



**OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA**

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La sécurité de notre communauté, un travail d'équipe*

**Outreach Recruitment Project
Internal Focus Group Final Report**

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1 Executive Summary

In adopting a community policing philosophy, the OPS sought to improve partnerships, lines of communication and trust between the community and the OPS. However the current make-up of the OPS presents challenges in solving problems within certain cultural, linguistic or otherwise diverse communities, because its workforce does not reflect the diversity of the community it serves. Given that the OPS Strategic Staffing Initiative (SSI) would involve hiring hundreds of new employees in the next few years, the OPS launched the Outreach Recruitment Project in 2003 to address the need to increase representation within the Ottawa Police Service workforce of under-represented groups.

To best determine how to implement a new long-term recruiting program, the Outreach Recruitment Project carried out secondary research on diversity hiring and recruitment among other police and non-police organizations, a community consultation, and internal research with OPS members. The objectives of the internal research were to establish the factors that encouraged members to join the OPS, identify the supports and practices that would improve recruitment and hiring, especially to improve diversity hiring, and to identify post-hire supports that would integrate and retain new employees. The OPS Corporate Planning Section conducted nine focus groups (59 participants in total) with OPS members from July to November 2003. The OPS also collaborated with the Eric Sprott School of Business at Carleton University and had PhD students conduct one-on-one telephone interviews (46 participants) with OPS members as well as an additional focus group (11 participants) on “change management” issues related to outreach and SSI. The results of both avenues of internal research were reported separately¹, but made very similar findings and conclusions. This report presents the nine focus group findings.

First, it was evident from the focus group research that there are several sub-cultures within the OPS that overlap each other, sharing some common values and beliefs as well as differing values and beliefs. Not only is the OPS composed of the sub-cultures of four large police services amalgamated into one in the 1990s, it is also composed of a sworn member culture, a civilian culture, a female sworn culture and a visible minority culture, to name a few. In addition, there are several sub-cultures depending on when employees were hired, such as those hired 20 years ago and those hired more recently. The differences among these groups, in motivations for joining the police, in attitudes to diversity, job satisfaction and reasons for staying with the OPS, are important to take into account when identifying strategies for the ORP and future hiring. It is important to note however, the existence of a cultural overlap and values and beliefs common to all, because it forms the basis for improved solidarity and inclusiveness rather than divisiveness.

Motivation & Job Satisfaction: Sworn

Sworn members, the majority of whom are white males, were motivated by wanting to help others, positive contact with police or military officers, the non-routine nature of police work, the variety of positions in policing and a natural attraction to policing or the military. Most officers, with the exception of women officers, were very happy with their work, were proud to be a police

¹ For the results of the interviews and “Change Management” focus group, see *Managing Change and Increasing Diversity – Ottawa Police Service: A Joint Research Project*, Eric Sprott School of Business, Carleton University, 2004.

officer with the OPS, and those with ten or more years of service planned to stay till retirement. Most sworn white males did not believe that the OPS had a problem with retaining police officers. Officers with fewer years of service, particularly those with only a few years on, also enjoyed their work, but were not as tied to the benefits and pension, had other career options, and may not be planning to make policing a life-long career.

Sworn visible minorities, women and to some extent sworn gays and lesbians shared many of the same motivations to work in policing as sworn white males. However, visible minority, women and gay and lesbian officers had even stronger altruistic motivations to help others, particularly other visible minorities, women and GLBT (gays, lesbians, bisexuals and transgendered), both in the police service and in the community. The desire to make a difference for others like them was strong enough for many to counter the frustrations with the discrimination and harassment they experienced within the mainstream police culture (professional, sexual, and racial discrimination and sexual and racial harassment). However, these sub groups believed that the OPS would have problems retaining women, visible minority, and GLBT officers if cultural change and support from the OPS leaders are not forthcoming. Given that sworn women officers expressed the greatest discontent and desire to leave the service, this may be an employee group that the OPS will find difficult to retain and increase representation. The OPS will have to find ways of improving retention and support for these three groups if it wishes to take advantage of the special skill sets and different ways of thinking and doing that women, visible minorities and GLBT police officers bring to the job.

Motivation & Job Satisfaction: Civilian

Most civilian members were motivated to apply to the OPS primarily by the competitive salary and benefits and the job security, although some were motivated by volunteer work with the police or were sought out for their skills. However, the majority of civilian participants were discontent and unhappy with their jobs. Many thought the work they do is not challenging and that they have few opportunities for training, professional development or career opportunities. And the long-term employees no longer felt any dedication to the organization. Civilians with professional qualifications did not feel well treated or remunerated as well as in other public sector organizations or the private sector.

Nevertheless, most civilians were intent on staying with the OPS for the security, salary, benefits and pension, because they have been here too long to start new careers, or they do not have the qualifications that would make them more mobile. This is not a positive finding for the organization. Not only is it unproductive to have dissatisfied, disgruntled employees who must serve both internal members and the public, it does not make the OPS attractive as an employer of choice.

Experience with the Recruitment Process: Sworn

Sworn males' experience with the recruitment process depended on when they were hired. The process was short and simple up to the 1980s, but after that the process became more rigorous. Participants found the process tough, but appropriate to weed out unsuitable candidates. Negative experiences included, the long waiting period between the interview and starting the job (one or more years), the lack of communications from the OPS during the process, perceived favouritism for relatives or friends of OPS employees, and discrimination against older applicants.

Gay and lesbian sworn members found the process to be a negative experience and too intrusive in the past, particularly for women, but they felt the current process is less biased and intrusive. Visible minority officers found the process very fair and welcoming to visible minorities and women visible minorities, but once they joined, they felt they were viewed as being hired for employment equity and hiring quotas, rather than on their own merit. Women officers said it was difficult to get into any police service 20 years ago, but that the OPS has been more open to hiring women. Once on though, women found the police culture was less welcoming of women.

Strengths & Weaknesses of the Recruitment Process According to Sworn Members

Strengths:

- Independent testing with ATS
- Pay, benefits, pension
- Starting at Constable rank
- Thorough background checks
- Hiring applicants with more life and work experience
- 2-3 person interviewing panel
- Ottawa is attractive to applicants for its quality of life.

Weaknesses:

- The recruiting process is too long (i.e., between interview and start of job).
- Applicants are not kept informed.
- The OPS does not assist applicants with difficult process.
- The OPS is hiring overqualified applicants with high expectations.
- Interviewer experience is low and interviewer selection and training needs improvement.
- The competency interviews are too rigid and repetitive.
- Independent testing with ATS does not allow for observation of applicants by the OPS.
- Applicant testing may be culturally biased.
- The cost of applying and of Police College may be a burden for applicants.
- The OPS lacks a visible recruiting function.

Experience with the Recruitment Process: Civilian

In general, civilians reported that the civilian hiring process was quick and simple and most experienced few hurdles. However, there were some inconsistencies and inconveniences (e.g., inconsistent interviewing procedures, a long wait between the interview and job offer, little weight placed on volunteer work with the OPS, and managers conducting background checks). Employees in the Communications and Call Centres felt the hiring process should better test for applicants' ability to deal with stressful or difficult situations. Civilians identified the following strengths and weaknesses with the civilian hiring process.

Strengths & Weaknesses of the Hiring /Recruitment Process According to Civilian Members

Strengths:

- Scenario-based testing for applicants to the Communications Centre

Weaknesses:

- Lack of communications with applicants during process
- The length of hiring process
- Lack of a probation period

- Too many short-term contracts and renewals
- Lack of testing for English skills for Communications and Call Centre employees
- Inconsistent interviewing (both content and process)
- Not enough emphasis on past work performance and experience
- The OPS settles for internal applicants who may not be the best qualified
- Some job requirements are unnecessarily high

Attitudes to Outreach and Diversity

Second, the focus group research identified that there is not only a lack of awareness and understanding of what the ORP is and what it is meant to achieve, there is also significant, internal resistance from the culture of the majority (i.e., sworn, white males) and those that have adopted it, to the idea of increasing diversity of the OPS workforce. There are also some barriers that will impede the success of ORP if not addressed, including systemic racism, discrimination and harassment on the basis of sex, race or culture, and sexual orientation.

With respect to opinions on diversity, the majority of sworn officers do not think it is important to increase the diversity of the OPS workforce, either the number of women officers, gay and lesbian officers or ethnically diverse officers. Most sworn participants also believed that any attempt to increase diversity in hiring practices at the OPS will be accomplished through hiring quotas and that hiring standards will be lowered.

“My personal opinion is that having different cultures on the force doesn’t make it a better police force. That person that’s going to back me up on a call may not be the best candidate and shouldn’t have been hired at the time, but was because the person was a minority.”
Male officer

Many also felt that qualified white males will be overlooked under ORP. These factors are indicators in themselves that bias and indeed, racist attitudes exist in the internal culture and that the stereotypical view of policing as a white man’s job is still very strong. As indicated in the report by Carleton University on *Managing Change and Increasing Diversity*, the assertion that ‘standards’ must be adhered to, “standards which are defined by the composition of the extant force (police service), which is predominantly large and masculine, appears to be a fairly strong systemic barrier to increasing ethnic diversity within the OPS”.²

Civilian participants (most of whom were women) were divided on whether achieving diversity was an appropriate and important goal for the OPS. Some believed it was important, particularly for the sworn side, so that police officers better represent the community. To some degree, they also believed it was important to hire more civilian men to address an imbalance. However, many have adopted the same attitudes as sworn members, that is, they do not believe it is necessary to actively recruit GLBT, women or ethnically diverse populations, because this will lead to lowering hiring standards. Rather, they would prefer to stick with passive recruitment and allow the “free market” to determine who will apply to the OPS, a strategy that up to now has proven ineffective to change the composition of the workforce.

Sworn Women, GLBT and visible minority participants all believed that achieving diversity is an appropriate goal and want the OPS to continue to work towards this goal. This is not surprising,

² Eric Sprott School of Business, Carleton University, *Managing Change and Increasing Diversity – Ottawa Police Services, A Joint Research Project*, 2004, p.50

given these groups' vested interest in increasing their numbers. They thought that hiring more diversity groups now, will have bigger payoffs in the future by encouraging even more diverse applicants to join the police. But many also warned that changing the current culture, and the current problems of harassment and discrimination on the basis of sex, sexual orientation or race within the organization must be addressed simultaneously for ORP to succeed. The OPS will not attract more women, and minorities if the public does not perceive a change in police culture and behaviour and it will not retain these employees if they have to deal with negative attitudes and barriers once they enter the organization. One participant's comments summarize how many members belonging to a minority feel about the current police culture.

*"They (the majority of officers) have the fundamental belief that policing is still a **white man's job**. Fundamentally they don't think that we can do the job because traditionally we have not had those jobs. To them a police officer is this six foot two, white male coming in through the door and taking charge of the situation..."*

Visible minority officer

Achieving Diversity

In all groups participants were asked to identify 1) barriers to attracting and retaining more diverse applicants, and 2) how to improve outreach and attract more diversity applicants. The following are potential barriers to attracting applicants and to retaining employees once they are hired. (There was a high level of agreement between all groups on what constituted barriers for groups under-represented in the police.)

Barriers for Women:

- Policing is generally perceived as physically demanding and dangerous and therefore "men's work"
- Shift work seen as incompatible with raising children
- Lack of child care options
- Cost of applying and police college
- Low numbers of women officers and high attrition rates will send the message that OPS does not welcome women
- Double standards for women officers
- Sexist discrimination or harassment is common within the OPS and not always challenged
- Lack of internal support for women officers (from supervisors, the Police Association or through specific internal mechanisms)

Barriers for Visible Minorities:

- Cultural, religious or historical bias against police services in general (e.g., in some countries, policing is seen as brutal, corrupt, or too blue collar)
- Some ethnic communities may see the OPS as racist or biased in particular
- Applicant testing may be culturally biased favouring North American, English-speaking cultures
- The cost of applying and the cost of police college
- Double standards for visible minority officers
- Racist discrimination or harassment is common within the OPS and is not always challenged for fear of being black listed
- Lack of internal support for visible minority officers (from supervisors, the Police Association or through specific internal mechanisms)

Barriers for GLBT:

- Fear of prejudice and homo-phobia within police culture
- Lack of a critical mass of GLBT within OPS that shows the OPS welcomes GLBT and minorities

- Applicant testing may be culturally biased favouring heterosexual profiles
- Occurrence of discrimination and homophobia within the OPS
- Lack of internal support for GLBT officers (from supervisors, the Police Association or through specific internal mechanisms)

Barriers Specific to Civilian Applicants (in addition to barriers for minorities):

- Communications Centre and Call Centre work is seen as women's work
- Lack of awareness of civilian positions

Participants also identified strategies that could be used to attract more diverse applicants to the OPS.

How to Attract Diversity Among Sworn Applicants:

- Police officers are the best recruiters because they have daily contact with the public – give them recruiting information to pass along.
- Internal recruitment champions should promote policing careers in the community.
- Approach all cultural, diversity groups in Ottawa and ask community leaders to be spokes-people for the OPS (i.e., "external recruitment champions").
- Target gay and lesbian community organizations, events, and establishments.
- Solve child-care problems for women (and all members).
- Approach the faculties in universities and colleges that are more likely to produce candidates that will be successful in community policing.
- Implement an aggressive and visible marketing campaign.
- OPS leadership must show visible support for all ORP initiatives.

How to Attract Diversity Among Civilian Applicants:

- Implement a strategic marketing and communications campaign
- Market civilian positions to men
- Combat stereotypes
- Present positive image of OPS
- Proactive recruiting among under-represented groups. (Some civilians questioned the need to market to specific groups, but there was a fair degree of support for proactive recruiting.)

Post Hire Supports

Participants provided other valuable feedback on the strengths and weaknesses at the OPS to assist all applicants, mainstream and diversity applicants. Most participants were unaware of what post-hire supports existed and their strengths, indicating that the OPS has work to do in both creating new mechanisms and communicating their use to members. However participants identified many weaknesses and these point to areas where the OPS needs to improve.

Strengths of Post Hire Supports: Civilian and Sworn

- Health, Safety & Lifestyles
- EAP
- Extended and same sex benefits
- VCU and Diversity & Race Relations
- Refresher training courses
- Return to PDC after 1.5 months on patrol
- Transfers of new recruits to different coach officers and different districts
- Policy Net (for procedures and report writing)

Weaknesses of Post Hire Supports: Civilian

- Civilians feel they are treated less favourably than sworn members
- Lack of willingness of supervisors and mgt to conduct real performance reviews and discipline employees
- Lack of any form of new employee orientation for civilians
- Lack of professional development and training opportunities
- Frequent use and renewal of contract positions
- Professional positions not compensated or treated fairly in comparison with private sector or other public sector employers

Weaknesses of Post Hire Supports: Sworn

- **The Coach Officer Program:**
 - Coach Officers are too inexperienced
 - Lack of selection process for Coach Officers
 - Lack of feedback from Coach Officers to recruits and from Supervisors to Coach Officers
 - The Coach Officer period is too short
- **Mentoring**
 - Lack of mentoring for new recruits (supervision, feedback and mentoring from a well-matched, experienced, senior officer)
 - Women officers felt there was a need for a formal buddy system, but other groups felt that informal buddy support occurs naturally.
- **Training:**
 - Training and orientation sessions for sworn members not as relevant to job as they should be
 - Lack of experienced trainers/instructors
 - Lack of generalist, "well-rounded" officers and supervisors
 - Supervisors need training on how to assist recruits, on policy and procedure, and on the needs of diverse members.
- **Discrimination & Harassment:**
 - Supervisors and women are not speaking up about sexual harassment and discrimination in workplace.
 - Women feel limited in their police careers.
 - Visible minorities are not speaking up about discrimination and harassment.
 - Police culture informally discourages close ties between visible minorities members and their ethnic communities.

Conclusions and Recommendations

Sworn visible minorities, women and to some extent, GLBT members, experience discrimination and harassment within the mainstream police culture. Therefore, both outreach and retention may be an issue, particularly for women officers, if these problems are not dealt with.

Many civilians are discontent, do not feel challenged or well treated, and they do not feel a sense of dedication to the OPS. However, they are intent on staying with OPS for the job security and benefits, etc. This is unproductive for both service to the public and internally and does not contribute to making the OPS an attractive, employer of choice.

There is a lack of awareness and understanding of ORP goals, strategies, timelines, direction, and importance. There is also significant resistance from the culture of the majority to increasing diversity of OPS workforce. Many members believe that hiring quotas will be enforced and that standards will be lowered. This equation of hiring diversity with lowering standards points to the existence of systemic barriers.

The following recommendations combine the six recommendations made by the Carleton University report *Managing Change and Increasing Diversity – Ottawa Police Service* and the 31 recommendations made by the OPS report *Outreach Recruitment Project: Internal Focus Group Report*. These two reports made separate lines of inquiry, but each largely confirmed the findings of the other and the recommendations are very complimentary. A seventh recommendation “Focus on Eliminating Barriers” was added, when it became clear that many of the recommendations coming out of the Internal Focus Group Report truly focussed on removing barriers for all applicants to the OPS, and particularly those from under-represented groups in the OPS.

1. Focus on Changing Behaviours:

(i.e., changes to rules, processes, systems structures, rewards, and sanctions)

- Encourage and facilitate change in the existing traditional culture within the OPS.
- Demonstrate consistent, enduring support of the OPS leadership and middle management.
- Eliminate harassment and discrimination on the basis of sex, race, culture or sexual orientation.
- Create the supports for minority members in addition to the supports that already serve the majority of members.

2. Focus on Leadership:

- Revise the Coach Officer Program .
- Implement a formal mentoring system for new recruits.
- Provide training for OPS supervisors and management on dealing with employee behaviour.

3. Focus on Developing a Critical Mass of Support:

(identify resources for recruitment campaign, identify profile of desirable recruit, reach out to community, engage the media in presenting OPS in positive light)

- Implement an internal recruitment champion program to promote policing careers in the community.
- Develop an external recruitment champion program.
- Approach the right university and college faculties to recruit those most likely to succeed in community policing model and with the right attitudes.
- Improve the assessment of civilian applicants.
- Conduct a visible marketing and communications campaign locally and nationally on outreach and recruitment.

4. Focus on Improving Communications:

- The OPS should conduct a comprehensive communications program to all members and the public to convey the goals of the ORP and how the OPR plans to achieve its goals.
- Make all members into recruiters – provide them with the necessary information (e.g., on cruiser laptops) and coaching.
- Conduct a visible and aggressive marketing/ recruiting campaign locally and nationally.
- Develop a written Orientation Package for new employees, for sworn and civilian members.
- Rename to the ORP to reflect its main goals.

5. Focus on Training and Education:

- Improve employee training.
- Offer lifestyle training to help new recruits adjust to the policing world and shift work.
- Improve access to professional development and training for civilians.
- Provide all members the opportunity to develop their careers, learn new skills and challenge themselves within the OPS, by working in different areas, sections or on projects and committees.
- Offer sabbaticals or leaves of absence for employees who wish to explore educational or career development opportunities temporarily and later return to the OPS.

6. Provide a Framework for Change:

- Improve the selection process for interviewers of police applicants.
- Monitor employee satisfaction on a regular basis.
- Re-evaluate civilian positions; treat civilians professionally.
- Commit adequate resources to a permanent Outreach Recruitment Program planning team.

7. Focus on Eliminating Barriers:

- To attract more women, solve child-care problems for members.
- Improve the sworn recruiting process.
- Assist applicants to prepare for the application and testing process.
- Examine testing instruments used in the recruitment processes for various forms of bias (e.g., cultural or sexual) and recommend alternative instruments/methods.
- Offer to reimburse successful recruits after Ontario Police College training in exchange for a minimum number of years of service at the OPS.
- Improve the civilian recruitment process.
- For civilian applicants to the Communications and Call Centres, consider the use of scenario-based testing, English skill testing and one-on-one assessments.

2 Introduction

2.1 The Outreach Recruitment Project

The Ottawa Police Service, in adopting its Community Policing Philosophy, has defined an active role for community partners in problem-solving and crime prevention. A critical factor in the success of building partnerships with the community is the establishment of clear lines of communication and trust between the community and the Ottawa Police Service. The current makeup of the OPS presents challenges in problem solving within certain cultural, linguistic, or otherwise diverse communities, in that its workforce does not typically reflect the diversity of the community it serves. Current recruitment processes within the OPS have normally resulted in under-representation of certain groups within the community.

The OPS has thus identified a need to increase the representation within the Ottawa Police Service of under-represented groups within sworn, civilian, volunteer and summer student positions.

On average, 54 new employees are recruited annually by the OPS. The Strategic Staffing Initiative (SSI) will see this number increase each year until the end of 2005. Over the next three years and as a result of retirements and new SSI positions the OPS plans to hire approximately 292 sworn officers. In addition, the OPS will be hiring 45 civilian members to fill new positions.

The OPS therefore launched the Outreach Recruitment Project in 2003 in order to develop a long-term program that will increase the number of employees from under-represented groups, and to align recruitment with the OPS Strategic Staffing Initiative. The resulting Outreach Recruitment Program would also serve to meet the recommendations of the HR Audit conducted in 2000 that recommended, "that a proactive strategy be developed to promote/market careers in policing in the Ottawa Region."

2.2 Internal Research

Part of the Outreach Recruitment Project involved conducting research on best practices: in diversity hiring among police organizations; in diversity hiring among other organizations (private and public sector organizations); and internal research on best practices in hiring at the Ottawa Police Service. To address the latter, the OPS conducted focus groups and interviews with members. The goal of the internal research was to establish the factors that encouraged members to join the OPS, identify supports and practices that would improve recruitment and hiring, especially to improve the diversity of the OPS workforce, as well as to identify the supports that would help

integrate and retain new hires and new recruits. Specifically the objectives of the internal research, approved by the ORP Steering Committee, were as follows:

1. Obtain input/feedback from OPS members on how to improve the recruitment and pre-hire processes in general and *to improve diversity of the candidate pool*.
2. Obtain input from OPS members on how to improve post-hire supports.
3. Identify potential barriers to employee retention.

This report, prepared by Corporate Planning's Evaluation & Research Coordinator, presents the methodology, findings and conclusions of this internal research.

3 Methodology

3.1 Phase I

Under the direction of the Outreach Recruitment Project Manager and the guidance of the Evaluation and Research Coordinator a set of seven focus groups were scheduled in July and August 2003. (The generic moderator's guide, modified for each target audience, is attached in Appendix A). These focus groups sought to ask major demographic groups about their personal experiences and therefore it was determined to hold separate groups with: sworn women; sworn visible minorities; gay, lesbian, bisexual and transgender members; and two groups each with any sworn members and any civilian members. However, participation was low due to a number of factors: participation was by self-identification; staff numbers are typically lower in the summer; and there was disagreement among members and the Ottawa Police Association, why separate focus groups should be held for women, visible minorities and GLBT members. As a result, several groups were cancelled due to low participation and only four groups were held. The final number of groups held is presented in the table below.

| Type of Group | Date & Time | Location | Number of Participants |
|--|-----------------------|---|------------------------|
| Gay, Lesbian, Bisexual, Transgender (GLBT) | July 22 1:30-3:30 | 245 Greenbank | 4 |
| Sworn visible minorities and/or Aboriginals | July 23 9:30-11:30 | 245 Greenbank | 5 |
| Any sworn members | Aug. 12 1:30-3:30 | 474 Elgin St. | 4 |
| Female sworn members | Aug. 13 1:30-3:30 | 10 th Line (3343 St. Joseph Blvd.) | 7 |
| <i>Total</i> | | | 20 |

3.2 Phase II

As a result of the low participation in these focus groups, the ORP Steering Committee recommended that further internal research be carried out using a revised methodology. The research was redesigned to include two main components: six focus groups (three for sworn members and three for civilian members in each Division) and 40 to 80 one-on-one telephone interviews. The focus groups would satisfy the Police Association's requirement that groups be open to any member and the interviews would satisfy the need to offer individuals a chance to candidly discuss any issues they may not be able to discuss in a group, with an independent interviewer.

3.2.1 Focus Groups

A series of six focus groups, three with sworn members and three with civilians, were scheduled and advertised by e-mail to the OPS membership. In order to ensure a higher level of participation, the OPS dedicated a staff person to recruit participants by telephone. OPS members were called on a random basis (every nth person) using a list of all employees generated by Staff Profiles on the OPS Intranet. (The recruitment script is attached in Appendix B). We recruited 12 participants per group, for eight to show. Focus group demographics are attached in Appendix C.

The focus groups were conducted by the OPS Evaluation and Research Coordinator at various OPS stations in a boardroom setting. Focus group proceedings were audio-recorded and transcribed, removing any mention of participants' names. (The moderator's guides (sworn and civilian) for the focus groups are attached in Appendices D and E). Although six groups were scheduled, one civilian focus group had to be cancelled due to the lower number of civilian employees at the station at 10th Line and St. Joseph Blvd. The table below presents the number of groups held and the level of participation.

| Date & Time | Type of Group | Location | Number of Participants |
|--|----------------------|---|-------------------------------|
| Tuesday, Nov. 18, 2003 7:00-9:00 pm | Sworn Members | 10 th Line (3343 St. Joseph Blvd.) | 6 |
| Wednesday, Nov. 19, 2003 2:00-4:00 pm | Civilian Members | 245 Greenbank Ave. | 9 |
| Friday, Nov. 21, 2003 8:00-10:00 am | Sworn Members | 245 Greenbank Ave. | 9 |
| Monday, Nov. 24, 2003 7:00-9:00 pm | Sworn Members | 474 Elgin St. | 9 |
| Tuesday, Nov. 25, 2003 9:00-11:00 | Civilian Members | 474 Elgin St. | 6 |
| <i>Total</i> | | | 39 |

4 Focus Group Findings

4.1 Motivations for Applying to the Police

4.1.1 Sworn

While all sworn members had different circumstances and reasons for applying to the police, several common motivating factors became evident. From most frequently cited motivation to the least, sworn members of the OPS were motivated to become police for because:

1. They wanted to help others and work in a helping profession. (14)
2. They were positively influenced by police officers or military personnel at some point in their lives. (10)
3. They were attracted to what they perceived to be non-routine, active, exciting and “non-desk-job” nature of the work. (5)
4. They wanted a variety of work and liked the many different roles for police officers to take on. (4)
5. They always knew from a young age that they wanted to be police officers. (4)
6. They were attracted to the military or paramilitary aspect of policing (e.g., discipline, uniform). (2)

The most common motivating factor among all focus group participants (whether they were men, women, visible minorities, or gays and lesbians) was the desire to help others.

“I started because I want to make a difference in the community and try to help families and children in particular. So I started off with lofty ideals and yes the thrill of the job, it’s a challenge. When I got on patrol I enjoyed that very, very much and it’s working with people and you can see a difference. Everyday you do something, you make a difference.”

Those that wanted to help others had either come from a helping profession already, such as nursing, teaching, social work, or working with youth, or they turned directly to policing as a career in order to fulfill that desire to help people. Women (Caucasian, visible minorities, or lesbian) cited this as their primary motivation slightly more often than men did. It was also the most common reason cited by visible minorities, with the exception that a number of them specifically wanted to help other ethnic minorities by being a positive role model and having a positive influence on their ethnic community.

The second most common motivating factor was having been positively influenced by police officers or military personnel at some point in one’s life. The positive influence could have been from having a family member or friend in the police or military, having contact with police officers at career days or school presentations, having the

opportunity to work with police officers or just meeting police officers in everyday situations.

“For me it was mostly associations with people who were already on the police service.... So I got a bit of an eye-opener of what the service is about and why it might be a good fit with me. That’s what got me in the door.”

Men cited this as an important motivator much more frequently than women and visible minorities. Not surprisingly, gay and lesbian sworn members did not cite this as a motivating factor. They had more internal motivators, but the numbers of gay and lesbian participants was low and this makes it difficult to generalize their responses to apply to the GLBT population.

The other motivating factors seemed to be common to all participants, with only a few differences noted between men, women, visible minorities and gays and lesbians. For example women were more likely to say they were attracted to the military or paramilitary nature of policing. Some women visible minorities were specifically attracted to police work because it was non-traditional work for women – non-routine, non-sedentary, action oriented work that is respected and commands authority.

These results suggest some obvious conclusions, not only about what motivators the OPS should look for among applicants, but also about what aspects of policing to actively promote to the community. First, the OPS should be looking specifically for applicants who have experience in helping professions or volunteer work in such fields and/or recognize that the desire to help others is a good indicator of applicants who will succeed in and enjoy police work. In addition, this motivator should become a focal point in promoting policing as a career to women and visible minorities.

Second, having all police officers act as recruiters or OPS representatives, whether through their daily work, on patrol, through their liaison work with the community, through career days and presentations at schools and universities, and even off the job, is one of the most powerful ways to actually influence people to chose policing as a career. In addition, it stands to reason that more diverse the police service is in its membership, the more effective it will be at positively influencing minorities and members of diverse communities to consider policing careers.

Third, with respect to the motivating factors #3 and #4 above, the OPS should emphasize in its recruitment communications the type of work police officers can expect to do and the variety of roles and career opportunities, while at the same take care to create realistic expectations of what the job entails. And finally, it is also important to recognize natural attractions to policing or military careers as reliable indicators of good candidates.

4.1.2 Civilians

Because civilian positions with the OPS are quite varied, members' motivations for applying to the OPS are equally varied. Some civilians had members of their family in the police and it felt logical and familiar to apply to the police. Some were approached by members of the police service because they had special skills sought by the OPS (e.g., social work skills). Others had volunteered with the police because they were interested in a career as a police officer originally. And many others were motivated primarily by the job security offered by the police, the competitive salary and the benefits for clerical and non-professional jobs.

4.2 Personal Experience with the Recruitment Process

4.2.1 Sworn

GLBT

The few gay and lesbian focus group participants who went through the sworn recruitment process 20 or more years ago found it to be a rather negative and intrusive experience because at the time the OPS conducted home interviews and blood tests. Home visits were problematic for these applicants because the visits risked revealing their sexual orientation, which they felt could jeopardize their chances of being hired. However, gender was the more important factor. Some felt that as women they were discriminated against because they had been asked about their personal relationships and about their intention to have children. Participants did not think the current process was biased or difficult for gay or lesbian applicants to go through and still keep their sexual orientation private.

Visible Minorities

Visible minority participants found the recruitment process at the OPS to be a very positive experience because they felt welcomed and treated fairly. They perceived that the OPS was one of the few police services that had black officers and other visible minorities on the service. Women visible minorities found the OPS very open to hiring women compared with other police services in Ottawa (before amalgamation). Some individuals indicated that they had been hired in the early 1990s when there was a provincial mandate to hire more visible minorities. And while the hiring process was positive, once on the service, they found that others believed they had been hired for employment equity and not for meeting the standards. Visible minority participants felt that they had to out-perform everyone else to prove them selves as qualified.

Women

Women participants who were hired 20 years ago found it difficult to apply to the police. Some experienced obvious sexual discrimination (e.g., the assumption that a woman applicant was applying for an administrative position). Other women could only speculate why they had not been hired by various police services because the

organizations were not required to give applicants an explanation of why they did not succeed. However, in general, women participants felt that the OPS was very open to hiring and recruiting women. Once hired and on the job though, women felt that police culture was not very favourable to women and that many barriers exist.

Men

For most participants, their experience with recruiting depended on when they went through the process and the biggest challenge was the waiting period from the time the application was made to when they were hired. Thirty years ago in the 1970s the recruitment process was quite simple. Besides height and weight requirements, there was little in the way of fitness requirements and testing and the whole process could have taken a few days to a few months. Hiring sprees also shortened the recruiting process.

However, in the 1980s and 1990s, the process became more rigorous, involving written aptitude/cognitive tests, physical fitness tests, psychiatric tests, physiological stress tests, home interviews on occasions and board interviews. While the process was more standardized for all applicants (and did not involve many short interviews or occasional contacts) it could take anywhere from four months, to a year, to three years. A hiring freeze or the unavailability of spots at the OPC might put an applicant who passed all the requirements on hold for many months or years. Participants who went through the more rigorous process found it tough, but appropriate in order to weed out unsuitable candidates. What they did not find acceptable was the extended wait and not receiving any communication on their status during this waiting period. For one participant, the frustration was in the waiting around for a year in between stages, not knowing whether to take a promotion at his place of employment or quit his job and stay in the OPS hiring process.

“I was at the end of the process here and nobody would tell me anything...that was my frustration... the waiting and nobody knew anything. You weren't called, you weren't anything.”

Participants felt the entire process ideally must take less than one year – six months was seen as a reasonable time frame.

“Waiting is not necessarily bad, because it weeds out those not serious and the recruitment can't be fast or they will miss something, but the process should take less than a year. You can't expect people to put their life on hold for a year.”

Other negative experiences included, for direct entries, having to quit their job before applying to the Ottawa police, favouritism and age discrimination. With respect to favouritism, many participants perceived that the OPS hired many officers because they knew someone or were related to someone already in the service. With respect to age, participants perceived that policing was considered a young man's job in the past – it was unheard of to hire 40 year olds. For example, one officer was told he was too old at

26 to apply. Some participants thought the new practice of hiring candidates with more life and job experience in their late 20s or 30s was positive because these people were committed to policing as a career job.

4.2.2 Civilians

With the exception of the Call Centre and Communication Centre hiring processes, there were few hurdles or major difficulties experienced with the civilian hiring process. For most civilian participants (not in the Communication and Call Centres), including some Special Constables, the hiring process was quick and easy, usually involving a simple application and interview. Those hired more than 10 years ago for clerical positions took only a simple typing test and an interview, and even interviews were not always conducted.

However there were exceptions and some civilians felt unfairly dealt with. One civilian had more than a month-long wait between the interview and a job offer and then an expectation from the OPS to start immediately without allowing the applicant time to notify his/her current employer.

"...between the board and the actual time that I was told that I was hired it was probably well over a month, close to two months. I told them I was employed and I didn't quit another job, I told them I wouldn't. I said you have a very funny way of recruiting people, because you are the ones that approached me to apply and then it's taking you so long to get your act together."

Another civilian participant felt overlooked for being over qualified for a professional position. It took a long period of volunteering with the police in order to land a position in another career path. Another felt that volunteering for years did not facilitate him/her obtaining a job interview. Lastly, some civilians felt their hiring process was odd because they were asked to start work and learn the job on the fly, even before being officially hired.

For participants who work in the Call or Communications Centres, the hiring process was more complex. Those that were hired 10 to 15 years ago found the process relatively quick – one month for the testing, an interview and a background security check. However currently the process can take longer. A participant reported going through four testing processes before being offered employment and then was asked to wait for many months before actually starting the job, while the OPS hired a full complement of dispatchers to begin training. Some communications centre staff thought the application process was not currently working to hire the right people, that is, people who handle stress well and can handle difficult people on the phone. They felt that some applicants could look good on paper or in an interview and pass the hiring process, but still might not perform well on the job.

4.3 Strengths and Weaknesses of the Recruitment Process

4.3.1 Sworn

Strengths

Typically focus group participants focused on the aspects of the recruitment process that they found problematic, but sworn members were able to identify a number of strengths, things that they felt were working well with recruitment at the OPS.

1. First, participants in all groups felt that the independent testing performed by ATS works well because it is a good indicator of applicants' abilities, it standardizes the process across the province, does not consume OPS resources and allows applicants to take the tests in their hometown.
2. Participants in several groups thought that the OPS offers good pay, benefits and a pension and therefore the job is attractive to applicants. The fact that the OPS starts new recruits at the rank of constable, as opposed to the rank of cadet, also makes the OPS salary more attractive for new recruits.
3. Some participants thought that the OPS does a good job of performing thorough background checks on applicants because it hires former police officers to conduct them.
4. Some felt that the OPS was doing a good job of hiring applicants with more life and work experience who contribute positively to the organization. In the same vein, some participants felt the OPS was attracting experienced candidates from the military (e.g., Joint Task Force).
5. A few participants thought that the OPS did a good job of interviewing candidates using a panel of two to three persons.
6. Finally, a few also felt that Ottawa itself offered a good quality of life to applicants and that this worked in favour of the OPS.

Weaknesses

Participants in the sworn members groups perceived that the OPS recruiting process has a number of important weaknesses and they fall into the following ten categories in order of the frequency with which they were mentioned. Suggestions for improvement offered by participants are also included.

1. *The recruiting process, including the waiting period between a successful interview and a job offer, and then beginning training, is too long.* While several participants in each group (those with the most seniority) got through the recruitment process in record time – days or weeks for some hired 20 years ago, most focus participants experienced a longer process ranging from several months to several years. It was not uncommon for several participants in every group to report waiting two years before being hired. All focus group participants felt that this wait was unjustified and

was deterring good applicants, sending them to other police services or other employers.

Suggestions for improvement:

- Ensure the recruiting process takes a maximum of six months.

2. *The OPS does not keep applicants adequately informed of their status in the recruitment process.* Many participants in all groups felt frustrated that they did not know where they stood in the recruitment process, how long it might take, and what to do in the meantime.

Suggestions for improvement:

- Inform applicants about what exactly to expect in the recruitment process as part of the outreach marketing efforts and throughout the process.
- Inform applicants about where they are on the waiting list, about their status.
- Provide applicants feedback about the waiting list and the current hiring environment.

3. *The OPS may be hiring over-qualified recruits and creating job expectations that are too high.* While half of all participants felt that hiring recruits with more life and work experience and education was positive for the organization, the other half thought that the OPS was not hiring enough young officers who they felt were more disciplined and dedicated. These participants felt that the new type of police recruits had very high expectations of their job because they had university or college degrees and therefore had other career opportunities. In addition, participants thought the OPS was setting expectations too high and not hiring enough officers who want to patrol. For example, participants thought that most officers expect to be on patrol for only three years and then move on, when they should be prepared to be on patrol for a longer minimum period (e.g., five years).

Suggestions for improvement:

- Prepare new recruits for the realities of policing and time expected to be on patrol. Promote the opportunities available, but do not raise unrealistic expectations about promotions. Fully explain all the requirements to potential applicants.
- Look for common sense from applicants, not just academics.

4. *OPS does not have an adequate selection process for job applicant interviewers and interviewers do not have enough experience or training.* In several groups participants indicated that many officers conducting interviews have had only two years on the job and therefore do not have enough policing experience. They also thought that interviewer selection and training has been done in ad hoc fashion and interviewers simply do not have enough knowledge or experience as interviewers. Women and visible minority participants thought that the OPS had too few visible minority and women interviewers.

Suggestions for improvement:

- Create a better selection process for interviewers. They should be recommended and interviewed.
- Interviewers should be more experienced officers (e.g., they should have a minimum of seven years of experience on the job).
- Identify a list of competencies for interviewers.
- Supervisors should nominate or recommend interviewers.
- Women and visible minority officers should be encouraged to apply for interviewer positions.
- Provide better training for interviewers.

5. *The OPS may not be doing enough to encourage and assist applicants with the difficult application process.* In several groups, men, women and mixed groups, participants thought that the OPS could be doing more explain the application process and help applicants to prepare themselves. This would help potential applicants to make more informed decisions and encourage non-traditional applicants such as women and minorities.

Suggestions for improvement:

- Provide a better explanation of the competency based testing and sample questions on the OPS website.
- Assign weights to the requirements for applicants so that they know exactly what they need to apply (e.g., life experience, volunteer experience, academic qualifications, work experience, etc.).
- Offer preparatory workshops for people in the application process.
- Women participants thought there should be some physical preparation courses or information for women in high school and college so they can build their strength for the physical testing.
- Offer some form of mentoring for applicants as they go through the system (e.g., from an internal recruitment champion).

6. *The competency based interviewing of applicants is too rigid and repetitive.* In two of the groups, participants felt that the interview process was very repetitive, testing for the same competencies and that this made it easy for applicants to prepare their responses or “the right cue words”. In their eyes, some applicants look good on paper or in a competency based interview, but not in practice on patrol. They felt that the interviews should be less rigid and more of an information-gathering interview in which experienced interviewers should ask the probing questions necessary to really assess the suitability of a candidate.

Suggestions for improvement:

- The testing should be rotated and/or altered to prevent multiple tries and applicants getting used to the tests.

- There should be a maximum number of attempts to apply (e.g., two times only like the OPP) and the waiting period between attempts should be one year.

7. *The disadvantage of using an independent testing agency like ATS, does not allow the OPS the opportunity to observe applicants' behaviour and attitudes over a period of time.* Participants in two of the groups felt this was a weakness. Other participants in those groups however, pointed out the advantages of using ATS to test applicants as mentioned above among the strengths of the recruiting process.

Suggestions for improvement:

- Obtain the notes on applicants from ATS testers.
- Have OPS representatives at ATS testing.

8. *Some aspects of recruitment process may be culturally biased.* In four groups, participants indicated that some aspects of the testing processes are biased. For instance, visible minority and women participants in three groups, thought that the written tests, including true and false or multiple choice questions, favoured people with North American educations, but not people from other countries who are not used to this type of questioning. Gay and lesbian participants questioned the use of a diagnostic tool, the Minnesota Multi-Physchic Personality Instrument (MMPI) as a psychological screening tool. They wondered whether such instruments are based on heterosexual profiles and therefore biased against gay and lesbian profiles.

No suggestions for improvement were offered, but a review of various forms of bias in the testing instruments used in the recruitment process could be recommended.

9. *The cost of applying to the police and the cost of Police College may be deterrents.* In one sworn group, while some participants felt that willingness to pay was a sign of the seriousness of applicants, others felt that if the OPS aims to be an employer of choice, it should offer to pay for or reimburse the cost of training to new recruits. Women participants also felt that the cost of application was a weakness.

Suggestions for improvement:

- Pay for training at OPC or reimburse recruits after OPC training, but require a minimum number of years of service at OPS in exchange.

10. *The OPS does not have a very visible recruiting function.* Participants in one group, particularly those participants with many years of service, felt that Human Resources should have knowledgeable staff available to receive and answer questions from walk-in applicants and that the OPS should have a recruiting Sergeant.

Suggestions for improvement:

- Have a visible recruiter from OPS who is known to the media and the community.
- Human Resources should have a recruitment specialist, be more customer oriented and provide better service to applicants.

- Provide better communications to patrol officers about the recruitment process, because “we are all recruiters”. Officers should take some responsibility for recruiting.
- Officers should have information on recruitment on their cruiser laptops.
- Provide a form for officers to recommend or vouch for applicants.

4.3.2 Civilians

Strengths

In the civilian focus groups, participants had difficulty finding strengths with the OPS hiring process despite the fact that many civilians found the process to be simple and relatively quick. However, civilian participants that worked in the Communications Centre thought that some of the current scenario-based testing of applicants to that section worked very well.

Weaknesses

Civilians were much more apt to identify weaknesses with the OPS hiring processes. Quite different themes emerged from the two focus groups with civilian employees with only two exceptions. The two weaknesses identified by both civilian focus groups are the lack of a probation period for new employees and what participants saw as an abuse of short-term contracts for civilian positions rather than the creation of permanent positions. Otherwise the weaknesses with the OPS hiring process identified by the two groups are listed separately in order of their importance according to participants in each group. While many improvements to these weaknesses are self-evident, participants did make a number of specific suggestions to addressing the problems they see with the civilian hiring process.

1. The OPS either does not use probation periods for new employees or the probation periods are not long enough.

Suggestions for Improvement

- Enforce probation periods for all positions and ensure the length of probation is relevant to the job.
- Be willing to let go employees who do not fulfill expectations once hired.

2. The OPS hires too many civilians on short-term contracts. Participants felt that short-term contracts were being misused and frequently renewed to keep labour costs low.

Group 1

1. Background checks on civilian applicants are not extensive enough. Some participants noted that managers sometimes performed background checks.

Suggestions for Improvement

- Civilian background checks should be performed by the same background investigators for applicants to sworn positions.

2. The OPS does not adequately communicate with applicants to keep them informed.
3. The length of the hiring process at OPS is too long compared to the private sector. Although the reasons for delays may be varied, some participants thought that delays could be due to understaffing in Human Resources or administrative requirements, such as requisition forms requiring several signatures.
4. The OPS should utilize more one-on-one assessment of applicants particularly for the Call and Communications Centres. Participants recommended more use of scenario based testing to assess personality, aptitudes and the ability of applicants to deal with stress.
5. The OPS does not test for English skills. A few participants felt that the OPS has hired employees in the Call and Communications Centre that do not have adequate skills in spoken English.

Group 2

1. The OPS does not interview civilian applicants in a consistent manner. Participants felt that the interviewers on interview boards were not very experienced or well trained in interviewing or they were inappropriate choices (e.g., officers interviewing data entry applicants). The content of interview questions was inconsistent, sometimes pertaining mainly to the duties of the job and sometimes not at all.

Suggestions for improvement

- Establish guidelines for the assessment process and interviewing to provide consistency.
- Provide training for interviewers/boards to eliminate conflicts of interest and bias.
- There should be a Human Resources representative or someone external to the section on interviewing boards to prevent favouritism.

2. Job interviews are given too much weight in comparison with an applicant's work and life experience. Participants in this group felt that this was an important weakness.

Suggestions for Improvement

- For a balanced assessment of applicants, put more weight on past job performance, punctuality, sick leave taken, employee's background, references and other criteria besides the job interview.

3. The OPS is not getting the most qualified employees because it is settling for internal applicants. Several civilians felt that the union requirement to post jobs internally before posting externally may not allow the OPS to hire the best employees. Some perceived that the OPS inappropriately hires sworn members to fill civilian jobs. Others felt that many internal postings seem to be created for or tailored to certain OPS employees.
4. Some civilians perceive that for some positions the requirements are too high, that Human Resources asks for unnecessary academic qualifications or too many years of experience. These participants felt the OPS should be more realistic in its requirements and look for a balance of job experience and qualifications.

4.4 Achieving Diversity in Recruitment at OPS

4.4.1 What Diversity Means to Members: Sworn

We asked participants what diversity meant to them and whether they thought it was an appropriate goal for the OPS to achieve. In all groups, participants identified diversity as including people from visible minorities, different cultures and backgrounds, women, and the gay community, but they would also include diverse age groups, diverse life experiences and diverse educational backgrounds. Some participants in the groups open to all members and all participants in the groups with visible minorities, women and GLBT participants, believed that achieving diversity of the workforce is an appropriate goal for the OPS. For these participants, the police service needs people who represent the various ethnic and cultural communities in Ottawa. In the words of two (white male) participants,

“Diversity brings richness to the organization... having a diverse workforce changes the way we do things – for the better.”

“You’ve got to have some people who represent certain ethnic communities or certain groups. If you don’t have people from their own communities, then you are going to have problems. You’ve got to have that diversity.”

Participants in favour of achieving diversity, felt that the advantage of having a diverse workforce is that officers from ethnic minorities have insights on their community or culture and are good resource people. More importantly, as visible minority participants in a few groups pointed out, the community will have greater trust for the police if they

see that the police service is composed of many different cultural groups and backgrounds. They felt that the inroads the OPS makes now in hiring a more diverse workforce, will lead to more and more minorities applying when they see that the OPS welcomes minorities. In other words, doing outreach now, will have even bigger payoffs in the future in terms of widening the diversity of the candidate pool.

However, visible minority participants thought that “diversity” has been an extremely sore spot for many officers because the average officer does not know what it means, does not understand its value and equates diversity with employment equity. As one visible minority participant put it,

“They (the majority of officers) have the fundamental belief that policing is still a white man’s job. Fundamentally they don’t think that we can do the job because traditionally we have not had those jobs. To them a police officer is this six foot two, white male coming in through the door and taking charge of the situation. If anybody stepped out of line that person was getting arrested and right into the cruiser. “

This view was confirmed by other participants in the open focus groups, the majority of whom were white males, for whom the term “diversity” instantly conjured up the idea of hiring quotas and the days of NDP legislated employment equity. Participants in the open groups frankly indicated that many members perceive the OPS is attempting to implement hiring quotas for members of equity groups and that white males will be overlooked. While at the same time that some agreed the OPS should better represent the community, they would only accept diversity as long as hiring standards are maintained. Many white males believed that hiring standards had been lowered in the past to fulfill hiring quotas for employment equity. They also felt sure that the OPS would lower its hiring standards again in order to hire more recruits from diverse backgrounds and they indicated that this opinion was widespread among sworn members.

“I think diversity means they are going to hire a certain amount of (minorities)...to represent the community, which is fine. But instead of doing that they should be hiring the best person for the job not the best black person they can find...It shouldn’t be the best black person it should be the best person regardless as to whether they are black, white, gay, (or) whatever and I think basing it on diversification is wrong.”

“My personal opinion of this is that people having different cultures on the force doesn’t make it a better police force. That person that’s going to back me up on a call may not be the best candidate and shouldn’t have been hired at the time, but was because the person was a minority.”

In contrast with visible minority participants who thought that the OPS should match the proportions of visible minorities in the population of Ottawa, most white males did not think this was an appropriate goal. And in several groups, many participants including

women believed that the OPS would never match the proportion of women in the population and should not try because, according to participants, most women are not interested in policing.

At this point in the discussion it became clear that for many members the goals of Outreach Recruitment were far from clear, particularly with respect to diversity hiring. While some participants believed the OPS aimed to enlarge the candidate pool in order to find the most qualified individuals from more diverse demographic groups, this was not the general understanding. Participants in the groups open to all sworn members in particular felt the OPS should do a better job of communicating the goals of the outreach initiative to members. They wanted to know why the organization needs outreach (i.e., is it necessary to better understand the needs of the community?). And they wanted to know how the OPS planned to achieve diversity, for example, whether the OPS was indeed planning to match the ethnic proportions of Ottawa's population or whether it was only planning to improve representation.

"...we don't know what the goal is. What are we addressing by diversity? Are we trying to capture the various cultures that exist within Ottawa?"

"...if you polled the officers on the road, on the front line, that's not the perception that we have of where the organization is wanting to go. It's not clearly communicated (for example) that we are looking for more men in the Comm Centre or we are looking to hire single mothers or not...What are we really looking for?"

Visible minority participants also thought the Outreach Recruitment Project personnel had made a mistake by not clearly communicating the goals of outreach.

"(The OPS) should put out stats to show how unrepresentative we are (and) the reason why. I think part of the message got lost when you tried to be too politically correct in a sense that you didn't want to offend anybody. You are doing a disservice by not telling it straight. (The OPS) should be straight from the get go (and explain), ' This is the reason why we are doing this outreach initiative. There's way too much of the status quo coming in. These are the stats. We are not representative and this is affecting our work as community police officers.'

4.4.2 Barriers to Achieving Diversity of the Workforce: Sworn

In all focus groups, participants were asked what types of barriers or difficulties, if any, would prevent or discourage people from various demographic groups from applying to the police. The barriers identified by participants were those primarily experienced by women, members of visible minorities or ethnic minorities, and to some extent by gays and lesbians.

Barriers for Women

According to women participants, there are far more barriers for women within the OPS once they are hired, than there are barriers to being hired. These internal barriers or difficulties contribute to job dissatisfaction and high attrition rates among women police officers and are discussed later in this and the next sections.

However, participants in all the groups, both men and women, did identify barriers that may discourage women from applying to the police. For instance, participants believed that policing is not a career that attracts most women. Many women may see policing as “men’s work” because it is traditionally considered to be dangerous and physically difficult. Women participants also felt that most women would not find see police work as compatible with raising children because of the shift work and the associated danger. And a few male participants pointed out that for single-parent mothers (who represent 6% of the working age population in Ottawa)³ the lack of affordable child care would definitely be a barrier that would discourage them from a job in policing.

Barriers for Minorities

Participants in all groups recognized that the many ethnic groups have cultural, religious or historical biases against the police. Some come from countries where the police are feared for brutality or corruption. Others come from countries (e.g., Portugal) where policing is not considered respectable. And still others practice religions that prevent them from taking on a policing job. Therefore, the police should combat these negative impressions by educating the second and third generations of immigrants to Canada that they do not have to fear the police and that policing is a respected career.

Some visible minority participants felt that certain ethnic communities in Ottawa perceive the Ottawa Police as being racist or biased in their dealings with visible minority youth. They also thought that many visible minority officers tended to dissociate themselves from their community base in order to fit in with the OPS police culture. Both of these phenomena put up barriers to ethnic community youth from even considering joining the police because this would constitute “crossing to the other side”.

“One of the biggest barriers is the biases the community has about the police and the fact that too often those biases or those stereotypes are reality for a lot of youth out there who deal with a certain amount of officers that operate that way and make it bad for a lot of the good officers out there. I think something has to be done to allow the good officers to have the same voice as the other officers who are living in this mould of traditional old school police officers.”

Some participants thought that often, certain ethnic groups, such as East Indians and Chinese, are very well educated and do not think of policing as a career option because in their countries policing is not considered an educated person’s job. They may be more attracted to the high tech field or medicine for example. On the other hand, others

³ Statistics Canada, 2001 Census, Population statistics for Ottawa (City), Ontario. There are 27,910 female lone-parent families out of 489,485 persons aged 20 to 64 years in Ottawa.

thought that members of other ethnic minorities often have less education, only a high-school degree for example and cannot compete with mainstream applicants who more and more frequently have college or university degrees.

Various participants, visible minorities and non, wondered whether the cognitive and aptitude testing involved in the application process were culturally biased favouring Western culture, particularly North American, English speaking cultures. For example, one participant thought that multiple-choice questions found on these tests are not standard in other parts of the world.

Barriers for Women and Visible Minorities

Both women and visible minorities reported experiencing discrimination within the OPS police culture, because many members believe the OPS is already too diverse and that women and visible minorities have been hired to fill quotas rather than on their own merits.

“There are stories of standards being lowered for certain people. Whether they are true or not, the stories go around.”

The result of this, report both women and visible minorities, is that they have to work harder than everyone else to prove themselves worthy and capable. For example, women reported having to spend extra time in the gym to prove themselves physically dependable.

In addition, those that experience discrimination, both women and visible minorities, do not often challenge the discrimination they experience because they want to avoid crossing anyone or taking a stand for fear of being black listed, shut out, or losing promotional opportunities. The lack of internal support for women and visible minority officers may therefore not encourage them to recommend the OPS to other women and visible minorities as a career option. Therefore, women and visible minorities cautioned that the OPS should recognize that this type of discrimination may result from efforts to increase diversity hiring and find ways to avoid or combat it.

Two of the focus groups, one mixed and one for women, identified the cost of applying to the police as a barrier for disadvantaged applicants, particularly single mothers and minorities.

“Is the money an issue for the application process? It’s a lot of money to apply to become a police officer. Three hundred dollars - every time you fail, you have to keep paying.”

“I think the money is an issue too. There is this little Somali girl working at Tim Horton’s that’s been educated in Somali, two kids and is like thirty years old and would love to become a police officer...she can’t afford it. She is working for minimum wages supporting two kids.”

Barriers for GLBT Individuals

Gay and Lesbian members thought that the main barrier for gays and lesbians is fear of prejudice. The facts that members who are gay or lesbian do experience prejudice and homophobia and that not many individuals in the OPS are openly gay, do not encourage more gays and lesbians to apply to the police according to participants. However, apparently some new recruits have been open about their sexual orientation in the job interview and were still hired, which is encouraging to gay and lesbian members.

4.4.3 How to Attract Diversity: Sworn

After discussing the barriers that may exist for certain groups of people that discourage or prevent them from considering or applying for employment in policing, we asked participants how they thought the OPS could attract and encourage a wider variety of people to apply. Sworn participants came up with the following suggestions.

1. Many participants felt that police officers were the best recruiters because of their daily contact with community members and therefore officers should be promoting the job in the community whenever possible. As discussed above in Section 3.1.1 on recruitment weaknesses No. 8, participants felt the ORP should provide better communications to patrol officers about the recruitment goals and processes and even have information on recruitment on their cruiser laptops.
2. All participants in the Phase I focus groups liked the idea of having recruitment champions among police officers to promote policing careers in the community. In each of these groups participants felt that if the organization wishes to reach under represented groups, its recruitment champions must include officers who are members of the under represented groups, that is, visible minorities, women, and gays and lesbians. They also cautioned that without some form of recognition and compensation as well as support from supervisors for recruitment champions, this strategy may not be very successful.

"...(T)he champion thing ideally is great. I had officers approach me and you had somebody approach you, obviously the personal touch is huge. Someone who takes a personal vested interest in your future, I think that is a huge component. That being said however, those officers really need to be supported internally. I think there's a huge communication piece internally that needs to come before champions are put out there in the community. If you are doing the type of work and you are not supported by your organization....."

3. Participants in all focus groups suggested that the logical way to attract more culturally diverse applicants is to approach all the cultural groups in Ottawa – go to their community organizations, community events, religious temples, discussion

forums and ethnic or religious schools to promote policing careers with the OPS. When the OPS conducts presentations or sets up recruitment booths at events and community locales, it should be officers, not civilians, who are present and these officers should be culturally diverse as well.

"You have to rub shoulders with these folks, you have to meet with them at their community association meetings, you have to get the CPC officers, they are the ones that rub shoulders with these folks everyday. They are the cops on the beat. I'm in the rural area now and I find the rural folks have the work ethic and are a big benefit to the department and stuff like that I go to the high schools those rural ones and say look come and talk to me. Rub shoulders with these folks."

"...(I)t's a matter of going out to certain groups and identifying who they are, we go out there and hit career days, the Muslim schools on the weekends. 'Here's what we have, here's what we could offer you thinking about this as a career.' I think that's the type of outreach nobody would be offended by clearly to make inroads."

4. In a similar vein, participants in the gay and lesbian focus group suggested that the OPS approach gay and lesbian associations and continue to participate in gay and lesbian community events, such as the Gay Pride Parade. In addition, they felt it would show tremendous openness for the OPS to advertise in gay and lesbian publications and to have officers visit gay and lesbian establishments, such as bars and book stores and leave recruiting cards behind, similar to those distributed during the Gay Pride Parade.
5. Participants in several groups indicated that it was necessary to ask community leaders and representatives of community groups to act as spokespeople for the police to promote careers in policing to their communities. In addition, the OPS must maintain contact and strong ties with the community leaders and representatives of diverse groups.
6. Several groups, including the open focus groups and one all women group, suggested that the OPS should make the job more accessible to women by solving child care problems. For example, the OPS could offer daycare services (other police services such as Orillia and Smiths Falls offer 24 hour daycare), extended maternity and paternity leave, and additional job sharing opportunities.

"To become an employer of choice you have to make it appealing for people and you just hit it on the head...it's daycare. People of that age group and of that gender it's an issue for them so what are we doing to address that?"

"The headquarters in Smith's falls has a twenty-four hour daycare so an officer, a mom whether she is married to another officer or not, she can bring her child in there at any time of the day or night and know that they are in a safe place. How can we overlook something like that?"

7. In two of the open groups, participants suggested that outreach should include lectures and presentations on policing to university and college students, particularly at the faculties that are likely to have willing candidates, such as commerce and arts faculties. Student unions and student associations may also be good organizations to contact. Others felt that it might also be particularly beneficial to expose young people in high school (targeting grades nine and ten) to policing careers, before they decide on a career or educational path.
8. One group thought the OPS should conduct more visible marketing and advertising campaigns (e.g., on local public transportation, in local and national publications).
9. Finally, in several groups, particularly in those groups held specifically with women, visible minorities and gays and lesbians, participants stressed that the leadership of the OPS must show visible support for all the Outreach initiatives. For example, women officers wanted their supervisors to support them on issues of sexual harassment or prejudice and to deal with such instances as they occur so that such behaviour is discouraged. Gay and Lesbian members wanted the continued presence of Executive members at events and on committees supporting the gay and lesbian community.

4.4.4 What Diversity Means to Members: Civilian

Civilian members perceive that when the organization talks about diversity, it means people of different skin colour, visible minorities, different sexual orientations and less homogeneity by gender. Civilian participants perceive that the OPS is not very diverse. They see too many men in sworn positions, too many women in clerical, civilian positions like in the Communications Centre, and too many white, Anglo-Saxons. Some participants even felt that the OPS hires too many family members of current employees.

"Increase diversity on the civilians side, you have to go beyond passing out jobs to current employees' families....We are a very white Anglo-Saxon organization...and there's too many females at this civilian group!"

Civilians felt that it was more important for the uniformed side of the organization than the civilian side to become more diverse and representative of the population to be able to work well with the community. Nevertheless, they did think it was desirable to increase diversity among civilian employees, and in particular hire more men for civilian positions.

It is important to note two misgivings that some civilian participants expressed. In one group, a number of civilians did not think that sexual orientation should be a consideration. They felt that there was no need for the OPS to actively recruit people who are gay. Others in the group, however, argued that the OPS should make it publicly known that the organization does hire gays and lesbians and does not

discriminate on the basis of sexual orientation. In both groups, several civilians adopted similar attitudes to the majority of sworn members, namely that the OPS should be sure not to lower its hiring standards in order to attract more diverse candidates. Like many sworn participants they thought that the organization is pushing to hire more diverse recruits and therefore will try to fill quotas. They believed that women and visible minorities hired in the near future will be looked upon as being hired in order to fill such quotas.

“There’s nothing wrong with immigrants as long as they are qualified. Don’t just hire them because it looks nice.”

Both of these observations clearly indicate the need for well-planned communications internal and external to the OPS, to explain the goals and strategies of Outreach Recruitment. In fact, several civilian participants recommended themselves that the OPS should better communicate to members why there is a push for diversity and where the organization stands now in terms of the diversity of the workforce.

4.4.5 Barriers to Achieving Diversity of the Workforce: Civilian

Civilian participants did not think that the OPS intentionally creates barriers for certain types of applicants. In fact some participants thought the OPS was more progressive than other police services on the issue of diversity. It has for example a very active committee that focuses on GLBT issues and policing in the community. But, participants indicated that barriers exist nonetheless. They did not think that the pool of applicants to the OPS was very diverse.

Some heard from visible minority members who had experienced racism and discrimination in the OPS and on this basis, they guessed that other members, such as gays and lesbians, might also face discrimination. Participants noted that the negative attitudes surrounding the focus groups held in the summer and the talk from members about how the OPS will lower its hiring standards to achieve diversity demonstrates the negative attitudes minority members face within the OPS. A few participants believed that systemic discrimination does occur because visible minorities are never hired in some sections, despite having eligible visible minorities among lists of candidates for summer students or for short-term internal postings.

Civilian participants identified other types of barriers to achieving diversity and they include:

- Aptitude tests and other tests for new recruits may be barriers for people from different ethnic backgrounds and countries because the tests are based on Canadian experience.
- Not many men apply for the clerical positions or communications positions. And when men do apply to work in the call and communications centers, they rarely get hired even if qualified, because the job is seen as women’s work.

- The public is not aware of the variety of civilian positions available at the OPS. As one male civilian participant put it, *“If I had not volunteered here, I wouldn’t have known there were jobs here. I’ve never seen the OPS advertised. Nobody knows about the civilian positions.”*
- Like sworn members, civilian participants recognized that immigrants to Canada may come from countries where the population is justifiably terrified of the police.
- Young people these days are more interested in high tech careers.
- Policing may be seen as a thankless profession, since the police are under constant public scrutiny and criticism and police are exposed to the negative aspects of society on a daily basis.

4.4.6 How to Attract Diversity: Civilian

Focus groups with civilian participants did not offer any additional suggestions for how to attract more diversity among applicants, over and above those suggested by sworn members. However, they recognized a need to market civilian positions more aggressively to men.

Civilian participants tended to focus on traditional methods of attracting applicants, that is, outreach to students in schools (e.g., career days should include civilian careers) and a strategic communications/ advertising campaign. They emphasized the need in both methods, to present a positive image of the police, to combat stereotypes and to emphasize the existence of diversity already in the OPS.

While some civilian participants questioned the need to market to specific groups, others demonstrated support for proactive recruiting among groups and communities that are under-represented in the police.

“If you look at the number of applications that we have from visible minorities, it’s next to none, I’m pretty sure.”

“Maybe you have to go out there and do some avid recruiting to get their interest and explain what it’s all about. Maybe they never thought of being a police officer.”

4.5 Post-hire Supports

The Outreach Recruitment Project team wanted to understand what types of post-hire support mechanisms or systems members were aware of and how well they thought these supports worked to assist new recruits. Presented below are the strengths and weaknesses of OPS post-hire supports, according to focus group participants, and their suggestions for improvements.

4.5.1 Strengths and Weaknesses of Post-hire Supports: Sworn

Strengths

As with the recruitment process, sworn participants were more likely to identify the weaknesses of the existing post-hire supports than the strengths. Nonetheless, a few strengths were mentioned. These included:

- Health, Safety and Lifestyles;
- Employee Assistance Program;
- Same sex benefits for gay and lesbian members' partners;
- Refresher training courses;
- The return to PDC after new recruits have been on patrol for 1.5 months;
- Where implemented, transfers of new recruits to different coach officers in different districts in order to get more well-rounded experience; and
- Policy Net as a resource to assist all officers to obtain information on procedures and to write reports.

Weaknesses

While much of the discussion about post-hire supports in all the sworn focus groups centered around the weaknesses of the Coach Officer program, a number of other weaknesses were identified, some particular to specific demographic groups. In many cases, participants were able to suggest some solutions or ways to improve upon OPS supports for new recruits. Weaknesses and improvements are categorized and listed below.

1. The Coach Officer Program

- a. *Coach Officers are too inexperienced – most only have two to three years of experience on patrol.* Every group, groups with women only, men only, gays and lesbians and mixed groups, identified this as a major weakness. They believed that the Coach Officer program loses the best coach officers, those that are good patrol officers with more experience and seniority, to other sections through transfers and promotions. Therefore, participants perceived that the knowledge and experience base on patrol is shrinking and new recruits are being coached by officers who do not have enough experience. Part of this problem, as participants in most groups indicated, is the lack of incentives for experienced officers to return to patrol.

“And they are coaching and they don’t know what they are doing themselves and they are teaching the younger people.”

Suggestions for improvement:

- Provide incentives, such as compensation, for experienced officers to return to platoon to broaden the experience base and obtain better Coach Officers.

- Rotate officers from patrol to other sections every four to five years.

b. *The selection process for coach officers is not working well enough to obtain the best Coach Officers.* Some participants thought that there was no competition for the Coach Officer positions and often Coach Officers end up being chosen by their Sergeant. They felt that coach officers were not being chosen for their skills and experience – if they pass the course, they become a coach officer.

Suggestions for improvement:

- Create a formal selection process for Coach Officers using competency tests and interviews similar to other internal job competitions.
- Offer incentives and rewards for experienced Coach Officers, such as recognition in their portfolio that will assist them in achieving transfers or promotions in the future. *“A Coach Officer title should be prestigious, but right now, it’s thankless.”*

c. *New recruits do not receive enough feedback on their performance from either the Coach Officers or their supervisors.* In four groups, participants perceived that supervisors are not listening to the feedback from Coach Officers on the performance of their recruits and neglecting to discipline recruits in order to correct problems early on. Some participants thought that perhaps supervisors lacked the tools or means of disciplining or correcting problem behaviour.

Suggestions for improvement:

- The Coach Officers need to better monitor new recruits and supervisors need to better monitor both their Coach Officers and new recruits.

d. *The Coach Officer training course does not offer hands-on-skills and advice for how to handle difficult situations with recruits.*

e. *The time recruits spend with their Coach Officer is too short.* Participants thought that within reason, the coaching period should be based on the needs of the individual.

2. Mentoring

a. *After the Coach Officer program, new recruits do not have much support and they do not ask enough questions. New recruits require some form of mentoring.* Women participants felt that most new recruits do not receive enough supervision, feedback or mentoring. Participants in the mixed groups and visible minority groups agreed that coach officers cannot act as mentors because often they are too young, green and not always a good match in terms of compatibility with their recruits. Gay and lesbian participants indicated that GLBT members are not always comfortable going to their

Sergeant or supervisor for help. While one group, composed entirely of males, felt that an officer's Sergeant was in fact his or her mentor, all other groups felt that a formal mentoring program could offer better matches of senior officers to new recruits. Some participants indicated that it is not always possible for new recruits to rely on their Sergeant for assistance.

Suggestions for improvement:

- Implement a formal mentoring system. Mentors should be senior, experienced officers (e.g., 15 years experience) who are well-rounded and expert in many areas. Mentors could be, but should not necessarily be one's supervisor.
- Offer the best possible matches of senior officers to new recruits (e.g., women mentors for women recruits, visible minority mentors for visible minority recruits, etc.). Establish checks and balances to ensure that there are no clashes between mentors and recruits.
- Offer incentives for mentors.
- Provide some informal training/orientation for mentors.
- Mentor new recruits over a longer period.
- Encourage new recruits to ask questions and to ask for help.

3. Mentoring Versus a Buddy System

Two groups thought that a formal buddy system might be another good method of offering support to new recruits. One of these groups (all sworn men) thought that an informal mentoring system was already in place, that is, Sergeants are mentors for the officers under their command. These participants thought that a formal buddy system – pairing a new recruit with a more experienced constable with eight to ten years on – would be better than a formal mentorship. The second group, comprised of women only, liked the idea of having both a formal buddy system (to offer peer support) and a formal mentoring system for new recruits. However, the rest of the groups felt that a buddy system was best left on an informal basis because it occurs naturally, and that the OPS should instead focus on mentoring.

4. Training

- a. *The training/orientation sessions at the Professional Development Centre (PDC) is not as relevant to the job as it should be.*
- b. *Subject matter experts providing training for new recruits at PDC are not experienced at teaching or presenting.* In one mixed focus group, participants felt that PDC should hire trained instructors rather than ask OPS “subject matter experts” from various sections to deliver specialty courses.
- c. *The OPS does not have enough officers who are generalists (well-rounded officers and supervisors with experience in different sections and districts).* In two groups, participants felt that recruits should participate in job shadowing for longer periods in pertinent sections. Participants in one of these groups suggested that after one year of patrol experience, new recruits should rotate through other sections and specialty squads to learn on the job.

- d. *Supervisors require additional training.* In one mixed group, participants thought that there should be more training for supervisors on policies and procedures (e.g., procedures related to discipline, to filling out reports, etc.), on where to find policies and enforcement of policy. Another groups suggested that supervisors need to be sensitized to the varying needs of different recruits and encouraged to provide the necessary support.

5. Discrimination and Harassment

- a. *Supervisors and women officers are not speaking up about sexual harassment and discrimination in the workplace.* Women participants indicated that sexual harassment and discrimination is commonplace, but that a “code of silence” exists among women officers because they fear being blackballed by their supervisors and male peers for “rocking the boat”. They fear that challenging harassment and discrimination will be career limiting for themselves. Women participants also felt that they receive little support from their supervisors in this regard.
- b. *Women officers feel that their careers are limited in the current OPS environment.* For example, some participants felt that women officers are kept on patrol for longer periods than their male peers and do not have as many opportunities to move into specialty areas. Women participants perceived that positions in community services or as School Resource Officers are becoming job ghettos for women officers. Some felt that women were too frequently put into less challenging and rewarding posts, such as staffing the Information Desk when on maternity leave, whereas men requiring light duties, are assigned to investigative positions like GAS.
- c. *The police culture does not support and encourage visible minority officers to maintain close ties with their ethnic community.* Visible minorities in several focus groups felt it was very important for visible minorities to maintain their links with their communities in order to improve their trust in the police and to improve the service to these communities. But participants indicated that the perception in some ethnic communities is that the only way for visible minority officers to make it in the OPS (i.e., to fit into the police culture), is to turn their backs on their ethnic community.

“People don’t understand the amount of peer pressure a police officer feels to conform. Someone can tell you there is a harassment policy, but you want to fit in so badly, that you will swallow so much. And if you get paired up with the wrong coach, it’s devastating because you will never turn against the coach officer being one of the boys and accepted by the other boys.”

“A lot of them (visible minorities) believe that they don’t have anything to bring to the table. I challenge that because as a female...as a visible minority...you have a tremendous wealth of information to bring to the table.... ‘Don’t sit

there like you've got to sit there and follow the status quo because that's not why we hired you.' I'm not sure if that message is getting out."

Suggestions for improvement:

- Provide orientation to new recruits at PDC training sessions on police culture, community policing philosophy, discrimination, harassment policies, etc.
- On the other hand, do not rely on the same visible minority officers all the time to be experts on their community. Participants indicated that some visible minority officers resent the expectation and the responsibility.

6. Orientation

- a. *The OPS lacks a written orientation package for new employees. While sworn officers receive information in their formal orientation sessions at PDC, participants felt that all new employees, sworn and civilian, should receive a package with all the policies and benefits available at OPS through Human Resources and the Police Association's collective agreement.*

7. Other

Other Suggestions for Improvement

- Monitor employee satisfaction once they are hired and then on a regular basis thereafter. The OPS could conduct debriefings with new recruits after their first 500 hours with a Coach Officer. Other mechanisms, such as the member survey could monitor employee satisfaction.
- Offer exit strategies to assist officers who want to leave the service.
- Provide opportunities to move out of shift work for long-time employees to prevent burn-out.
- Offer lifestyle support training to new recruits. Participants thought that the first year for recruits is the most difficult; so their initial training should include some preparation on expectations of the job, stress, health issues, scheduling, diet, sleep, etc.

4.5.2 Strengths and Weaknesses of Post-hire Supports: Civilian

Strengths

Civilian focus group participants were even less likely than their sworn colleagues to be able to identify strengths of post-hire supports at OPS. For civilians, these strengths included health and disability benefits, extended benefits for employees' family members, and the Employee Assistance Program. In addition, civilian participants felt that the Victim Crisis Unit and Diversity and Race Relations unit were available to OPS members in times of stress and were good support mechanisms.

Weaknesses

In one group, civilian participants perceived that there is a cultural disparity between civilians and sworn members at OPS and that many civilians feel they are treated differently, that is less favourably. This perception perhaps underlies the other weaknesses they identified with post-hire supports for civilians, since most participants felt that sworn members received many supports and opportunities that civilians did not.

1. Performance Review and Discipline

The most top-of-mind weakness in the eyes of civilian participants, was a lack of willingness of OPS supervisors and management to deal with problem employees. Participants felt the organization is too accommodating and does not fire “bad employees”. Civilian thought that managers and supervisors should better document employee performance, communicate the consequences of undesirable behaviour and take responsibility for dealing with work related problems of the employees under their supervision. Civilian participants felt their was a need for a policy that can deal with problem employees, offer counseling and support and if necessary take steps towards dismissal. This may indicate that members are not aware of existing policies such as the Attendance Enhancement Policy and/or that the policies are not being put into practice as often as necessary.

Suggestions for Improvement:

- Document employee performance and enforce disciplinary policy.
- Advise employees in difficulty with their job to apply to other jobs within the organization.

2. New Employee Orientation

The next most top-of-mind weakness, was a lack of some form of orientation for new civilian employees. Apart from sworn members, the only civilian employees that receive orientation sessions are those hired to work in the Communications Centre. Participants felt that all new hires to the OPS should receive some form of orientation, either a documented orientation package or both documentation and in person sessions.

Suggestions for Improvement:

- Develop orientation materials/sessions
- Orientation should include information on: OPS culture, hierarchy, rules, human resources policy, contracts, benefits, pay, vacation/time off, parking, the Police Association, professional development, volunteering, security, etc.

3. Professional Development & Training

In addition, participants perceived that there is a lack of professional development and training opportunities for civilians. Even though this was not top-of-mind, the topic generated much discussion in both groups. Civilians felt that there was a lack of training for civilians when they are first hired (for example, there is usually no overlap of

outgoing and incoming employees so that incumbents can train new hires) and in general there is a lack of opportunities for professional development for civilians. Civilian participants would like better communications from PDC, Human Resources and their supervisors on courses available to members at PDC. They would also like more opportunities for short-term projects in which to develop new skills and suggested that such opportunities be made available to all members within a section, rather than left to the discretion of the manager to pick and chose an employee.

Suggestions for Improvement:

- Improve communications to civilians on opportunities for training (e.g., from supervisors, HR and PDC)
- Offer job shadowing opportunities and cross training opportunities to civilians (similar to opportunities for sworn members).
- Offer all civilians the opportunities to work on special projects and committees.
- Encourage supervisors to facilitate such opportunities for cross training and special projects.
- Base promotions on employee initiative and qualifications rather than seniority.

4. Frequent Use of Contract Personnel

Civilian participants in both groups felt that it takes too long for civilian employees to go from being on contract to permanent status. They perceive that the OPS is misusing contracts, frequently extending temporary contracts rather than creating permanent positions.

5. Professional Positions

Perhaps related to this complaint is the perception that the OPS does not treat civilians in professional positions with the same respect, particularly in terms of remuneration, they would receive in the private sector. Some civilians felt that the OPS has lost and will lose more civilians to the private sector because salaries are not competitive enough, are not tied to performance and increasing expertise, and therefore do not keep pace with the private sector.

4.6 Retention

4.6.1 What Keeps Members Here: Sworn

The majority of all sworn participants, with the exception of the women's group, reported that they enjoyed their work and that they would finish their career with the OPS. While a few male participants said they may leave in the next few years or retire early, most participants did not believe that retention was a problem for the OPS. They cited several reasons why they would stay with the Ottawa Police till retirement.

- Enjoyable work
- Pride in their career; pride to be working for the Ottawa Police

- Many opportunities within the OPS to work in different areas, learn new skills and expand their career
- Job security
- A good salary, pension and benefits
- Financial commitments (e.g., mortgage, family)
- Great people to work with

As the following statement illustrates, many members were proud of their employment with the Ottawa Police, they felt their job offered them many opportunities and were not inclined to leave after investing many years in the service.

"I think amalgamation was challenging, lots of growing pains, but personally, I'm proud of where we are at. I take pride in my career and my employment with the service and I'm here because I feel genuinely that I have the opportunity to do (whatever) or go wherever I want to go in the organization....I wouldn't want to leave with this much time invested in this organization."

GLBT

Gay and Lesbian participants cited all the same reasons for why they choose to stay with the OPS, but in addition they also indicated that they thought the OPS was more progressive than other police services. They thought that the OPS was more accepting of gay and lesbian employees than other police services or the military. Gay and lesbian participants that were completely open about their sexual orientation in public, felt that most of their colleagues were accepting.

Visible Minorities

Visible minority participants also indicated that they stayed with the OPS because of the attractive salary, benefits and because of their financial commitments, but they also had slightly more altruistic reasons. For one, most visible minority participants felt that they had a responsibility to be role models for younger visible minorities and new recruits to policing. They wanted to effect change within the police service to support diversity and community policing. Second, they also wanted to effect change in their communities, by improving the way policing is done in the community and improving relations between the police and their communities.

Women

Women participants on the other hand were much less positive. They all felt that the OPS offered them job security, an attractive salary and benefits, a pension and a sense of professional pride. However, they all indicated that they have either considered in the past or are currently considering leaving the police for various reasons – because of sexual discrimination in the workplace, because some feel stuck in a constable's position, because some feel frustrated in their careers, and because some want to spend more time with their children and family. Only pride and not wanting to be quitters kept the majority of women participants from resigning from the police so far.

"I still hold a certain level of pride in being a police officer, but I have kids and would like to be a mom more than a police officer. Financially, though, I can't quit to stay home for a few years while the kids are young."

"I'm staying for personal pride, to not give up and to give something to the women of tomorrow, but I've thought of quitting and have applied to other jobs."

4.6.2 Primary Reasons for Leaving: Sworn

The few male participants who were thinking of leaving did not enjoy "walking the beat", that is, working on patrol and were tired of doing shift work. They knew of others who had left the police for a better quality of life in a different career. These participants had been with the service for more than 10 years. Suggestions were made in the mixed focus groups to offer opportunities to officers to get off shift work occasionally to prevent burn out and exit strategies or sabbaticals for members who are unhappy or unable to reach their career goals in their current job.

Younger participants (independent of ethnic background or sexual orientation) indicated that if they left, it would be to try a new career. They felt less tied to the benefits and pension than those participants who were closer to retirement. It was the consensus in several mixed groups that younger people today, the new generation of police officers, are not looking for a job that will last 30 years and take them to retirement. While younger participants did not plan to leave in the near future, they agreed that they had other career options because they had a university or college degree and they felt that policing was a good job in which to work for ten years and learn valuable transferable skills.

Women participants in the women only group indicated that their primary reasons for leaving the police service would be because of sexual harassment and discrimination in the workplace, career stagnation, and the desire to focus on family and raising children for a few years. Women participants in the mixed group, did not discuss harassment or discrimination, but did indicate that while they themselves would not leave to raise a family, they knew other women who would leave the service for this reason.

4.6.3 What Keeps Members Here: Civilian

Civilian participants were not as positive as sworn participants about what keeps them here at the OPS. Civilians felt neither the same high level of satisfaction with the work they do nor the same pride in their career or organization. First, the job security, the salary and the benefits were the main reasons for staying with the OPS. Civilians indicated they thought that for many clerical positions, the salary and benefits were much better at the OPS than for similar work in the private sector. Second, many participants indicated that they had been employed with the OPS too long to leave now

or were too old to start a new career. These participants said they felt disappointed or less dedicated to the organization than they had been in the past.

“(I stay for) the paycheque and the benefits. And the longer I’m here the less attached I am to the organization. That doesn’t mean I’m not going to do a good job, but I have a lot less dedication.”

A few people in each group said they liked their job, found it interesting or that there were some opportunities for career development at the OPS. Nevertheless, a negative or apathetic attitude prevailed with several individuals indicating that many civilian positions were just not challenging and best for people who do not have high career aspirations or potential.

“It needs to be more than security and money. You need to come into work feeling that you have accomplished something. In most cases I don’t feel that. If you are in data entry or the Call Centre it’s very repetitive. You are limited as to what you can do. As an officer...it’s a lot easier to move around and do different things and all that kind of stuff, but civilian-wise it’s pretty much the same thing everywhere you go.”

4.6.4 Primary Reasons for Leaving: Civilian

Those participants with a longer history of service with the OPS and who were closer to retirement would not consider leaving at this point. However, some of the younger civilian participants and those with a degree or specialized experience did indicate that they were considering leaving in the near future. Civilians felt that if they decided to leave the OPS their main reasons for leaving would be the following.

1. There is little or no room for career advancement or career changes for many civilians at the OPS. The only room for upward movement is into managerial positions, which either did not appeal to all participants or required academic qualifications they did not possess.

“Even to move to a different position, there’s no place for me to go. You are either going to stick with it or you are going to look elsewhere to see if you can move on...In the contract negotiations they are looking at retaining officers; they are certainly not looking at retaining civilians.”

2. Civilians said they did not feel challenged, valued or that they have accomplished something significant in their work. Many civilians indicated that they would not recommend the OPS as a place to find a career to their children or their friends for the lack of challenge and opportunities. They would only recommend it as a summer job or temporary job.

“Part of the problem is it’s a back-up job, not a dream job.”

3. Professionals are not treated as well or paid as well at the OPS as they are in the private sector or federal government.
4. Civilians in the Communications Centre indicated that gossip and rumours circulating among employees creates a negative work environment that may lead them to leave the organization. Some felt that the stressful environment in the Communications Centre may be the cause of this type of dysfunctional social behaviour.

5 Conclusions & Recommendations

The internal focus group research achieved its primary objectives, namely to obtain useful feedback from OPS members on 1) how to improve the pre-hire processes, 2) how to improve diversity in the workforce, 3) how to improve post-hire supports and 4) what are the barriers to employee retention. This report makes several specific and practical recommendations on each of these four areas. However, the focus group research made some other significant findings and overall conclusions that should be discussed first because they point to recommendations that should be implemented prior to all others.

5.1 Cultural Change, Leadership and Communications

First, the internal research confirmed that there are several sub-cultures within the OPS that overlap each other, that is, they share some common values and beliefs, but also have distinct, differing values and beliefs. Not only is the OPS composed of the sub-cultures of four large police services that were amalgamated into one in the 1990s, it is also composed of a sworn member culture, a civilian member culture, a female sworn culture and a visible minority culture, to name a few. In addition, there are several sub-cultures depending on when employees were hired, such as those hired 20 years ago and those hired more recently. *The differences among these groups, in motivations for joining the police, in attitudes to diversity, job satisfaction and reasons for staying with the OPS, are important to take into account when identifying strategies for moving forward with the ORP and future hiring.* It is important to note however, the existence of a cultural overlap and values and beliefs common to all, because it forms the basis for improved solidarity and inclusiveness rather than divisiveness.

Sworn members, the majority of whom are white males, are motivated by wanting to help others, positive contact with police or military officers, the non-routine nature of police work, the variety of positions in policing and a natural attraction to policing or the military. Most officers, with the exception of women officers, were very happy with their work, were proud to be a police officer with the OPS, and those with ten or more years of service planned to stay till retirement. Most sworn white males did not believe that the OPS has a problem with retaining police officers. Officers with fewer years of

service, particularly those with only a few years on, also enjoyed their work, but were not as tied to the benefits and pension and may not be planning to make policing a life-long career.

Sworn visible minorities, women and to some extent sworn gays and lesbians shared many of the same motivations to work in policing as did sworn white males. However, visible minority, women and gay and lesbian officers had even stronger altruistic motivations to help others, particularly other visible minorities, women and GLBT, both in the police service and in the community. The desire to make a difference for others like them was strong enough for many to counter strong frustrations with the discrimination and harassment they felt within the mainstream police culture (professional, sexual, and racial discrimination and sexual and racial harassment). However, these sub groups believed that the OPS does and will have problems retaining women and visible minority officers if cultural change and support from the OPS leaders is not forthcoming. Given that sworn women officers expressed the greatest discontent and desire to leave the service, this may be an employee group that the OPS finds difficult to retain. The OPS will have to find ways of improving retention and support for these three groups if it wishes to take advantage of the special skill sets and different ways of thinking and doing that women, visible minorities and GLBT police officers bring to the job.

Most civilian members were motivated to apply to the OPS primarily by the competitive salary and benefits and the job security, although some were motivated by volunteer work with the police or were sought out for their skills. However, the majority of civilian participants were discontent and unhappy with their jobs. Many thought the work they do is not challenging and that they have few opportunities for training, professional development or career opportunities. And the long-term employees no longer felt any dedication to the organization. Civilians with professional qualifications did not feel well treated or remunerated as well as in other public sector organizations or the private sector.

Nevertheless, most civilians were intent on staying with the OPS for the security, salary, benefits and pension, because they have been here too long to start new careers, or they do not have the qualifications that would make them more mobile. This is not a positive finding for the organization. Not only is it unproductive to have dissatisfied, disgruntled employees who must serve both internal members and the public, it does not make the OPS attractive as an employer of choice.

Second, the internal research identified that there is not only a lack of awareness and understanding of what the ORP is and what it is meant to achieve, there is also significant, internal resistance from the culture of the majority (i.e., sworn, white males) and those that have adopted it, to the idea of increasing diversity of the OPS workforce. There are also some barriers that will impede the success of ORP if not addressed, including systemic racism, discrimination and harassment on the basis of sex, race or culture, and sexual orientation.

With respect to opinions on diversity, the majority of sworn officers do not think it is important to increase the diversity of the OPS workforce, either the number of women officers, gay and lesbian officers or ethnically diverse officers. Most sworn participants also believed that any attempt to increase diversity in hiring practices at the OPS will be accomplished through hiring quotas and that hiring standards will be lowered. Many felt that qualified white males will be overlooked under ORP. This is in itself an indicator that bias and indeed, racist attitudes exist in the internal culture and that the stereotypical view of policing as a white man's job is still very strong. As indicated in the report by Carleton University on *Managing Change and Increasing Diversity*, the assertion that 'standards' must be adhered to, "standards which are defined by the composition of the extant force (police service), which is predominantly large and masculine, appears to be a fairly strong systemic barrier to increasing ethnic diversity within the OPS".⁴

Civilians (most of whom were women) were divided on whether they view achieving diversity as an appropriate and important goal for the OPS. Some believed it was important, particularly for the sworn side, so that police officers better represent the community. To some degree, they also believed it was important to hire more civilian men. However, many have adopted the same attitudes as sworn members, that is, they do not believe it is necessary to actively recruit GLBT, or ethnically diverse populations, because this will lead to lowering hiring standards. Rather, they would prefer to stick with passive recruitment and allow the "free market" to determine who will apply to the OPS, a strategy that up to now has proven ineffective to change the composition of the workforce.

Sworn Women, GLBT and visible minority participants all believed that achieving diversity is an appropriate goal and want the OPS to continue to work towards this goal. This is not surprising, given these groups' vested interest in increasing their numbers. But many also warned that changing the current culture, and the current problems of harassment and discrimination on the basis of sex, sexual orientation or race within the organization must be addressed simultaneously for ORP to succeed. The OPS will not attract more women, and minorities if the public does not perceive a change in police culture and behaviour and it will not retain these employees if they have to deal with negative attitudes and barriers once they enter the organization.

In light of these conclusions, this report recommends encouraging and facilitating change in the existing traditional culture within the OPS, eliminate harassment and discrimination on the basis of sex, race, culture or sexual orientation, and create the supports for minority members in addition to the supports that already serve the majority of members. This means the OPS must demonstrate that it supports all of its members, including women officers, visible minorities, gays and lesbians, civilians, etc. in meaningful ways. It will mean demonstrating a willingness to create challenging opportunities and professional development for civilians. *And it means demonstrating consistent, enduring support of the OPS leadership and middle management.*

⁴ Eric Sprott School of Business, Carleton University, *Managing Change and Increasing Diversity – Ottawa Police Services, A Joint Research Project*, 2004, p.50

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| <p>Recommendation 1</p> | <p>The OPS must:</p> <ul style="list-style-type: none"> • encourage and facilitate change to the existing traditional culture within policing; • eliminate harassment and discrimination on the basis of sex, race, culture or sexual orientation; • create the supports for minority members in addition to the supports that already serve the majority of members; and • demonstrate consistent, enduring support of the OPS leadership and middle management. |
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This last component – consistent, enduring support of the OPS leadership – is very important. Both the Carleton University and OPS Internal research indicated that OPS members think that without a clear commitment from the OPS leadership to the Outreach Recruitment Project, it will fail. The Executive down to the supervisor level must make the ORP an organizational priority and demonstrate this by including provisions for it in the business plan, by committing significant resources to ORP and by keeping a continued focus on ORP goals. Both the executive and management team must contribute to initially “lighting the fire” (through strategic internal and external communications) and then continue to keep it burning by “walking the talk”, by maintaining a high level of energy and resources over the life of this long-term initiative.

Second, this report recommends that the OPS conduct a comprehensive communications program to all members and the public to convey the goals of the ORP and how the ORP plans to achieve its goals. Communications must include explanations of why the organization is taking this initiative, why diversity hiring is important, the realities of the labour market, and the type of candidates the OPS is looking for. The fact that most participants did not understand what the ORP entails, what its goals are and why it is important to the OPS, makes this recommendation particularly important. Participants in fact specifically requested better communications from the administration on ORP and diversity hiring. In addition, a comprehensive communications program to all members will contribute to cultural change. The majority of members simply do not have the necessary information that supports the goals of the ORP initiative (e.g., organizational demographics, the prevalence of discrimination, the disadvantages or barriers faced by certain groups, etc.) and that would allow them to make judgements or inferences based on facts rather than stereotypes and perceptions.

This communications program should also have an external component. If the OPS wants to attract more applicants and widen the candidate pool, it must better communicate to the public its goals to reflect the diversity of Ottawa’s population and why this goal is important to policing. For example, the OPS has made a commitment to adopt a community policing model in addition to its traditional law enforcement policing model and a commitment to work more closely with the community to prevent crime and solve problems. (This commitment is reiterated in all OPS official and administration documentation, such as the mission statement and operational plan for the Community Policing Centres.) It must convince the public that it welcomes diversity,

that it is working on eliminating all forms of discrimination internally, and that a diverse police service will increase cooperation between the police and the community.

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| Recommendation 2 | The OPS should conduct a comprehensive communications program to all members and the public to convey the goals of the ORP and how the ORP plans to achieve its goals. Communications must include explanations of why the organization is taking this initiative, why diversity hiring is important, the realities of the labour market, and the type of candidates the OPS is looking for. |
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The internal focus group research conducted by the OPS confirms the findings of the research project carried out simultaneously by the Carleton University Eric Sprott School of Business⁵. PhD students from the School of Business conducted a series of approximately 45 telephone interviews and one focus group with OPS employees, both sworn and civilian in Nov.-Dec. 2003 and submitted a report to the ORP Steering Committee.

Both research projects conclude that the ORP should be viewed as a significant, long-term, organizational change initiative. Both research projects conclude that to successfully implement this organizational change, some first steps must be taken, such as convincing members why ORP and diversity is an urgent problem, communicating the vision and goals of ORP. Like the Eric Sprott School of Business, this report also recommends adopting the Kotter framework for organizational change. This framework provides a proven model or guiding principles for successfully implementing significant organizational change. The first four principles, the “software” or cultural aspects, of this change framework should be addressed before the “hardware” or tools and mechanisms are implemented. These include establishing a sense of urgency for outreach, building a guiding coalition, defining a vision and strategy, and communicating that change vision to the organization and to the public. Comprehensive communications and cultural change strategies around ORP will be essential to address these four principles.

5.2 Practical Strategies for Short and Long-term Wins

Once the recommendations for strategies on communications and cultural change have been made organizational priorities, the other steps will be to implement the practical mechanisms and processes that will effect change. Civilian and sworn participants identified a few strengths, many weaknesses and several suggestions for improvement with regard to both the recruitment process and post-hire supports. They also identified the barriers to diversity hiring, ways to attract more diverse candidates and barriers to

⁵ Eric Sprott School of Business, Carleton University, *Managing Change and Increasing Diversity at the Ottawa Police Service: A Joint Research Project*, Jan. 2004

employee retention. Many concrete recommendations and pieces of advice can be gleaned from this information and they should guide the development of recruitment and retention strategies, that is, the last four principles or “hardware” aspects of the Kotter framework for organizational change. These concrete recommendations are listed below.

5.2.1 Recommendations for Attracting Diversity

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| Recommendation 3 | Provide police officers with information (e.g., on cruiser laptops) and coaching on the role they can play in recruiting on a daily basis. |
| Recommendation 4 | Implement an internal recruitment champion program to promote policing careers in the community. As much as possible, include officers who are members of under-represented groups (e.g., women, visible minorities and gays and lesbians). Recognize and reward recruitment champions. Avoid the “business owner” model in which additional responsibilities are added to an individual’s duties without additional compensation or reward. |
| Recommendation 5 | Approach all cultural groups and organizations of under-represented groups in Ottawa to promote policing careers with the OPS. This can be accomplished through both internal recruiters and external recruiters (i.e., community representatives that act as spokespeople for the OPS). |
| Recommendation 6 | To attract more women, solve child-care problems for members. Options might include 24-hour daycare on site, more opportunities for job sharing and reduced schedules, extended maternity or paternity leave. This will also improve retention among women on shift work. |
| Recommendation 7 | Additional research shows that students in third and fourth year social science disciplines are good candidates for careers within a community policing model, not only because they demonstrate the necessary analytical and problem solving skills, but also because they typically tend to excel and stay in these types of jobs. The ORP should therefore, continue to reach out to youth in universities, colleges and high schools and youth or student organizations, but specifically target social science faculties and communicate both the ORP and community policing visions. |
| Recommendation 8 | Conduct a visible marketing and communications campaign locally and nationally on outreach and recruitment. In all marketing and communications, find ways to combat stereotypes (e.g., women in clerical positions), to emphasize the existing |

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| | diversity in the OPS and to present positive images of civilian and sworn positions. Market civilian positions more aggressively to men. |
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5.2.2 Recommendations for Improving the Sworn Recruitment Process

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| Recommendation 9 | <p>Improve the sworn recruiting process:</p> <ul style="list-style-type: none"> • The recruiting process, including the waiting period between a successful interview, a job offer and/or the training, is too long – up to several years. Establish a maximum time period for the recruiting process (e.g., six months) and abide by it. • Inform applicants at the outset what to expect in the recruitment process, about the current hiring environment and keep them informed of their status during the process. • In order to keep applicants' expectations in line with realities of policing, prepare them for the expectations of the organization (e.g., the number of years one can expect to be on patrol, number of promotional opportunities and average time it takes to be promoted, relevance of specific degrees, certificates or skills, etc.) |
| Recommendation 10 | <p>Improve the selection process for police applicant interviewers. Establish a minimum experience level, required competencies, and a recommendation and interview process for interviewers. Provide training for interviewers and encourage women and minorities to apply.</p> |
| Recommendation 11 | <p>Assist applicants to prepare for the application and testing process. Provide more explanation and sample questions on the OPS recruiting web page. Prioritize or weight competencies and requirements and communicate to applicants. Offer preparatory workshops. Consider offering a form of mentoring for applicants (e.g., an internal recruitment champion, Human Resource representative).</p> |
| Recommendation 12 | <p>Examine testing instruments used in the recruitment processes for various forms of bias (e.g., cultural or sexual) and recommend alternative instruments/methods.</p> |
| Recommendation 13 | <p>Offer to reimburse successful recruits after Ontario Police College training in exchange for a minimum number of years of service at the OPS.</p> |

5.2.3 Recommendations for Improving the Civilian Recruitment Process

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| Recommendation 14 | <p>Improve the civilian recruitment process. The OPS should treat civilian applicants with the same respect and consistency as sworn applicants.</p> <ul style="list-style-type: none">• Ensure that the hiring process is timely and that delays are avoided.• Ensure that applicants are kept informed of their status during the process.• Background checks should be performed by the same background investigators for applicants to sworn positions or in as consistent and thorough a manner as possible.• Establish consistent guidelines for assessments and interviews.• Have a Human Resources representative or someone external to the section on interviewing boards for internal recruitment to prevent favouritism. |
| Recommendation 15 | <p>Improve the assessment of civilian applicants.</p> <ul style="list-style-type: none">• Identify profiles of desired applicants, exhibiting qualities sought by ORP initiative.• Be realistic and balanced about requirements for civilian positions (e.g., balancing past job experience and performance, background, references with academic qualifications). |
| Recommendation 16 | <p>For civilian applicants to the Communications and Call Centres, consider the use of scenario-based testing, English skill testing and one-on-one assessments.</p> |
| Recommendation 17 | <p>Implement performance assessment mechanisms and probation periods for civilian positions, ensuring the probation period is relevant to the position, and be willing to let go employees who do not fulfill expectations.</p> |
| Recommendation 18 | <p>Limit the continual renewal of short-term contracts and create permanent positions where warranted.</p> |

5.2.4 Recommendations for Improving Post-Hire Supports For Sworn Members

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| Recommendation 19 | <p>Revise the Coach Officer Program:</p> |
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| | <ul style="list-style-type: none"> • Coach officers should have more than two to three years of experience. To keep more experienced officers on patrol, the OPS may consider offering incentives to return to platoon or to rotate officers from patrol to other sections every four to five years. • Offer incentives or rewards for successful, experienced Coach Officers (e.g., link it to PDP and promotions) to make the position attractive to patrol officers. • Hire the best Coach Officers possible. Create a more formal selection process for Coach Officers (e.g., competency tests and interviews) and • New recruits require more feedback on their performance and supervisors must pay attention to the feedback from Coach Officers. Improve both the supervision and lines of communication between coach officers and their recruits, and between coach officers and their supervisors. |
| <p>Recommendation 20</p> | <p>Implement a formal mentoring system for new recruits. Mentors should be senior, experienced officers, with expertise in several areas. Every effort should be made to create good matches (e.g., women recruits may wish to have a woman mentor) and to provide alternatives if matches are not suitable. Provide mentors with incentives and some orientation or informal training. Encourage new recruits to ask questions and consult their mentors whenever possible.</p> |
| <p>Recommendation 21</p> | <p>Improve employee training:</p> <ul style="list-style-type: none"> • Offer supervisors additional training on policy, procedure, supervision, discipline, sensitivity to diversity, and how to support new recruits. • Give new recruits well-rounded training through job shadowing or rotation through different sections, squads and different districts. • Make training sessions as relevant to the job as possible. As often as possible, employ experienced instructors at PDC rather than subject matter experts. |
| <p>Recommendation 22</p> | <p>Eliminate discrimination and harassment:</p> <ul style="list-style-type: none"> • Establish a zero tolerance policy on discrimination and harassment. • Provide orientation to new recruits at PDC on police culture, community policing philosophy, importance of diversity in the workforce, discrimination and harassment policies, etc. • Provide sensitization training on diversity to supervisors and clear expectations that discrimination and |

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| | <p>harassment should be taken seriously and dealt with in a systematic manner.</p> <ul style="list-style-type: none"> • Encourage women, ethnic minorities, gays and lesbians, and all members to report incidents of discrimination and harassment. • Create an ombudsman for victims of discrimination and harassment. • Identify whether certain demographic groups are under or over represented among ranks and sections. If stratification by race, gender or another factor is evident, make management responsible for establishing diversity among ranks, sections, positions, etc. • Encourage visible minority officers to maintain close ties with their ethnic communities. (Elimination the discrimination and harassment based on race will contribute to making visible minority officers more comfortable with maintaining closer ties with their communities.) |
| Recommendation 23 | <p>Develop a written Orientation Package for new employees, for sworn members and for civilian members. The package should include information on policies, benefits, the Police Association and collective agreement, the organization, administration, Human Resources, etc.</p> |
| Recommendation 24 | <p>Monitor employee satisfaction on a regular basis (e.g., incorporate appropriate questions in the Member Survey). Debrief new recruits after their first 500 hours with a Coach Officer.</p> |
| Recommendation 25 | <p>Offer lifestyle training to help new recruits adjust to the policing world and shift work (e.g., expectations of the job, health issues, scheduling, diet, sleep, stress, etc.)</p> |
| Recommendation 26 | <p>Provide training for OPS supervisors and management on dealing with employee behaviour.</p> <ul style="list-style-type: none"> • document employee performance • communicate consequences for undesirable behaviour • assist employees in difficulty and • communicate and enforce disciplinary policy (e.g., AEP) |
| Recommendation 27 | <p>Improve access to professional development and training for civilians.</p> <ul style="list-style-type: none"> • Communicate opportunities for training. • Create more opportunities for professional development for civilians (e.g., job shadowing, cross training, |

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| | <p>committees, special projects, etc.).</p> <ul style="list-style-type: none"> Managers/supervisors should encourage and facilitate professional development and training for civilians |
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5.2.5 Recommendations for Improving Retention

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| Recommendation 28 | <p>Provide all members the opportunity to develop their careers, learn new skills and challenge themselves within the OPS, by working in different areas, sections or on projects and committees.</p> <ul style="list-style-type: none"> One of the main reasons why the majority of sworn males like their jobs is that they have these opportunities. Sworn visible minorities and women, and civilians in particular, perceive that they do not have these opportunities and feel frustrated in their careers or professional development. |
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| Recommendation 29 | <p>Offer sabbaticals and leaves of absence for employees who wish to explore educational or career development opportunities temporarily and return to the OPS.</p> |
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| Recommendation 30 | <p>Treat civilians professionally:</p> <ul style="list-style-type: none"> Re-evaluate civilian positions, particularly professional positions, in terms of duties, responsibilities, qualifications, pay-scales, etc. to bring them in line with similar positions in other organizations in the private and public sectors. Provide rewards and perks for excellence in performance for civilians. |
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| Recommendation 31 | <p>Establish zero tolerance for disrespectful and inappropriate behaviour or commentary towards colleagues.</p> |
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| See Recommendation 22 | <p>Implementing the recommendations on discrimination and harassment, such as establishing a zero tolerance policy, will likely contribute to the retention of minority members, including gays and lesbians, visible minorities and women.</p> |
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| See Recommendation 6 | <p>Improving child-care strategies and benefits for members with children, will improve retention of women on shift work. Options might include 24-hour daycare on site, more opportunities for job sharing and reduced schedules, extended maternity or paternity leave. Assisting women officers to stay on shift will also improve attitudes among male officers towards their female colleagues.</p> |
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6 Appendix A: Phase I Moderator's Guide

Best Practices Research on the Ottawa Police Service's Outreach Recruitment: Moderator's Guide

FOCUS GROUPS WITH....(To be tailored to each group)

Introduction

Thank you for participating in this group discussion. We are going to spend the next two hours talking about your experiences with recruitment and hiring practices and ways to improve them. The new Outreach Recruitment Program will be launched this summer and its goal is to attract the most qualified people to staff over 390 new sworn officers and 45 civilians. Yet it also aims to do a better job of attracting and retaining certain demographic groups, so that our police service better represents the community. Your input and suggestions will help the Program achieve both those aims.

Before we begin, I have some focus group guidelines to share with you:

- The point of the discussion is to get your honest feelings and opinions. There are no right or wrong answers.
- Please try to speak up and speak one at a time, so the entire group can hear your comments.
- To ensure that everyone has an opportunity to speak, I may call on individuals to get their opinions. Conversely, I may interrupt, not because what people have to say isn't important, but to allow others the opportunity to speak.
- I am conducting a number of these groups and to help in the report preparation, I am going to audio record the session. No participant will be identified in the report on the focus group research.

Any questions?

First let's begin by going around the table and having you introduce yourselves. Just use your first name if you prefer.

EXPERIENCE & MOTIVATIONS

1. Let's begin by talking about what attracts people to policing. Tell me why you joined the OPS. What motivated you to apply?

2. Would you recommend the OPS to friends and family members as an employer? Why or why not?

OUTREACH AND RECRUITMENT

3. The OPS has a number of communication methods it uses to recruit new members (e.g., posters, newspaper ads, lectures, booths and community fairs). Did any of these outreach/communication methods influence you in your decision to join the OPS? Why or why not?
 - What do you think of these methods? Were they effective or not?
 - What other methods should the OPS use at recruitment fairs (e.g., displays, videos, specialized equipment, booklets, etc.)?
4. What was the recruitment process like for you? What were your experiences during this process? Were they positive or negative?
5. What supports do you think would help new recruits?
6. What do you think of the idea of internal and external recruitment champions?
7. Do certain people such as visible minorities, women, and GLBT members have different experiences, specific difficulties or barriers to overcome to join an organization like the OPS?
 - Do you know of any other groups that have difficulties or barriers that discourage them from applying to the police?
8. What supports or efforts would attract and encourage visible minorities, women, GLBT individuals to apply? How can we increase the candidate pool of women, visible minorities and GLBT individuals?
9. We are planning to take a confidential inventory of our members' ethnic backgrounds, country of origin, spoken languages, religion, etc. by means of a survey.
 - Do you think this would be good tool to assess where our organization needs to fill in the gaps in the terms of representation of the community?
 - What about in order to find officers or other members who speak a certain language or have knowledge of certain cultures to assist the OPS in its work (i.e., requesting assistance from those members with certain language skills, or contacts within our diverse communities to liaise, assist, or coordinate OPS in it's ongoing projects within all of our communities)?

10. Are the guidelines for selecting recruitment interviewers being followed and working well? In other words, are we selecting good interviewers?

POST-HIRE PROCESS

11. What about the post-hire process (i.e., orientation package/process, welcome to the organization, mentoring if any, support systems, administrative steps, etc.)? What were your experiences after being hired?

12. What types of supports would improve the post-hire process and help get applicants through the system? (PROBES: mentoring, a buddy system, the coach officer program, one-year probation period?)

- What would a good mentoring program offer?
- What kind of training or support would mentors need in order to offer proper support to new recruits?
- How would a good buddy system operate?

13. How can the OPS make the coach officer program more relevant to the recruitment process? In other words, what's working well and what needs improvement?

RETENTION

14. What keeps you here, that is, what makes you want to continue working at the OPS?

15. Do you see yourself finishing your career with the OPS? Why or why not?

16. Would you be interested in being spokespeople for the organization or recruitment champions?

Thank you for your time

7 Appendix B: Focus Group Recruiting Guide

Outreach Recruitment Internal Research

Good morning/afternoon, I'm _____ from Human Resources and I'm calling on behalf of the Outreach Recruitment Project Steering Committee. We are conducting several focus group discussions with OPS members. The purpose of these focus groups is to talk to you about your experiences with recruitment, outreach efforts and post-hire supports at the OPS and discuss ways of improving these. Your input into identifying problems and improvements will help the OPS develop a better Outreach Recruitment Program.

Note to Recruiter: Do not call members who already attended focus groups this summer. Cross them off the list.

1. Would you be interested in attending a focus group on this subject?

Yes _____ (Go to Q3) No _____ (Go to Q2)

2. Would you prefer to participate in a one-on-one interview on the same subject instead?

Yes _____ (Go to interview recruiting guide)
No _____ (Thank and end call)

3. What is your employment status, are you permanent, term, casual , seconded or other...?

| | |
|-----------|------------------------|
| Permanent | 1 (continue) |
| Term | 2 (continue) |
| Casual | 3 (Thank and end call) |
| Seconded | 4 (Thank and end call) |
| Other | 5 (Thank and end call) |

Note: Only recruit employees who are either permanent or term.

4. Did you attend one of the focus groups on Outreach Recruitment in the summer of 2003?

Yes _____ (Thank respondent and politely inform them that we must invite new candidates.)
No _____ (continue)

To ensure that we have a variety of people attending the discussion groups, I have a few questions to ask you.

5. What is your status with the OPS?

| | |
|---|---|
| Civilian | 1 |
| Civilian Manager, Supervisor or Director | 2 |
| Special Constable | 3 |
| Constable | 4 |
| NCO (<i>Sergeants & Staff Sergeants</i>) | 5 |
| Sr. Officer | 6 |
| (<i>Superintendents, Inspectors, Chief and Deputy Chiefs</i>) | |

6. How many years have you been working with the Ottawa Police?

| | |
|---------------|---|
| Up to 3 years | 1 |
| 4 -6 years | 2 |
| 7 -10 years | 3 |
| 11-15 years | 4 |
| 16-20 years | 5 |
| 21 -25 years | 6 |
| 26 -30 years | 7 |
| Over 30 years | 8 |

7. To what age group do you belong?

| | |
|--------------|---|
| 25 and under | 1 |
| 26 to 30 | 2 |
| 31 to 35 | 3 |
| 36 to 40 | 4 |
| 41 to 45 | 5 |
| 46 to 50 | 6 |
| 51 to 55 | 7 |
| Over 55 | 8 |

8. Do you work shifts or regular daytime hours?

| | |
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| Shift work | 1 |
| Regular daytime hours | 2 |

9. Do you consider yourself to be a member of a visible minority (e.g., black, Asian, East Indian, Aboriginal)?

| | |
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| Yes | 1 |
| No | 2 |

10. Do you consider yourself to be one of the following: Gay, Lesbian, Bisexual, or Transgender?

Yes 1
No 2

11. Other than English, what other languages do you speak?

- 1) English
- 2)
- 3)
- 4)
- 5)

12. Gender (DO NOT ASK)

Male 1
Female 2

Thank you very much for this information.

(Invite to the appropriate group. Obtain a good mix of participants in each group. If they do not fit within the quota, THANK THE PARTICIPANT and politely inform them that we already have participants with their combination of demographic characteristics,)

Quota: Recruit 10-12 for 8-10 to show for each group

| Date & Time | Type of Group | Location |
|--------------------------------------|----------------------|--|
| Nov. 18 Tuesday 2:00-4:00 pm | Civilian Members | 10 th Line (3343 St. Joseph Blvd.) Meeting Room 207, 2 nd Floor |
| Nov. 18 Tuesday 7:00-9:00 pm | Sworn Members | 10 th Line (3343 St. Joseph Blvd.) Meeting Room 207, 2 nd Floor |
| Nov. 19 Wednesday 2:00-4:00 pm | Civilian Members | 245 Greenbank Ave. Executive Boardroom, 3 rd Floor |
| Nov. 21 Friday 8:00-10:00 am | Sworn Members | 245 Greenbank Ave. Executive Boardroom, 3 rd Floor |
| Nov. 24 Monday 7:00-9:00 pm | Sworn Members | 474 Elgin St. CIS Boardroom, Rm 208, 2 nd Floor |
| Nov. 25 Tuesday 9:00-11:00 | Civilian Members | 474 Elgin St. CIS Boardroom, Rm 208, 2 nd Floor |

Note: Recruit for these groups if first 6 groups are filled or if members request to participate in these 2 groups. Members may participate in both types of focus groups, but may not participate in a focus group and an interview.

“Change Management” Focus Group Schedule

| Date & Time | Type of Group | Location |
|---|----------------------|---|
| Thursday, Nov. 20, 2003 9:00-11:00 am | Civilian Members | 474 Elgin St. CIS Boardroom, Rm 208, 2 nd Floor |
| Thursday, Nov. 20, 2003 7:00-9:00 pm | Sworn Members | 474 Elgin St. CIS Boardroom, Rm 208, 2 nd Floor |

The session will last for two hours and refreshments will be served. Please arrive 5-10 minutes before the start of the group so the group may start on time. May I send you the details by e-mail?

IMPORTANT: Record participant information

Participant Information:

NAME: _____

TELEPHONE: _____

E-MAIL ADDRESS: _____

If you have any difficulty attending this session, please call me _____ at ext. 2081.

Thank-you very much for your time. We look forward to your participation in

the focus group on _____ at _____ at _____.
(Date) (Time) (Location)

If you want more information on the focus groups or the Outreach Recruitment Project, go the home page of the OPS intranet and look for the Outreach Recruitment link or call Natalya Kuziak, the Evaluation & Research Coordinator at ext.5656.

8 Appendix C: Phase II Focus Group Demographics

| Focus Group - Exploring Best Practices in Police Recruitment | | | | | | | |
|--|-------------|------------------|-------|------------------|------------------|------|--------|
| Session 2, Tuesday, Nov.18, 7- 9 pm | | | | | | | |
| 10th Line (3343 St.Joseph Blvd.)Meeting Rm 207 | | | | | | | |
| Sworn Members | | | | | | | |
| # | Status/Rank | Years of Service | Age | Shift or Reg hrs | Visible Minority | GLBT | Gender |
| 1 | cst. | 4-6 | 36-40 | reg | no | no | F |
| 2 | nco | 16-20 | 36-40 | shift | no | no | M |
| 3 | cst. | 0-3 | 26-30 | shift | yes | no | M |
| 4 | cst | 7-10 | 31-35 | shift | no | no | M |
| 5 | cst | 7-10 | 31-35 | shift | yes | no | M |
| 6 | nco | 16-20 | 36-40 | shift | no | no | M |

| Focus Group - Exploring Best Practices in Police Recruitment | | | | | | | |
|---|-------------|------------------|-------|------------------|------------------|------|--------|
| Session 3, Wednesday, Nov.19, 2- 4 pm | | | | | | | |
| 245 Greenbank Ave. , Executive Boardroom, 3 rd Floor | | | | | | | |
| Civilian Members | | | | | | | |
| # | Status/Rank | Years of Service | Age | Shift or Reg hrs | Visible Minority | GLBT | Gender |
| 1 | civ | 20-24 | 46-55 | reg | no | no | F |
| 2 | civ | 4-6 | 26-30 | reg | no | no | F |
| 3 | civ | 11-15 | 31-35 | reg | no | no | F |
| 4 | civ | 11-15 | 41-45 | reg | no | no | F |
| 5 | civ | 16-20 | 36-40 | reg | no | no | F |
| 6 | civ | 26-30 | 46-50 | reg | no | no | F |
| 7 | civ | 21-25 | 41-45 | reg | no | no | F |
| 8 | civ | 4-6 | 36-40 | shift | no | no | F |
| 9 | civ | 4-6 | 31-35 | shift | no | no | F |

| Focus Group - Exploring Best Practices in Police Recruitment | | | | | | | |
|---|-------------|------------------|-------|------------------|------------------|---------------|--------|
| Session 4, Friday, Nov. 21, 8:00-10:00 am | | | | | | | |
| 245 Greenbank Ave. , Executive Boardroom, 3 rd Floor | | | | | | | |
| Sworn Members | | | | | | | |
| # | Status/Rank | Years of Service | Age | Shift or Reg hrs | Visible Minority | GLBT | Gender |
| 1 | sr. officer | 7-10 | 46-50 | reg | no | no | M |
| 2 | sgt | 26-30 | 41-45 | shift | no | no | M |
| 3 | cst | 11-15 | 36-40 | shift | no | pref not ans. | F |
| 4 | cst | 4-6 | 41-45 | reg | no | no | M |
| 5 | nco | 16-20 | 41-45 | reg | no | no | M |
| 6 | nco | 21-25 | 46-50 | reg | no | no | M |
| 7 | cst | 21-25 | 41-45 | reg | no | pref not ans. | M |
| 8 | nco | 26-30 | 46-50 | shift | no | no | M |
| 9 | cst | 21-25 | 46-50 | reg | no | no | M |

| Focus Group - Exploring Best Practices in Police Recruitment Session 5, Monday, Nov. 24, 7:00- 9:00 pm 474 Elgin St., CIS Boardroom, Rm 208, 2nd Floor Sworn Members | | | | | | | |
|---|--------------|------------------|---------|------------------|------------------|------|--------|
| # | Status/Rank | Years of Service | Age | Shift or Reg Hrs | Visible Minority | GLBT | Gender |
| 1 | nco | 16-20 | 41-45 | shift | no | no | F |
| 2 | sgt nco | 16-20 | 36-40 | reg | no | no | M |
| 3 | sr. officer | over 30 | over 55 | reg | no | no | M |
| 4 | cst | 4-6 | 26-30 | reg | no | no | M |
| 5 | detective | 26-30 | 46-50 | reg | no | no | M |
| 6 | investigator | 16-20 | 41-45 | shift | no | no | M |
| 7 | sr. officer | 26-30 | 51-55 | reg | no | no | M |
| 8 | inspector | | | | no | | M |
| 9 | cst | 7-10 | 36-40 | shift | no | no | M |

| Focus Group - Exploring Best Practices in Police Recruitment Session 6, Tuesday, Nov. 25, 9:00-11:00 am 474 Elgin St., CIS Boardroom, Rm 208, 2nd Floor Civilian Members | | | | | | | |
|---|-------------|------------------|------------|------------------|------------------|------|--------|
| # | Status/Rank | Years of Service | Age | Shift or Reg Hrs | Visible Minority | GLBT | Gender |
| 1 | civ | 11-15 | over 55 | reg | no | no | F |
| 2 | civ | 4-6 | 26-30 | shift | no | no | M |
| 3 | civ mgr | 21-25 | 36-40 | reg | no | no | F |
| 4 | civ | 4-6 | 41-45 | reg | no | no | F |
| 5 | civ | 26-30 | 41-45 | reg | no | no | F |
| 6 | civ | 4-6 | 25 & under | reg | no | no | F |

9 Appendix D: Phase II Moderator's Guide - Sworn

Best Practices Research on the Ottawa Police Service's Outreach Recruitment: Moderator's Guide (FINAL)

FOCUS GROUPS WITH SWORN MEMBERS

Introduction

Thank you for participating in this group discussion. We are going to spend the next two hours talking about your experiences with recruitment and hiring practices and ways to improve them. The Outreach Recruitment Program will be launched soon and its goal is to attract the most qualified people to staff over 390 new sworn officers and 45 civilians. Yet it also aims to do a better job of both attracting a more diverse candidate pool and retaining employees. Your input and suggestions will help the Program achieve both those aims.

Before we begin, I have some focus group guidelines to share with you:

- The point of the discussion is to get your honest feelings and opinions. There are no right or wrong answers.
- Please try to speak up and speak one at a time, so the entire group can hear your comments.
- To ensure that everyone has an opportunity to speak, I may call on individuals to get their opinions. Conversely, I may interrupt, not because what people have to say isn't important, but to allow others the opportunity to speak.
- I am conducting a number of these groups and to help in the report preparation, I am going to audio record the session. No participant will be identified in the report on the focus group research.

Any questions?

First let's begin by going around the table and having you introduce yourselves. Just use your first name if you prefer.

EXPERIENCE & MOTIVATIONS

17. Let's begin by talking about your reasons for applying to the OPS. What motivated you?
18. What was your personal experience with the recruitment process? What was positive about it and what was negative? (i.e., What worked for you and what, if any, obstacles did you encounter?)

OUTREACH AND RECRUITMENT

(For the next three sections, write the issues down on a flipchart as they are discussed, leaving space for clarification and examples.)

19. Let's discuss the strengths and weaknesses of recruitment process. What do you think is working well and what is not working so well? (Probes: recruitment interviewing process, time period, etc.)
20. How do you think we can improve the OPS recruitment process?
21. What does diversity mean to you?
22. Is achieving diversity an appropriate goal for the OPS? Why or why not?
23. What, if any, are the barriers or difficulties that would prevent or discourage people, including certain demographic groups in our community (e.g., men, women, young people, visible minorities, gays, lesbians, etc.), from applying to work for an organization like the Ottawa Police Service?
24. To what demographic groups should the OPS be doing a better job of outreach or in other words, marketing itself?
25. And how can we attract and encourage people from these demographic groups to apply? How do we encourage a wider variety of people to apply?

POST-HIRE SUPPORTS

26. Let's talk about the post-hire process. What support mechanisms or systems did you have when you were hired and how well did they work? (PROBE: mentoring if any, support systems, administrative steps, coach officer program, etc.?)
27. What types of supports would improve the post-hire process and help integrate new recruits? (PROBES: mentoring, a buddy system, revamped coach officer program, one-year probation period, a formal orientation package?)

RETENTION

28. What keeps you here, that is, what makes you want to continue working at the OPS and do you see yourself finishing your career with the OPS? Why or why not?
29. Would you recommend the OPS to friends and family members as an employer? Why or why not?
30. If you leave the OPS, what would be your primary reason for leaving?
31. What do you think the OPS can do to improve employee retention for sworn members?

RANKING

32. Now that we've discussed the issues in detail, let's try to create a list of priorities with respect to recruitment, post-hire supports, and retention, in other words, problems that you think are the most important for the OPS to address.

Step 1: Discuss the issues for clarification, so that everyone understands them. Number the issues. If there are a lot of issues for each area (1. recruitment, 2. post-hire supports, 3. retention), create three lists. Otherwise combine in one long list.

Step 2: Preliminary Vote. Participants should select 5 priority issues from each issue list. Write the 5 issues with the issue number on the left hand side of a card/sheet of paper. Then on the right hand side of the card or paper, rank them with the most important priority issue receiving a 5 and the least important priority receiving a 1.

Step 3: The facilitator collects the cards/papers, shuffles them for anonymity and records the votes by listing the issue number and all of the ranked scores for each issue.

Step 4: The vote tallies are counted and the issue receiving the greatest number of votes is noted, the next greatest number of votes, etc. in order to create a new group priority list.

Step 5: Discuss the results of the preliminary vote. If irregular voting patterns have occurred (e.g., an issue with too many votes, too few votes, or an issue that gets half 5s and half 1s) discuss and clarify.

Step 6: Do a final vote on the list of issues created using a new card or sheet of paper for each participant.

Step 7: Repeat for remaining lists of issues.

33. *If time permits, repeat the ranking procedure for solutions to these problems.*

Now that we've identified the most important issues to address, could we also create a priority list of solutions and strategies that you think the ORP should implement.

34. Is there anything else, that we haven't covered about recruitment, hiring, and post-hire supports that you would like to add?

Thank you for your time

10 Appendix E: Phase II Moderator's Guide Civilian Best Practices Research on the Ottawa Police Service's Outreach Recruitment: Moderator's Guide (FINAL)

FOCUS GROUPS WITH CIVILIAN MEMBERS

Introduction

Thank you for participating in this group discussion. We are going to spend the next two hours talking about your experiences with recruitment and hiring practices and ways to improve them. The Outreach Recruitment Program will be launched soon and its goal is to attract the most qualified people to staff over 390 new sworn officers and 45 civilians. Yet it also aims to do a better job of both attracting a more diverse candidate pool and retaining employees. Your input and suggestions will help the Program achieve both those aims.

Before we begin, I have some focus group guidelines to share with you:

- The point of the discussion is to get your honest feelings and opinions. There are no right or wrong answers.
- Please try to speak up and speak one at a time, so the entire group can hear your comments.
- To ensure that everyone has an opportunity to speak, I may call on individuals to get their opinions. Conversely, I may interrupt, not because what people have to say isn't important, but to allow others the opportunity to speak.
- I am conducting a number of these groups and to help in the report preparation, I am going to audio record the session. No participant will be identified in the report on the focus group research.

Any questions?

First let's begin by going around the table and having you introduce yourselves. Just use your first name if you prefer.

EXPERIENCE & MOTIVATIONS

35. Let's begin by talking about your reasons for applying to the OPS. What motivated you?

36. What was your personal experience with the hiring process? What was positive about it and what was negative? (i.e., What worked for you and what, if any, obstacles did you encounter?)

OUTREACH AND RECRUITMENT

(For the next three sections, write the issues down on a flipchart as they are discussed, leaving space for clarification and examples.)

37. Let's discuss the strengths and weaknesses of the OPS hiring process for civilians. What do you think is working well and what is not working so well? (Probes: job postings, written, verbal, language or fitness tests, interviewing, time during the process, etc.)
38. How do you think we can improve the OPS hiring process for civilians?
39. What does diversity mean to you?
40. Is achieving diversity an appropriate goal for the OPS for both the civilian and sworn side? Why or why not?
41. What, if any, are the barriers or difficulties that would prevent or discourage certain demographic groups in our community (e.g., men, women, young people, visible minorities, gays, lesbians, etc.) from applying to work for an organization like the Ottawa Police Service?
42. To what demographic groups should the OPS (or sections of the OPSA) be doing a better job of outreach or in other words, marketing itself? (Probe: men, women, young, older, visible minorities, gays, lesbians, etc.)
43. And how can we attract and encourage people from these demographic groups or simply from a variety of different demographic groups to apply?

POST-HIRE SUPPORTS

44. Let's talk about the post-hire period. What support mechanisms or systems did you have when you were hired and how well did they work? (PROBE: orientation package, mentoring, specialized training, buddy system, etc.?)
45. What types of supports would improve the post-hire process and help integrate new recruits? (PROBES: mentoring, a buddy system, a formal orientation package, a probation period, training,?)

RETENTION

46. What keeps you here, that is, what makes you want to continue working at the OPS and do you see yourself finishing your career with the OPS? Why or why not??
47. Would you recommend the OPS to friends and family members as an employer? Why or why not?
48. If you leave the OPS, what would be your primary reason for leaving?
49. What do you think the OPS can do to improve employee retention for civilian members?

RANKING

50. Now that we've discussed the issues in detail, let's try to create a list of priorities with respect to recruitment/hiring, post-hire supports, and retention, in other words, problems that you think are the most important for the OPS to address.

Step 1: Discuss the issues for clarification, so that everyone understands them. Number the issues. If there are a lot of issues for each area (1. hiring/recruitment, 2. post-hire supports, 3. retention), create three lists. Otherwise combine in one long list.

Step 2: Preliminary Vote. Participants should select 5 priority issues from each issue list. Write the 5 issues with the issue number on the left hand side of a card/sheet of paper. Then on the right hand side of the card or paper, rank them with the most important priority issue receiving a 5 and the least important priority receiving a 1.

Step 3: The facilitator collects the cards/papers, shuffles them for anonymity and records the votes by listing the issue number and all of the ranked scores for each issue.

Step 4. The vote tallies are counted and the issue receiving the greatest number of votes is noted, the next greatest number of votes, etc. in order to create a new group priority list.

Step 5: Discuss the results of the preliminary vote. If irregular voting patterns have occurred (e.g., an issue with too many votes, too few votes, or an issue that gets half 5s and half 1s) discuss and clarify.

Step 6: Do a final vote on the list of issues created using a new card or sheet of paper for each participant.

Step 7: Repeat for remaining lists of issues.

51. *If time permits, repeat the ranking procedure for solutions to these problems.*

Now that we've identified the most important issues to address, could we also create a priority list of solutions and strategies that you think the ORP should implement.

52. Is there anything else that we haven't covered about hiring/recruitment and post-hire supports that you would like to add?

Thank you for your time!