



OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA

Working together for a safer community
La sécurité de notre communauté, un travail d'équipe



A Publication Reporting on the Results of the 2005 Workforce Census

ottawapolice.ca

March 2006

The results are in!

On October 28, 2005, over 1,100 Ottawa Police Service members took part in the inaugural Workforce Census. Not only was it an organizational first, I am proud to say we broke new ground in Canadian policing.

The Workforce Census gave us an accurate snapshot of what our organization looks like — who we are. As we continue analyzing the results and conducting future censuses, it will help us to better understand the current needs of our members, as well as the changing dynamics of our personnel and workplace. For our members, the Census process gives us some data that will contribute to providing members with the necessary supports to do their job;

helping the organization value member contributions, and increasing the safety of our members — all important organizational values.

The payoff is equally great for the community. We are gaining a better understanding of how well the Ottawa Police Service is doing at addressing the needs of the community in terms of representation and possessing the skills required to serve those communities. The Workforce Census also helps our organization improve organizational effectiveness, recruit new employees and conduct succession planning.

I would like to thank each Ottawa Police Service member who took the time to fill out the 2005 Workforce

Census — by doing so, you invested in your future and our organization's standing in the community. I also want to acknowledge the outstanding cooperation and support of the Ottawa Police Association and the Ottawa Police Senior Officers Association. Together, we made an important step toward improving our future success.

Vince Bevan,
Chief of Police



Photo by Bryan McNally

Co-chairs of the Community and Police Action Committee (COMPAC), Deputy Chief Larry Hill and community member Carl Nicholson, present the Workforce Census Report to Chief Vince Bevan, Brenda Lawson, Executive Officer of the Ottawa Police Association, and Knowlton Roberts, President of the Senior Officers' Association.

A few surprises...

As an organization, we know how many calls we answer, how many short-sleeved shirts we issue, how many paper clips we bought last year, and now — because of the 2005 Workforce Census — we have a better understanding of our most important resource: our members. Without a doubt, we are well stocked!

Until now, we were simply guessing when the community asked "does anyone at the Police speak my language?" or when Human Resources wonders if there is a need for employee support in a particular area (elder care for example). The Workforce Census helps answer those questions and more. It also revealed some surprising facts. For example:

- Passing of the torch — almost 40 percent of members are in their late thirties and early forties (Generation X), and about a quarter more of the workforce are baby boomers, who will retire in the next ten years.

- Police members are home bodies — two-thirds of members are involved in the care of children (compared to only one-third of the community as reported in the national Census). And many members spend about 5 to 14 hours per week on housework, yard work or home maintenance.
- A close knit police family — one in every five Ottawa Police members is in a relationship with another member in terms of marital/partner status.
- We are proud to say we have representation from many different groups in our organization. A number of individuals identified themselves as gay, lesbian, bisexual, transgender, two-spirited and questioning (GLBTQ).
- In addition, 6.3% of our members consider themselves to be a person with a disability.

- We talk the talk — almost half of our members speak both English and French, and as many as 11.5 percent of members are capable of conducting a conversation in more than 20 languages other than English or French.
- We're social — the social sciences and related fields dominate the educational specialization of Ottawa Police members.
- We believe — most police members identify with some sort of religion, with about half of all members associating with the Roman Catholic religion.

This type of information is invaluable in better understanding how to serve the current and future needs of our employees, their families, the community and the organization. Look for a range of initiatives, policy changes and information to follow.

How to Reach *Show Me*



E-mail: info@ottawapolice.ca

Tel: 236-1222, ext. 2905



Fax: (613) 236-9360

Write to: *Show Me*, P.O. Box 9634, Station T,
Ottawa, Ontario, K1G 6H5



On-line: this document is also available on the Ottawa Police web site at ottawapolice.ca

Interesting facts about member work-life activities

Knowing how much time our members devote to various work and life activities gives us a better understanding of member work-life balance, helps identify any potential problems or opportunities (e.g., excessive overtime, ways to support members facing care issues, etc.) and adds to our understanding of changing work patterns.

Overall, our members tend to work 35 to 44 hours per week, and about one-third put in another 1 to 14 hours per week for overtime pay. Members devote a lot of time to child and dependent care, they participate in community activities, and they take pride in their home life. When not at work, members engage in hobbies and physical fitness.

Hours of Paid Work

Paid Work	Our Community	Our Members
None	N/A	1.7%
< 5 hours	5.59%	0.1
5 - 14 hours	4.43%	1.3
15 - 24 hours	5.78%	4.5
25 - 34 hours	16.68%	3.6
35 - 44 hours	46.36%	68.4
45 - 54 hours	9.56%	13.9
55 - 64 hours	7.74%	4.0
65 - 74 hours	3.87%	1.6
75+	0.00%	0.9

About two-thirds of Ottawa Police members are involved in the care of children, in sharp contrast with Ottawa-Hull residents — only half of this ratio reported childcare. While the number of hours spent per week on dependant care is much smaller, again, it's significantly higher than area residents in general.

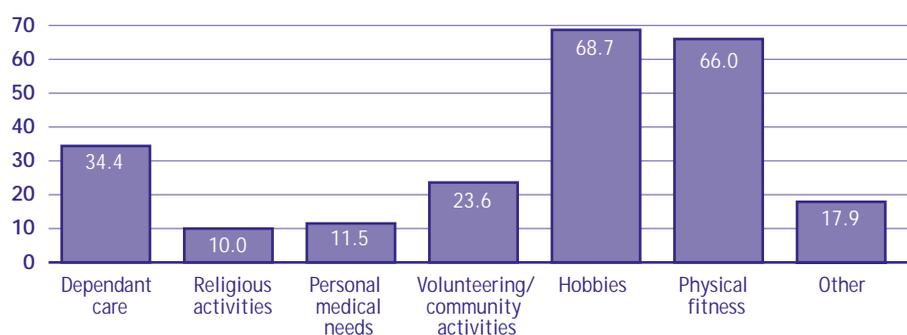
Hours of Care

Hours Spent	CHILD CARE		DEPENDANT CARE	
	Our Community	Our Members	Our Community	Our Members
None	61.51%	36.3%	82.44%	50.3%
< 5 hours	9.82%	9.0	11.52%	20.9
5 - 14 hours	10.46%	16.0	3.88%	21.0
15 - 29 hours	7.49%	16.8	0.59%	5.3
30 - 59 hours	5.36%	12.7	1.18%	2.3
60+ hours	5.37%	9.1	0.39%	0.3

Broadly speaking, police members with families are in two different life phases: about two-thirds have children in primary school years and/or younger, and about one-third have teenagers and/or post-teen students.

On top of child and dependant care, many police members spend about 5 to 14 hours per week on housework, yard work or home maintenance, and find time to do little volunteering work that is non-Ottawa Police related. These findings paint a picture that the typical Ottawa Police member is very family-oriented, fitness driven, enjoys hobbies, involved in the local community and fairly house-based.

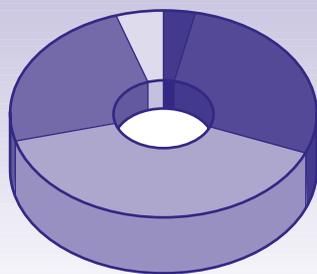
Percent of members involved in various outside work activities



Fast Facts

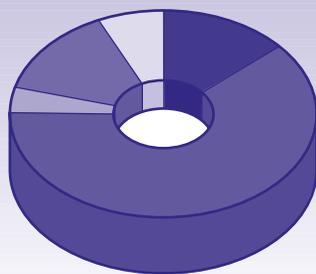
Community comparison when available and applicable listed in brackets.

Member Age (Percent)



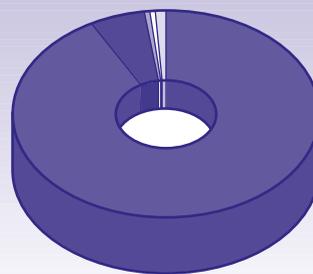
- <24 years 3.6 (16.4%)
- 25-34 years 27.7 (22.9%)
- 35-44 years 39.8 (27.5%)
- 45-54 years 23.9 (22.6%)
- 55-64 years 5.0 (8.9%)

Member Marital Status (Percent)



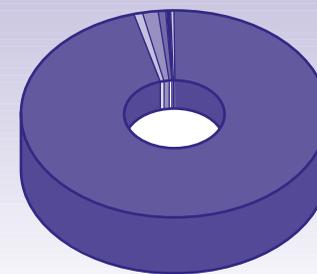
- Single 13.9 (30.3%)
- Married 61.5 (53.1%)
- Separated 4.1 (3.2%)
- Common law 13.9 (7.4%)
- Divorced 6.7 (5.1%)

Member Working Agreement (Percent)



- Full-time permanent 92.0
- Full-time term 5.8
- Part-time permanent 0.6
- Part-time term 0.7
- Other 0.9

Member Sexual Orientation (Percent)



- Heterosexual 96.2 (98.3%)
- Gay 0.7 (0.7%)
- Lesbian 1.8 (0.3%)
- Bisexual 0.6 (0.7%)
- Two-spirited 0.2
- Questioning 0.6

Interesting facts about our workforce demographics

Understanding the demographic characteristics of our member population is key to developing and implementing specific programs, policies and practices that support our members. It also helps the organization to better address the needs of the community, develop its workforce, recruit new employees and conduct succession planning.

In terms of ethnic background, Ottawa Police members are by far North American from North American parents and grandparents, with second origin being the British Isles and European groups. Although sometimes small in percentage (i.e., indicated as 0.0), the Ottawa Police Service does have members from each of the broad ethnic/cultural classification as defined by Statistics Canada.

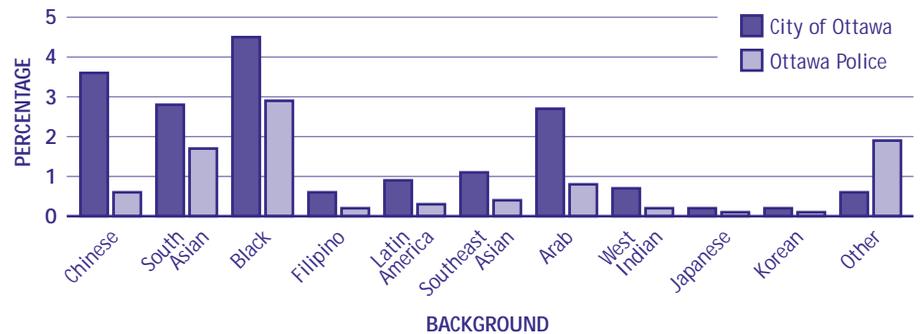
Member Background (Percentages)

Origin	Member
1 British Isles	8.4
2 French	1.1
3 Aboriginal	1.2
4 North American	82.3
5 Caribbean	0.3
6 European	4.3
7 African	0.2
8 Arab	0.6
9 Asian	1.5
10 Oceania	0.0



As an organization, the community regularly asks about our diversity. We now have an answer (or at least a clearer understanding). While it's plain to see that the organization is mostly white (85.6 percent of members identified themselves that way), we are fairly representative of the population in the city of Ottawa (82.0 percent identify themselves as white). That trend extends to visible minorities such as Black, Chinese, South Asian and others — there's a strong representation among groups as far as ratios are concerned.

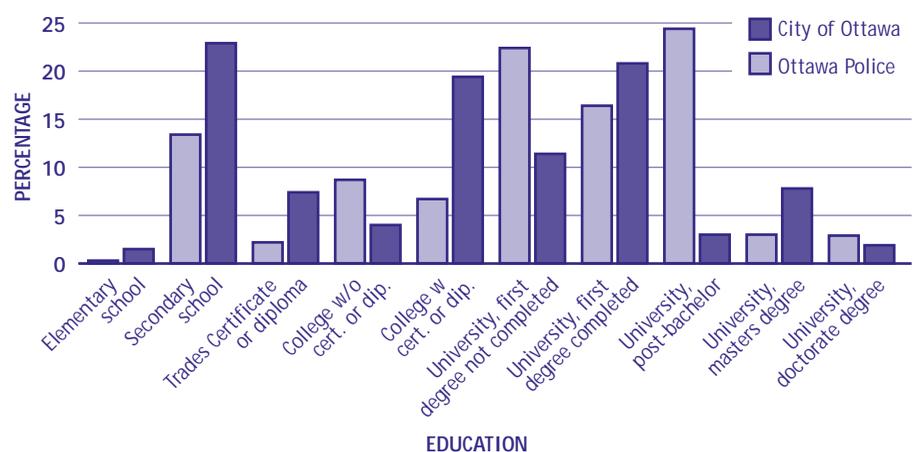
Group Membership Comparison



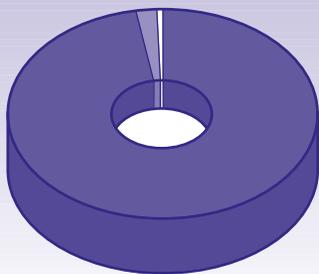
The Police Service also fares well in terms of languages spoken. Apart from the fact that all police members are able to speak English, half of them can also speak French well enough to conduct a conversation, and 11.5 percent of members are capable of conducting a conversation in a language other than English or French — a very valuable asset. As many as 13.4 percent of members have used a language(s) other than English or French on the job.

Lastly, Ottawa Police members carry more university degrees than the general population of Ottawa-Hull.

Education Completed

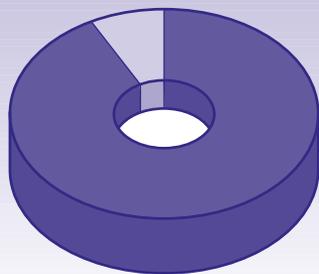


Member Citizenship (Percent)



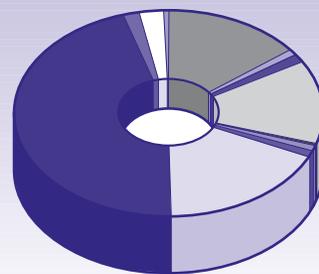
- Canadian 97.3 (94.8%)
- Permanent resident 2.3 (4.2%)
- Not permanent resident 0.4 (1.01%)

Aboriginal Members (Percent)



- Not Aboriginal 92.3 (98.87%)
- Aboriginal 7.7 (1.13%)

Member Religion (Percent)



- No religion 14.7 (15.69%)
- Buddhist 0.6 (1.20%)
- Christian Orthodox 1.4 (2.06%)
- Christian (not indicated elsewhere) 13.1 (1.83%)
- Hindu 0.5 (1.06%)
- Jewish 0.6 (1.46%)
- Muslim 1.2 (5.15%)
- Protestant 17.9 (27.57%)
- Roman Catholic 45.4 (43.28%)
- Sikh 1.7 (0.32%)
- Other 2.7 (0.38%)
- Multiple chosen 0.3 (N/A)

How do we compare?

How do we compare to other police services? We're not sure. As far as we know, the Ottawa Police is the first North American law enforcement agency to undertake a workforce census. It certainly won't be the last — dozens of other organizations have already inquired about our Census process.

How do we compare with our community (one of the main reasons for conducting the Census)? At first look, pretty good. The initial comparative analysis reveals the extent to which the Ottawa Police resembles a fair representation of the community it serves. Similarities include:

- we are fairly representative of the population in the city of Ottawa in terms of representation among the ethnic groups;
- disability among police members compare realistically with that of people of working age in Ontario;
- the Police Service is also made up of individuals who identify as gay, lesbian, bisexual, transgender, two-spirited and questioning (GLBTQ) members; and
- the average police member is well-versed in English, French and in 13.4% of cases a third language.

Differences include:

- police members are slightly more male-dominated than female-dominated when compared with the gender distribution in the city of Ottawa in general;
- members seem to be well educated compared to the community they serve;
- it appears that aboriginal people are significantly represented in the Police Service (7.7%) when compared to the ratio in the city of Ottawa; and
- more police members are involved in child and dependant care than the general population.

Then, now and next steps

The 2005 Workforce Census is significant, but it's only one small part of a larger initiative around recruitment strategies and service to the community. A wide variety of initiatives, including best practices research, community consultation and mobilization and focused communications are going a long way toward the Police Service's quest to be "employer of choice for all in policing."

Getting here

As early as 2000, the Ottawa Police was looking at the issue of recruitment and how to better reflect the community — the result of a Human Resources audit in part. Officially launched on August 12, 2003, the Outreach Recruitment Project is the Ottawa Police Service's proactive strategy to promote careers in policing in the Ottawa area. It's a concerted effort to make our Police Service more diverse, thus better reflecting the community it serves. The logic is clear: by reflecting the community it serves, the Police Service can better serve the community.

One of the main principles of the Outreach Recruitment Project was fact-based decision making — we need to know who we are before we establish where we want to go. Work on devising a way to collect that information started mid-2004 with the idea of a census. Like the Canadian Census, our Workforce Census aimed to gain a better understanding of the people taking the Census. The effort culminated on October 28, 2005 — Census Day!

Today

There was a lot of information gathered — a statistician's dream. The first cut at the Census results are included in a detailed, 112-page report made public on March 27. It explores demographic trends and patterns within the Police Service and compared with that of the community it serves on a question-by-question basis. As mentioned in the report, "The reader is encouraged to see these results as a beginning rather than an end, and invest in further analysis and thinking to make the Ottawa Police Service the best workplace it can be, while serving the community to the fullest."

As part of the Police Service commitment to transparency and communications, the report, this publication and many other materials have been produced to start evaluating what the results mean for our organization. Copies of the larger report are available at ottawapolice.ca.

The future

As we know, exploding growth in the city and impending member retirements demand that we double our normal rate of recruitment. Having a better understanding of where we are now and where we need to go will help guide us as we move forward. Now the real work starts — using the information to develop and implement specific programs, policies and practices that support our members.

As well, the 2005 Workforce Census was the first in a practice that will occur again to ensure accuracy. Every two to three years, other workforce censuses will be conducted to obtain an up-to-date snapshot of our employees and measure change.

Additional resources...

This publication and the detailed Census results are available on both our Intranet and ottawapolice.ca. Additional information, including the original Census form, Questions & Answers and a complete guide to the 2005 Workforce Census are available in the Census Zone on our corporate Intranet.

Visit the Ottawa Police web site and click on "Join Us - We're Recruiting!" for full details on the Ottawa Police Outreach Recruitment Project and current personnel needs.

The list

The *Show Me* series of Ottawa Police publications is an idea that stuck. Started in 1998 to help communicate changes to the way police services were being delivered and the transition of jurisdictions formerly patrolled by the Ontario Provincial Police (OPP), close to 20 such publications have been produced since to explain major organizational happenings.

One of the fun things about producing the piece is coming up with the right name. For this one, potential monikers included:

- Show Me the Look
- Show Me the Numbers
- Show Me a Mirror
- Show Me the Count
- Insert yours here: _____
(send your suggestion to info@ottawapolice.ca. There will be a random draw and prize and for most creative name — draw during Police Week in May.)

In the end, this *Show Me* was brought to you by the letters W, H and O.

