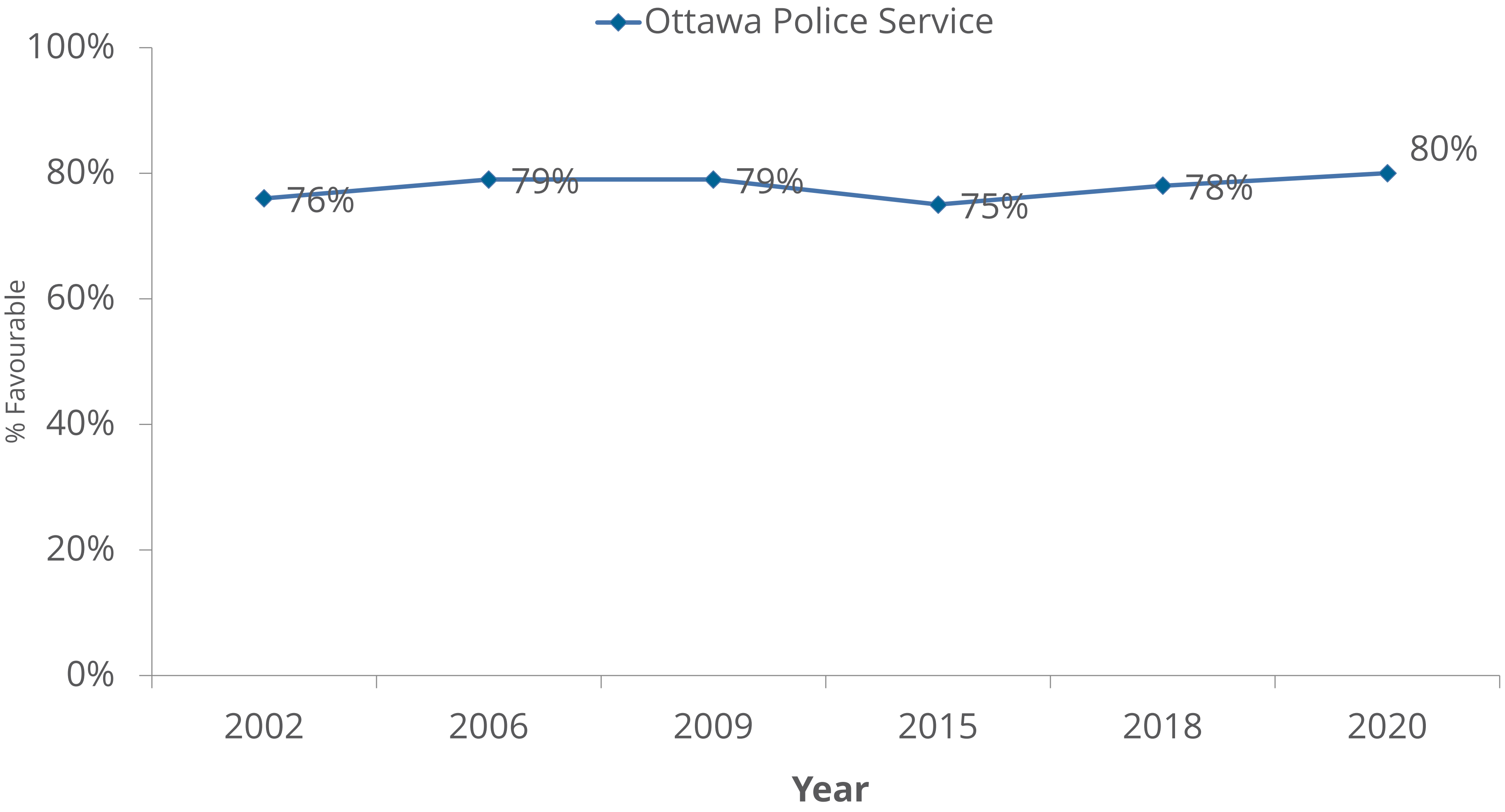
Job Satisfaction

Overall, how satisfied are you with your job?



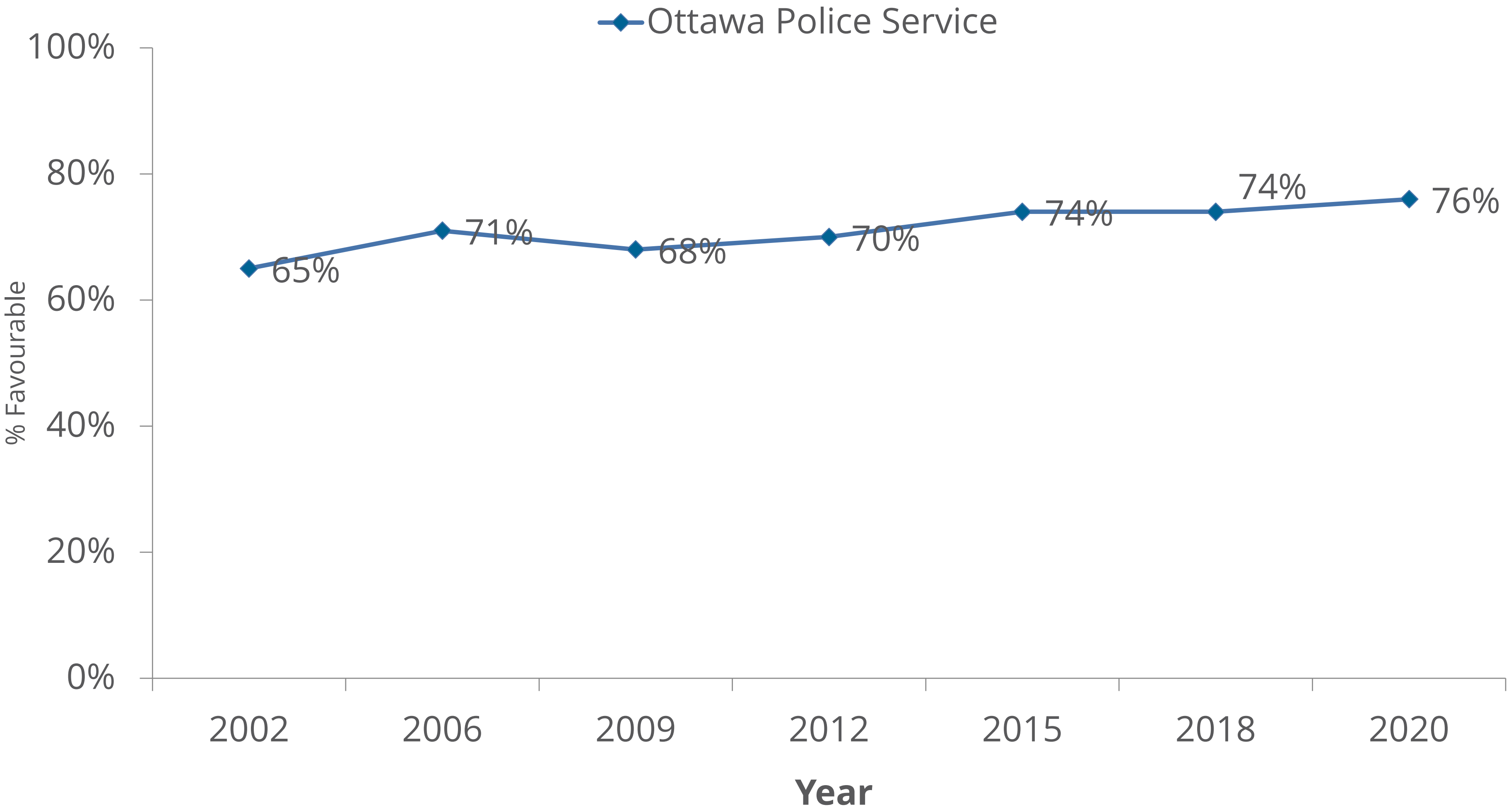
Supportive and Respectful

The people in my work unit are supportive and respectful of each other



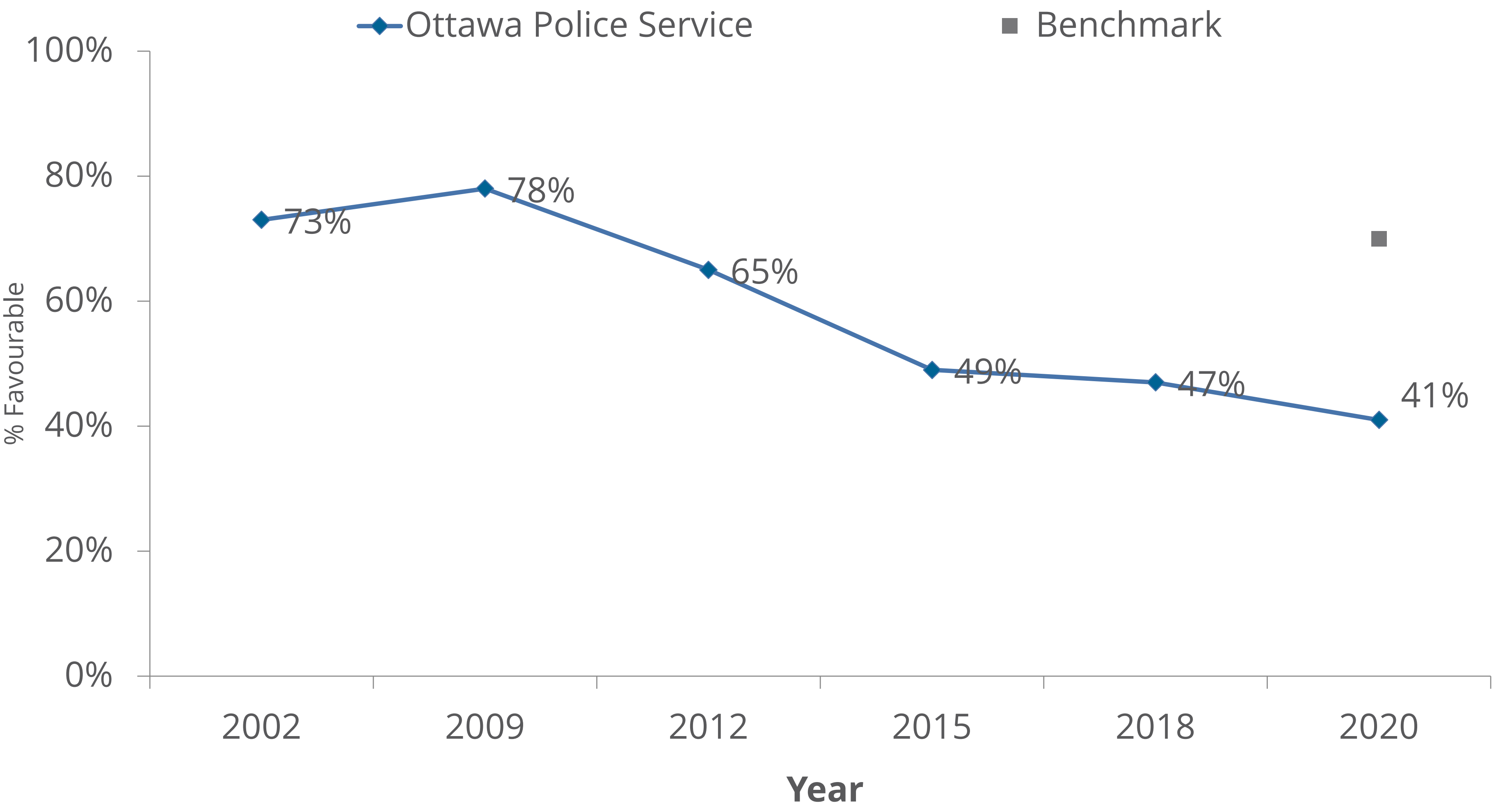
Distributes Work Fairly

My supervisor distributes the work fairly



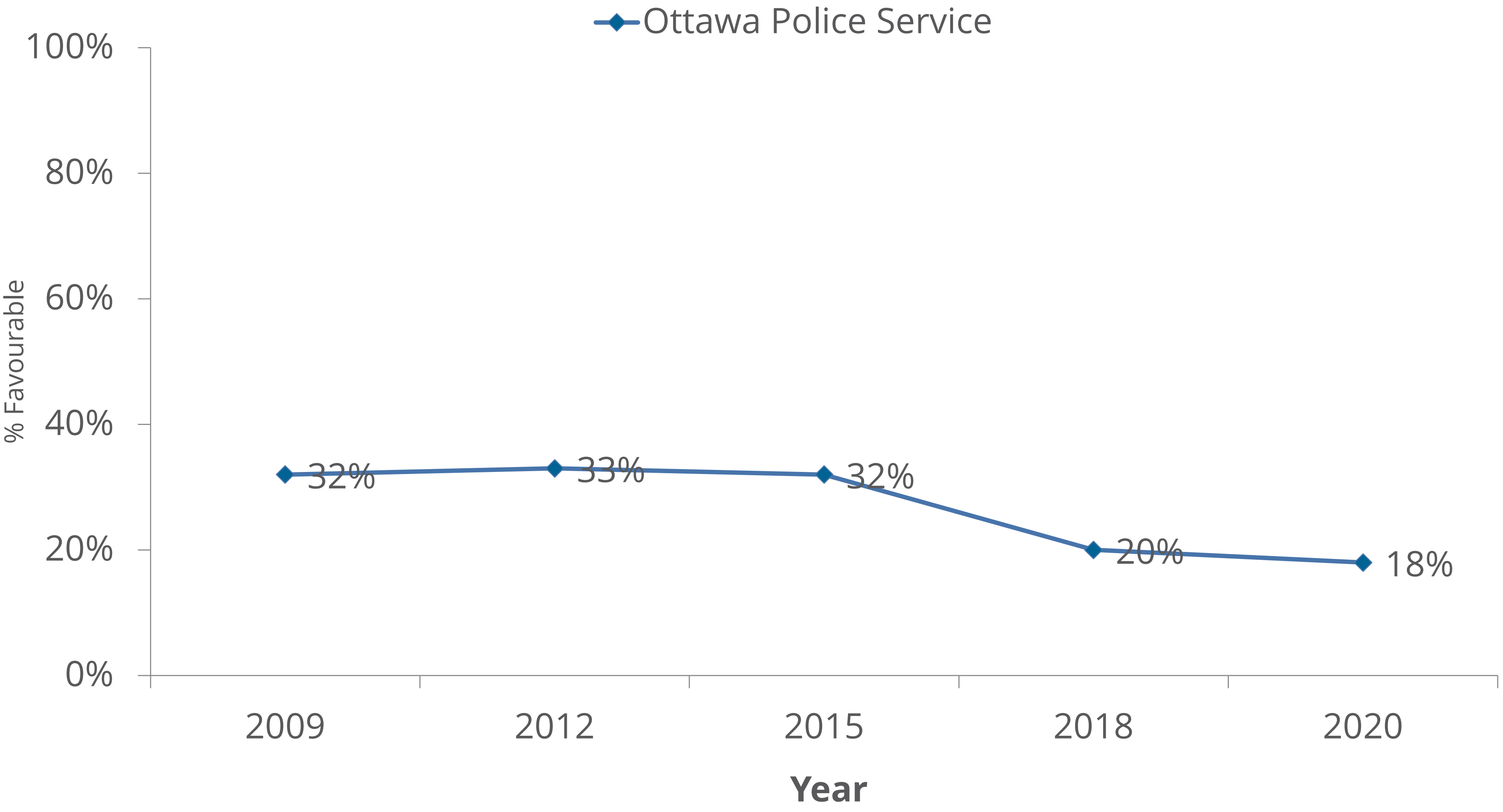
Recommend As An Employer

I would recommend the Ottawa Police Service as an employer to friends or acquaintances



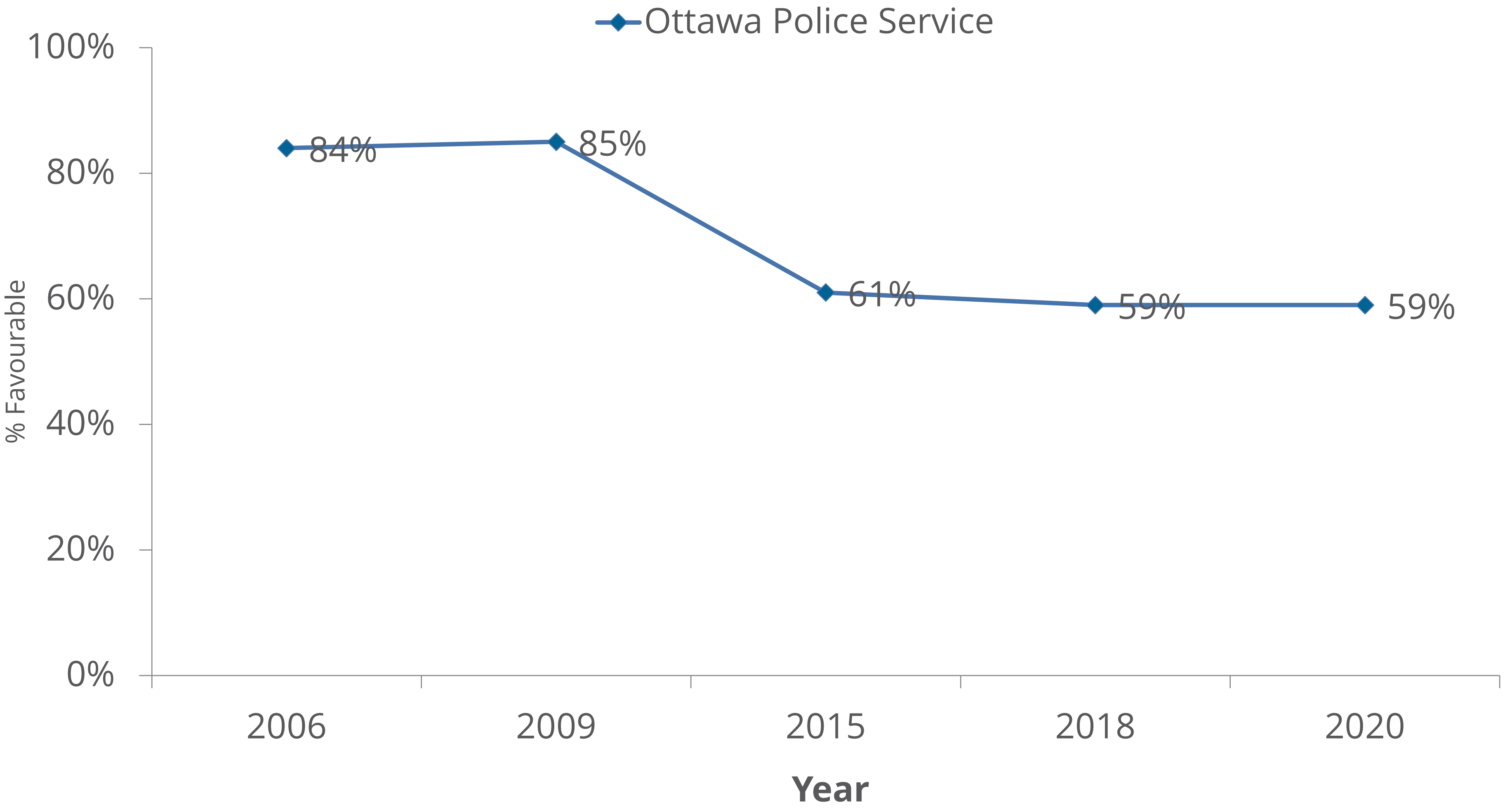
Allows To Provide Input

The OPS allows me to provide input to develop policy and procedures



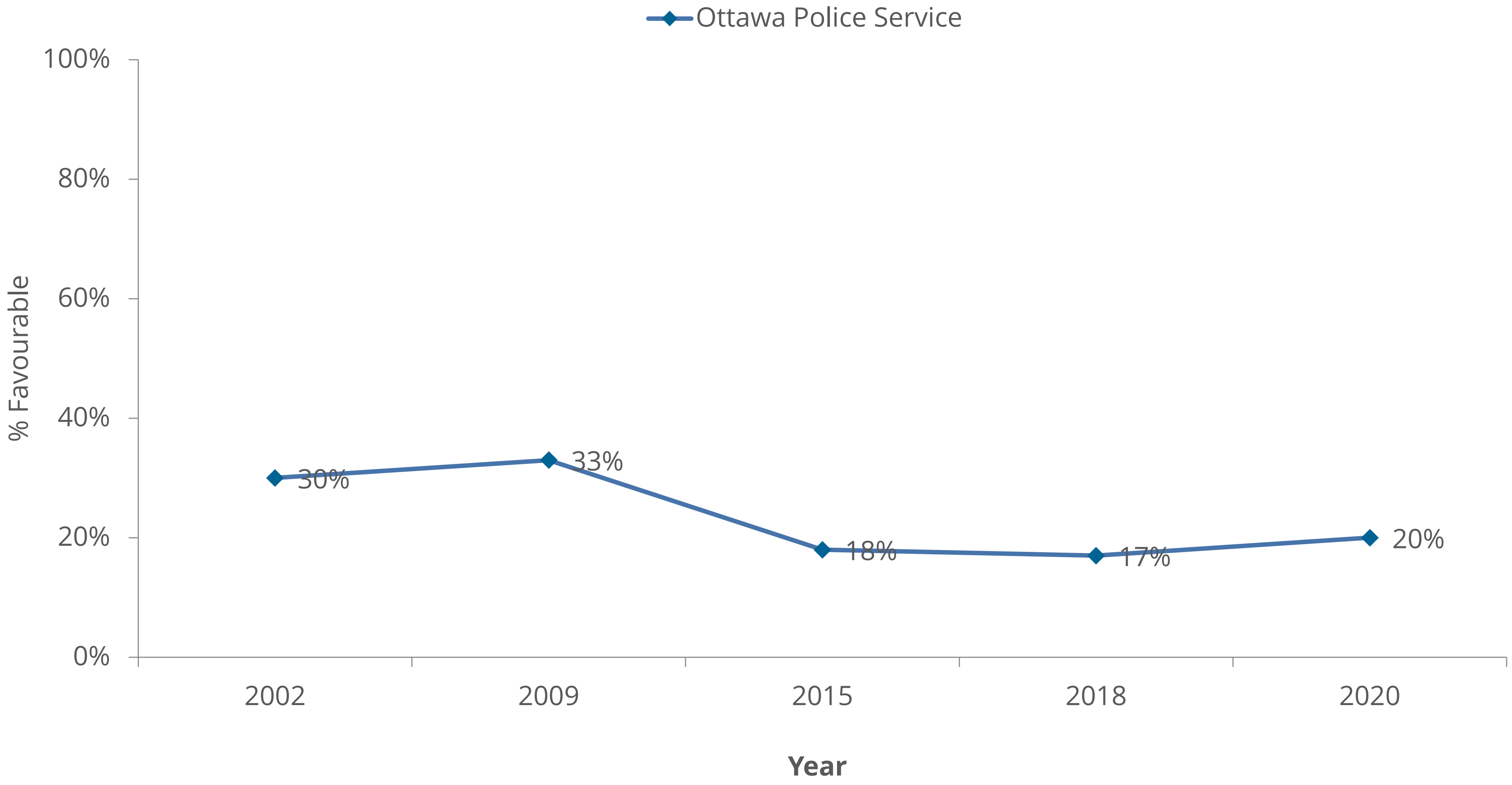
Everyone As An Equal

Everyone is accepted as an equal member of the team



Use Results To Improve

I believe that the Executive will use the results of this survey to improve our organization /



Appendix C: Manager Portal

Manager Portal Capabilities

OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA
A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire

Allows individual managers to access online reports and create action

Access to reports including with filters

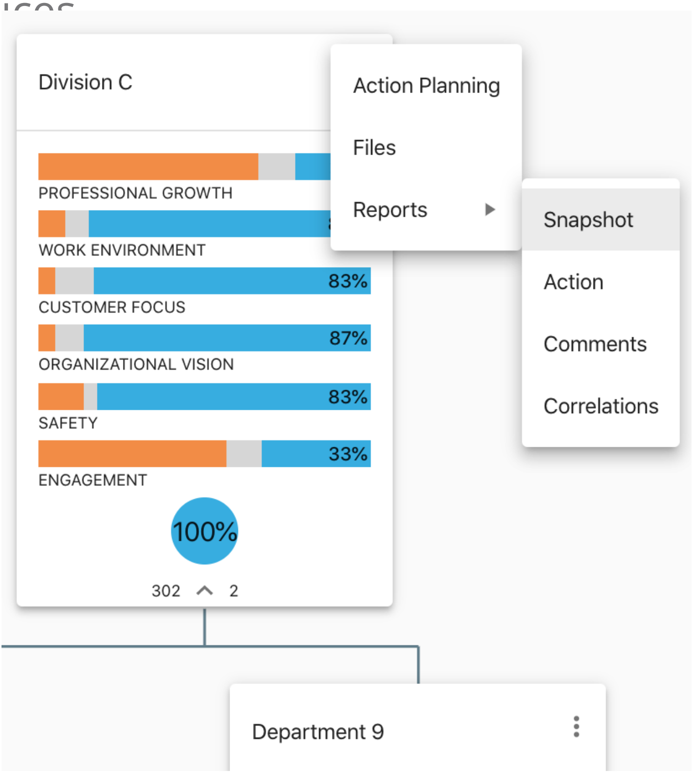
- Snapshots, Wordcloud, Correlations

Access to Action Planning templates with best practic

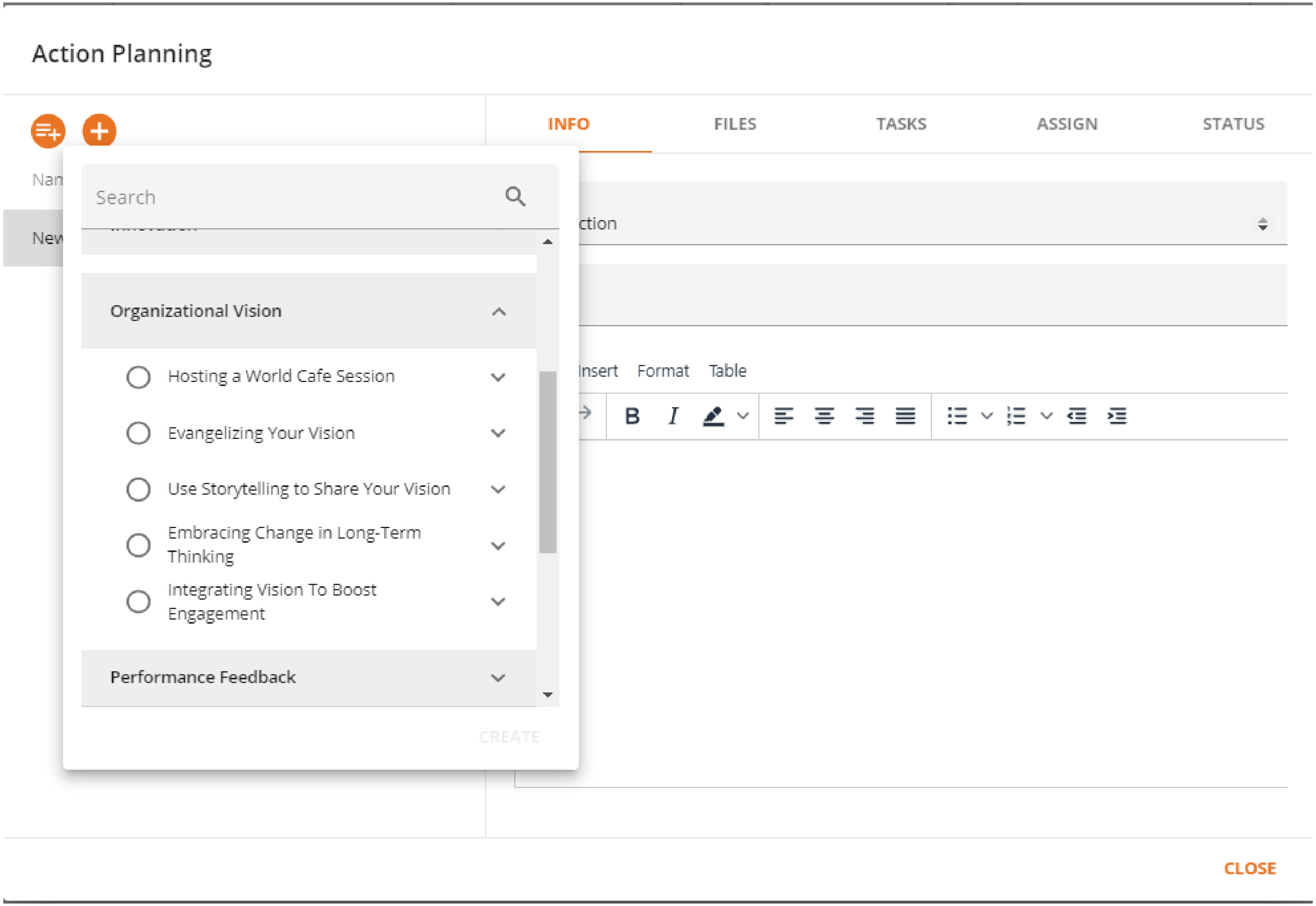
Common Questions

Training Videos

Action Planning


Division C
Action Planning
Files
Reports
Snapshot
Action
Comments
Correlations
PROFESSIONAL GROWTH
WORK ENVIRONMENT
83%
CUSTOMER FOCUS
87%
ORGANIZATIONAL VISION
83%
SAFETY
33%
ENGAGEMENT
100%
302
2
Department 9

Sample Action Plans for Managers


Action Planning
INFO
FILES
TASKS
ASSIGN
STATUS
Nam
New
Search
ction
Organizational Vision
○ Hosting a World Cafe Session
○ Evangelizing Your Vision
○ Use Storytelling to Share Your Vision
○ Embracing Change in Long-Term Thinking
○ Integrating Vision To Boost Engagement
Performance Feedback
CREATE
Insert
Format
Table
B
I
CLOSE