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OPS MEMBER SURVEY: 2006

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Prepared for:

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EXECUTIVE SUMMARY

In 2006, members of the Ottawa Police Service (OPS) were invited to take part in an online survey. Of the approximately 1,750 members invited, 921 completed the questionnaire, for a response rate of 53%. This is significantly higher than for the last members' survey in 2002. Although response rates diverge slightly across divisions, this deviation is corrected by weighting the data.

Profile of respondents

Seven respondents out of 10 are sworn members, including constables (46%), NCOs (18%), senior officers/directors (4%), and special constables (2%), while 1 in 4 (24%) is civilian. About 4 respondents in 10 (38%) are part of one of the three Patrol Services divisions, whereas 15% are from Support Services, 13% from Criminal Investigative Services, and 12% from Corporate Services. Just over 1 respondent in 10 (12%) declined to provide his/her division. Just over 1 in 2 respondents (55%) has been working for the OPS for less than 15 years, including 1 in 4 (23%) who has less than five years of service. Conversely, 4 respondents in 10 (39%) report 15 years of service or more, including 1 in 4 (24%) with 20 years or more. These results are similar to those found in 2002. The proportions of male and female respondents in 2006 were very similar to those observed in 2002: 6 in 10 (60%) are male, while 1 in 3 (33%) is female. As in 2002, some 8 respondents in 10 (80%) report that English is their first language. Another 1 in 7 (14%) indicates that his/her first language is French. A few indicate either that they first spoke another language (2%) or that both French and English are their first languages (<1%).

Job satisfaction

Job satisfaction among members is high, with over 8 in 10 (83%) reporting they are satisfied or very satisfied with their jobs. At least 8 in 10 also agree that their job is a good fit for them (87%); they receive good benefits (80%); and they are proud to be a member of the OPS (82%), while fewer (70%) agree they are well paid.

Work/home/life balance

Just over 3 in 4 respondents (77%) are satisfied with their current work/shift arrangement, and 2 in 3 feel that they are able to get time off when they need it (66%) and that they are allowed the flexibility to balance their personal, family, and work needs (65%). Only about 1 in 2 (54%) agrees the OPS provides support services to help members balance these needs.

Quality of work environment

Approximately 2 in 3 agree that the physical working conditions in the building where they work is satisfactory (68%), that adequate safety precautions are taken in their work area (69%), and that their workstations are satisfactory for the work they have to do (66%). Just 1 in 2 (55%) agrees that there are adequate safety precautions and procedures in place for officers on duty, whereas about 1 in 7 (14%) disagrees. Of most concern is that less than 1 in 2 (46%) agrees that

there are adequate security measures in place at OPS facilities, and about 1 in 3 (35%) disagrees that this is the case.

Resources

Approximately 2 respondents out of 3 agree that it is easy to get the information needed to do their work (66%); their workloads are reasonable (65%); equipment and technology are always up to standard (62%); and they have adequate resources to do their work properly (64%). Those in Criminal Investigative Services were the least likely to agree with these three latter statements. Nevertheless, overall, significantly more respondents agree with these statements now, compared with 2002.

Supervision

About 7 in 10 agree that their supervisor distributes work fairly (71%) and keeps them informed about issues surrounding their work (68%), while approximately 2 in 3 agree their supervisor welcomes new ideas even when different from his/her own (66%); deals with workplace/performance issues when necessary (63%); and supports them both professionally and personally (62%).

Results were less positive regarding feedback and career development assistance: 1 in 2 respondents or fewer agrees that his/her supervisor provides regular feedback on performance (50%) and does a good job helping to develop his/her career (45%); about 1 respondent in 4 disagrees with each of these statements.

Work unit

The largest proportion of respondents, just over 4 in 10 (43%), rate the morale in their work unit as moderate, whereas 4 in 10 (40%) rate it high or very high. Over 8 in 10 agree that when required, their work unit works well as a team (87%) and that everyone is accepted as an equal member of the team (84%), while nearly 8 in 10 (79%) agree the people in their work unit are supportive and respectful of each other. Fewer (62%) agree their work unit hires people who can do the job, and about 1 in 7 (15%) disagrees that this is the case.

Skills and careers/professional development

About 2 in 3 (65%) agree that they get the training they need to do their jobs, and about half agree that they have opportunities for additional training or professional development (53%) and that career opportunities are available to them (49%). What is troubling is that only about 15% agree that promotions and transfer decisions are made on the basis of individual skills and experience, whereas over 50% disagree.

Senior management

Response to questions regarding senior management is less than positive, compared with opinions expressed on most other issues. About 4 in 10 (37%) agree senior management does a good job of communicating information to the organization, and 3 in 10 (30%) agree that it is easy to communicate new ideas and information to senior management. Even fewer agree that senior management does a good job of managing change in the organization (28%), and that senior management follows through on promises made to members (20%). Agreement that decision-making processes at the level of senior management are transparent is lowest of all; only about 1 in 7 (14%) agrees, whereas about 4 in 10 (40%) disagree with this statement.

Services to clients

At least 75% of respondents rate the services their section provides to external clients as good or very good and rate the OPS as good or very good in terms of the respect it shows for different groups regardless of race, colour, gender, disability, or sexual orientation. Two out of 3 (66%) rate the ability of the OPS to provide service in both official languages as good or very good, whereas 1 in 5 (21%) rates it average. Overall, just over 1 in 7 (17%) agreed that French language services should receive greater emphasis, with those who indicated their first language to be French being more likely to agree.

Organization

Two in 3 (64%) respondents agree that their values are similar to those of the organization, and 7 out of 10 (72%) agree that the relationship between civilian and sworn members is good, although civilians and Special Constables are less likely than others to agree with this latter statement. Those in Executive Services, Support Services, and Corporate Services are less likely than those in other divisions to agree that the relationship between civilian and sworn members is good.

Harassment

Most (71%) report they have experienced or witnessed sexual or personal harassment/discrimination at least once in the last four years. The most common sexual harassment experiences involved suggestive sexual stories, stereotypical jokes based on sex, attempts to discuss sex, and crude sexual remarks. The most commonly reported types of personal harassment/discrimination experience are belittlement or being subjected to put-downs, insults, or degrading comments; being discredited, being prevented from expressing oneself; and being ignored or isolated. Over 8 in 10 female members report having experienced sexual or personal harassment, compared to 6 in 10 male members. Regardless of the type of harassment, the most common response is simply to ignore it, although a few have used employee or organizational supports.

Conclusion

Generally, the results of the 2006 OPS Member Survey are quite positive and are comparable to those of the 2002 Member Survey. Some of the findings that appear to be indicative of current concerns within the organization include:

- the perception that transfer and promotion decisions are not being made on the basis of skills and experience
- low levels of agreement that senior management does a good job of communicating and receiving information, managing change, following through on promises, and making decisions in a transparent manner
- the adequacy of security measures at OPS facilities.

1.0 Introduction

Every three to four years since 1995, the Ottawa Police Services (OPS) has conducted a survey of its members to understand their attitudes to their job and workplace environment.

In 2006, a survey similar to those conducted in 2002 and 1998 was undertaken. Although many of the questions asked in 2006 are the same as in 2002, the 2006 questionnaire included a detailed section on workplace discrimination and harassment that was not asked previously. This report provides a summary of the findings to each of the questions asked and, when possible, provides a comparison with the findings from 2002.

1.1 Methodology

Members of the OPS were invited via e-mail to take part in an online survey. Essentially all members were invited to participate, excluding students, volunteers, and casual employees. Table 1 shows that 921 surveys were completed by members for a response rate of 53%, which is an excellent response rate, and much higher than when this survey was last conducted in 2002 (33%).

Sample selection	Census
Methodology	Online survey
Initial invitation by e-mail	June 26, 2006
Closing date	July 16, 2006
Members invited	1,753
Members responding	921
Response rate	53%

Tables 2 and 3 show the response rate by division and rank or status.

Although the response rate by division is close, there are some groups that appear to be slightly underrepresented. Therefore, we weighted the data by division to make it more closely represent the population.¹

Table 2: Response rate by division			
	Population invited (N)	Sample (n)	Response rate %
Support Services	309	217	70%
Criminal Investigative Services	247	171	69%
Executive Services	59	30	51%
Emergency Operations	136	66	49%
Corporate Services	237	109	46%
Patrol, West Division	251	79	31%
Patrol, Central Division	273	79	29%
Patrol, East Division	230	62	27%
Other	11	0	n/a
No response	n/a	108	n/a
Overall	1,753	921	53%

Response rates in 2006 are highest among those in Support Services (70%) and Criminal Investigative Services (69%), marking dramatic increases from 2002 when the response rates for these groups were 51% and 41%, respectively. As in 2002, the lowest response rates (between 27% and 31%) were among those in the various Patrol Services Divisions. Response rates in 2006 for Executive Services, Emergency Operations, and Corporate Services were between 45% and 50%. The response rate among Executive Services was virtually unchanged from 2002 to 2006, while the response rate among Corporate Services increased by 19%. (See Table 4)

Table 3 shows that the response rate by rank or status is fairly consistent, and the sample appears to accurately represent the distribution by rank and status. Constables are slightly underrepresented, but the weighting by division helps compensate for this.

Table 3: Response rate by rank/status			
	Population invited (N)	Sample (n)	Response rate %
Senior Officer/Director	36	36	100%
NCO	251	160	64%
Special Constable	55	32	58%
Civilian	513	267	52%
Constable	890	379	43%
Other	8	0	n/a
No response	n/a	47	n/a
Overall	1,753	921	53%

¹ Samples sometime diverge from the population on key attributes. In this case, we examined the distribution by division and found slight discrepancies between the sample — those who responded — and the population — all members invited to participate. We weighted the data by division to more accurately represent the population.

1.2 Layout of the report

In the following sections, all results presented are based on weighted data, unless otherwise stated. Throughout this report we compared, when possible, the results from the 2006 survey with those from 2002, the last time a members' survey was conducted. In Section 2, we provide a profile of respondents. In Section 3, we report on respondents' perceptions of their career and work environment. Section 4 provides an overview of responses to issues of sexual and personal harassment and discrimination. A conclusion follows in Section 5.

2.0 Profile of respondents

2.1 OPS profile

In 2006, 7 respondents in 10 (71%) are sworn members (including constables, NCOs, and senior officers/directors) and 1 in 4 (24%) are civilians. Although this was similar to 2002, in 2006 there are slightly more sworn members (especially constables) and fewer civilians. In the current survey, approximately 1 respondent in 4 reports being a supervisor. Again, this number is down slightly from 2002.

About 4 respondents in 10 (38%) are part of one of the three Patrol Services divisions, whereas 15% are from Support Services, 13% from Criminal Investigative Services, and 12% from Corporate Services. Just over 1 respondent in 10 (12%) declined to provide their division. Throughout the online survey respondents could indicate that they ‘prefer not to answer.’ This category was included to provide those who felt uncomfortable responding to a particular question, a place to record that answer. By doing so, we feel this increased the response rate by reducing the number of respondents who stopped the survey part way through. Compared to 2002, a smaller proportion of respondents in 2006 come from Support Services.²

Dimension	2006 (n=921)	2002 (n=490) ³
	%	%
Rank/Status		
Constable	46%	38%
NCO	18%	24%
Senior Officer/Director	4%	3%
Special Constable	2%	2%
Civilian	24%	33%
No response	5%	n/a
Supervisor		
Yes	25%	32%
No	69%	68%
No response	6%	n/a
Division		
Support Services	15%	36%
Patrol Services, Central Division	14%	10%
Patrol Services, West Division	13%	8%
Patrol Services, East Division	12%	10%
Criminal Investigative Services	13%	19%
Corporate Services	12%	13%
Emergency Operations	7%	0%
Executive Services	3%	4%
I prefer not to answer	12%	n/a

² The survey included the categories “Support Services” and “Patrol Support Services.” These two categories were subsequently collapsed into a single “Support Services” category.

³ Although 522 respondents participated in the 2002 survey, only 490 fully completed the survey and provided demographic information.

In 2006, respondents were asked to indicate which police station or building they currently work in most of the time.

- Nearly half (46%) indicated that they work at 474 Elgin Street.
- Other common locations were Greenbank Road (16%) and St-Joseph Boulevard (9%).

Table 5 presents detailed results.

Table 5: At what Police station or building do you currently work most of the time?			
Police station/building	2006 frequency (n=921)	Population	Approximate response rate⁴
474 Elgin St.	46%	856	49%
245 Greenbank Rd.	16%	343	44%
3343 St-Joseph Blvd.	9%	160	53%
4561 Bank St.	5%	121	41%
95 Abbeyhill Dr.	3%	55	51%
Provincial Court House/161 Elgin Street	3%	92	30%
Professional Development Centre	1%	24	42%
A Community Police Centre	1%	N/A	N/A
Ottawa International Airport	1%	23	30%
2799 Swansea Crescent	1%	19	37%
Off site	<1%	N/A	N/A
Other	1%	5	N/A
I prefer not to answer	13%	N/A	N/A

2.2 Personal profile

Just over half the respondents have been working for OPS for less than 15 years, including 1 in 4 who have less than five years of service. Conversely, 4 respondents in 10 report 15 years of service or more, including 1 in 4 with 20 years or more. These results are similar to those found in 2002.

The proportions of male and female respondents in 2006 were very similar to those observed in 2002: 6 in 10 are men, while 1 in 3 are female.

As in 2002, some 8 respondents in 10 (80%) report that English is their first language. Another 1 in 7 indicates that his/her first language is French. A few indicate either that they first spoke another language (2%) or that both French and English are their first languages (<1%).

⁴ Response rates are approximate given that the population for each building was provided after the survey was conducted and there may have been minor changes in the populations of each building.

Table 6 gives more details for the profile of respondents.

Table 6: Profile of respondents: 2006 & 2002		
Dimension	2006 (n=921)	2002 (n=490)⁵
	%	%
Years of service		
Less than 5	23%	19%
5–9	19%	18%
10–14	13%	14%
15–19	15%	19%
20–25	11%	14%
25 or more	14%	16%
No response	7%	n/a
Gender		
Male	60%	60%
Female	33%	30%
Trans-gendered	<1%	n/a
No response	8%	10%
First language		
English	80%	82%
French	14%	17%
Both English and French	<1%	n/a
Other	2%	2%
No response	5%	n/a

The 2006 survey also collected demographic information not collected in previous member surveys: age group, sexual orientation, and ancestral group(s).

⁵ Although 522 respondents participated in the 2002 survey, only 490 fully completed the survey and provided demographic information.

As shown in Figure 1:

- Over 1 member in 4 (27%) is under 35 years of age.
- Four members in 10 (40%) are 35 to 44 years of age.
- Another 1 in 4 (25%) is 45 years of age or older.

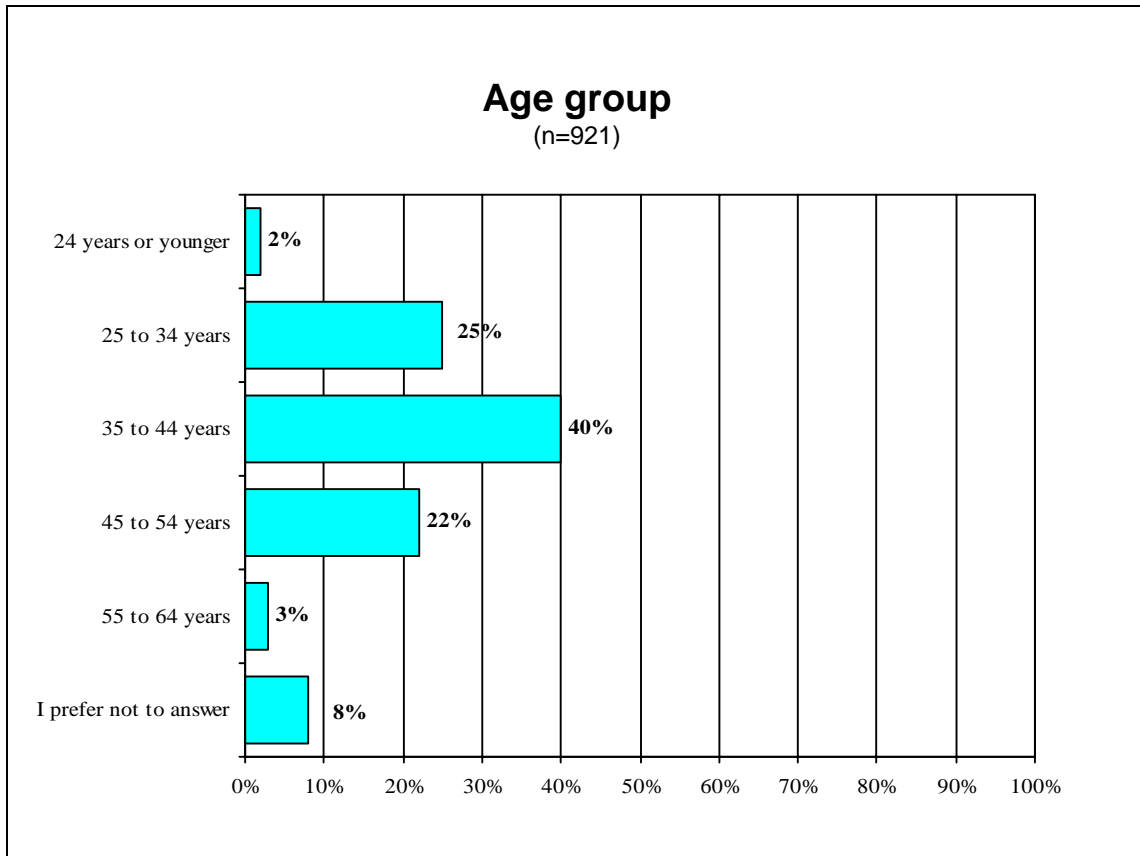


Figure 1

The vast majority (89%) of respondents report that they are heterosexual. About 1% indicate their sexual orientation to be lesbian, and less than 1% combined say they are gay or two-spirited. Nearly 1 in 10 (9%) did not answer this question.

Respondents were asked to indicate which ancestral group(s) they belonged to. Over 8 in 10 (82%) say that they are White. The next most common ancestries as recorded by respondents are Aboriginal (5%) and Black (3%). The complete results are presented in Table 7.

Table 7: Which of the following ancestral groups do you belong to?		
Ancestral group	(n=921)	
	n	%
White	755	82%
Aboriginal (e.g., North American Indian, Métis, Inuit)	47	5%
Black (e.g., African, Haitian, Jamaican)	28	3%
Celtic (e.g., Irish, Scottish)	14	2%
European (e.g., Italian, French, Greek)	13	1%
South Asian (e.g., East Indian, Sri Lankan)	11	1%
Arab (e.g., Egyptian, Lebanese, Moroccan)	9	1%
Chinese	8	1%
Eastern European (e.g., Slovakian)	3	<1%
Southeast Asian (e.g., Cambodian, Indonesian, Laotian, Vietnamese)	3	<1%
Filipino	2	<1%
Japanese	1	<1%
Latin American	1	<1%
Other	2	<1%
I prefer not to answer	86	9%
Note: Respondents could choose more than one answer. Totals may sum to more than 100%.		

3.0 Career and work environment

This section presents the findings surrounding career and work environment from Part A of the Member Survey (questions 1 to 47). It includes frequencies of all questions asked in the 2006 survey and, when possible, provides a comparison with the 2002 results.⁶ We also report on statistically significant differences between key subgroups.

3.1 Job satisfaction

The 2006 Member Survey asked respondents about their overall satisfaction with their job. As illustrated in Figure 2, over 8 respondents in 10 (83%) indicate they are either satisfied or very satisfied with their job.

This result is similar to the percentage in 2002, although a different question was asked. In 2002 respondents were asked the extent to which they agreed with the statement “I am satisfied with my job.” Overall, 85% either strongly agreed or agreed with this statement, suggesting satisfaction levels from 2002 and 2006 are comparable.

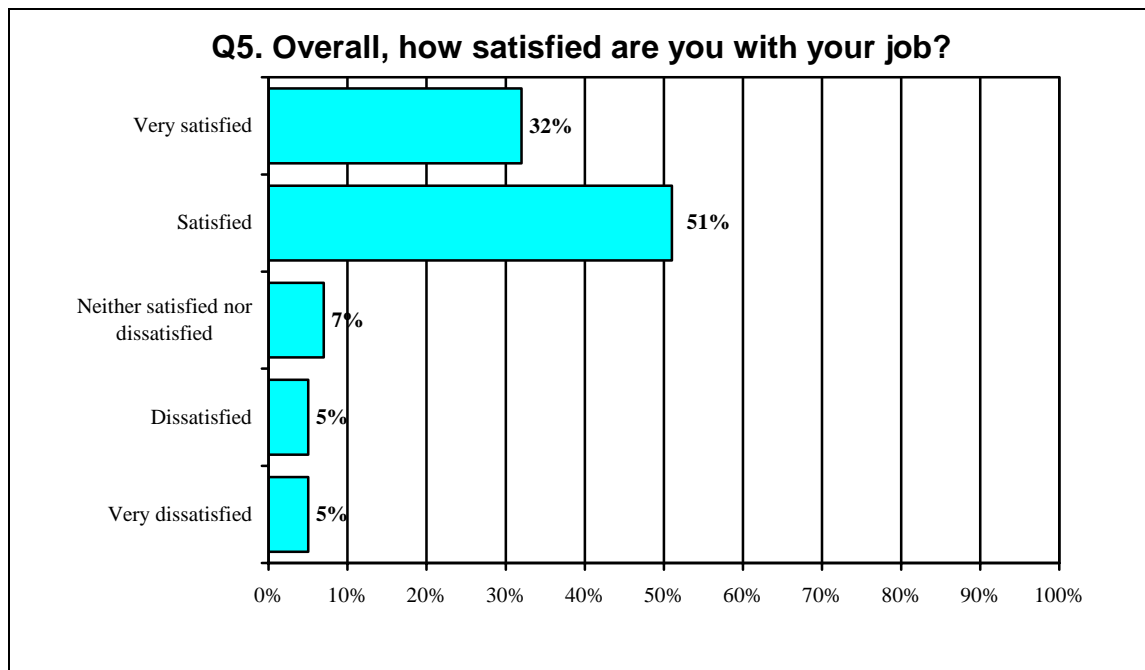


Figure 2

⁶ Note: Some of the questions appearing on the 2002 and 2006 surveys are identical, whereas other questions have minor wording changes. For questions in which any changes in wording have been made, the exact wording of the question in 2002 is included in a footnote.

The 2006 survey also asked respondents to rate their level of agreement with a series of statements to assess their job satisfaction. Figure 3 illustrates that job satisfaction is generally high among OPS members. In each case, the vast majority agree or strongly agree with each statement

- Almost 9 respondents in 10 agree their job that is a good fit for them, including 52% who strongly agree.
- About 8 respondents in 10 agree that they are proud to tell people they are members of the OPS (including 48% who strongly agree) and that they receive good job benefits (including 24% who strongly agree).
- About 7 in 10 agree that they are well paid for the job they do, including 20% who strongly agree. Some 17% of respondents disagree or strongly disagree with this statement.

These results are for the most part very similar to those in 2002, although the proportion that agreed that they receive good job benefits decreased slightly.

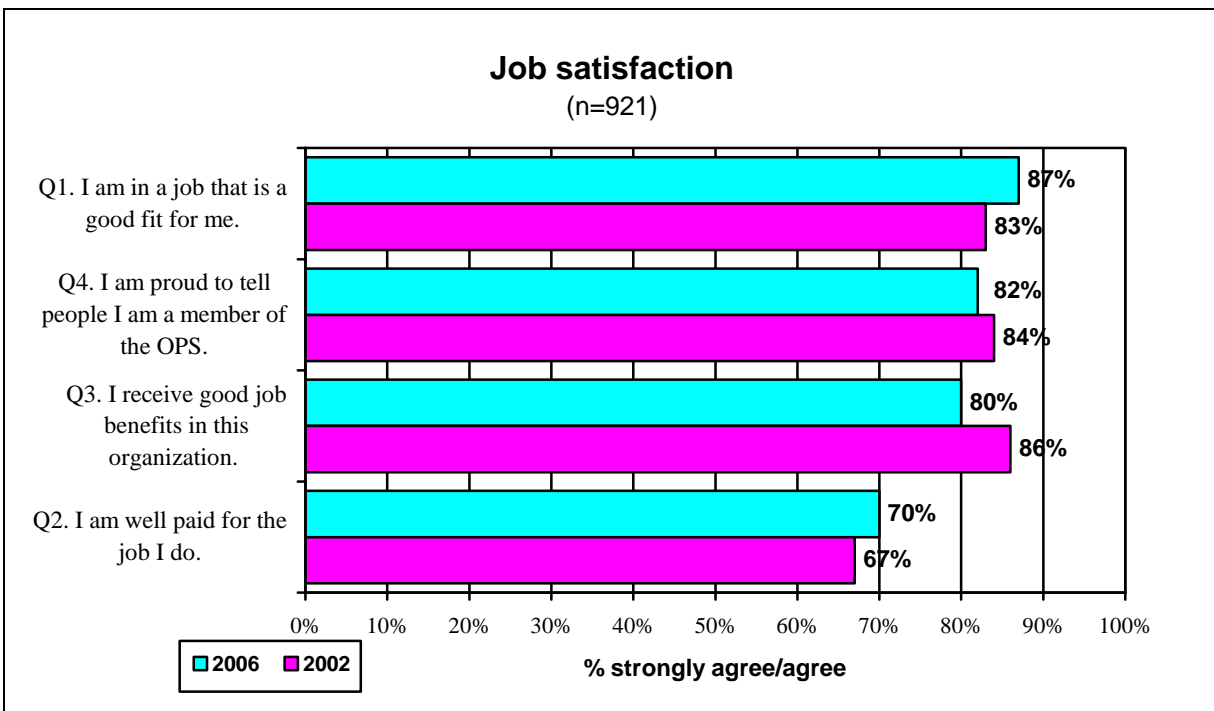


Figure 3

3.1.1 Differences among subgroups⁷

As shown in Figure 4, level of agreement with the statement “I am well paid for the job that I do” varied by rank. NCOs are most likely to agree, while Special Constables are the least likely. We see a similar pattern in the level of agreement with the statement “I receive good job benefits in this organization.” The one exception is Special Constables who are among the most likely to agree with this statement.

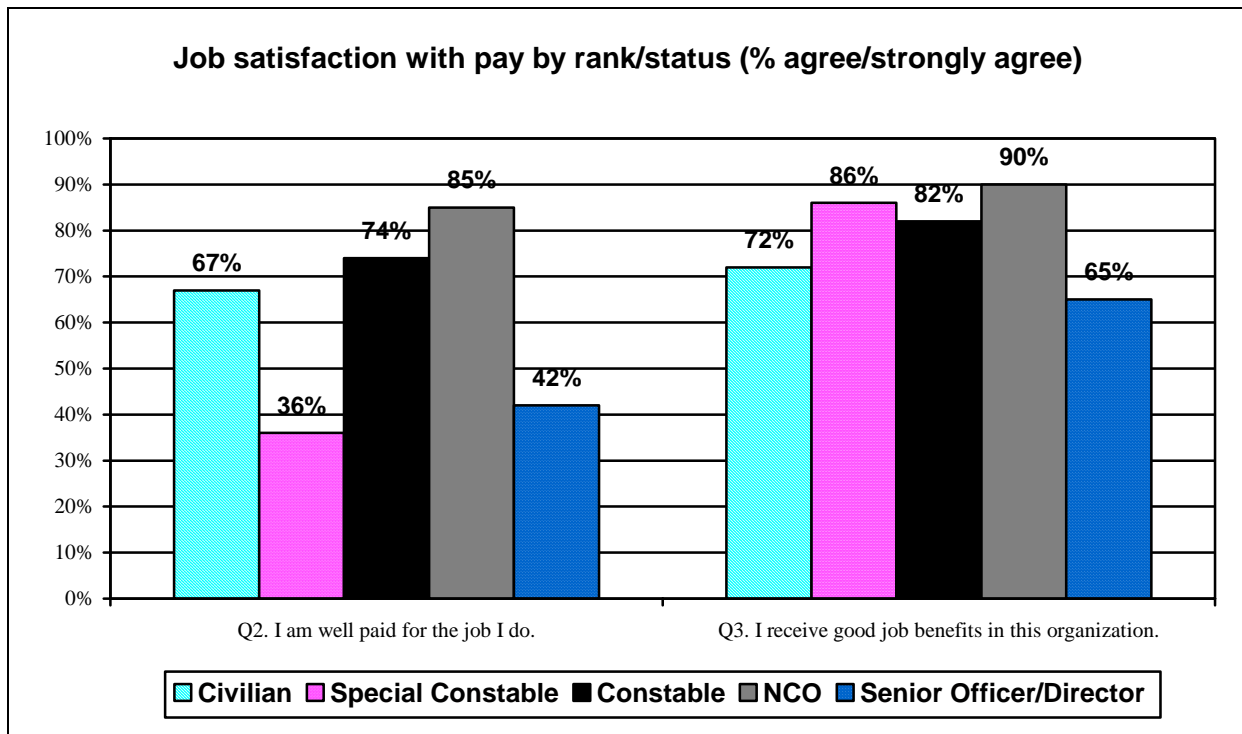


Figure 4

⁷ To highlight important differences and minimize the number of cells with small counts, we produced three sets of cross tabs: those with no collapsing, those with both positive and negative values (e.g., strongly agree/agree and strongly disagree/disagree) collapsed, and those with only negative values (e.g., strongly disagree/disagree) collapsed.

Senior Officers are the most likely to *strongly* agree they are in jobs that are a good fit for them (79%, compared to between 29% and 57% of other groups). See Figure 5.

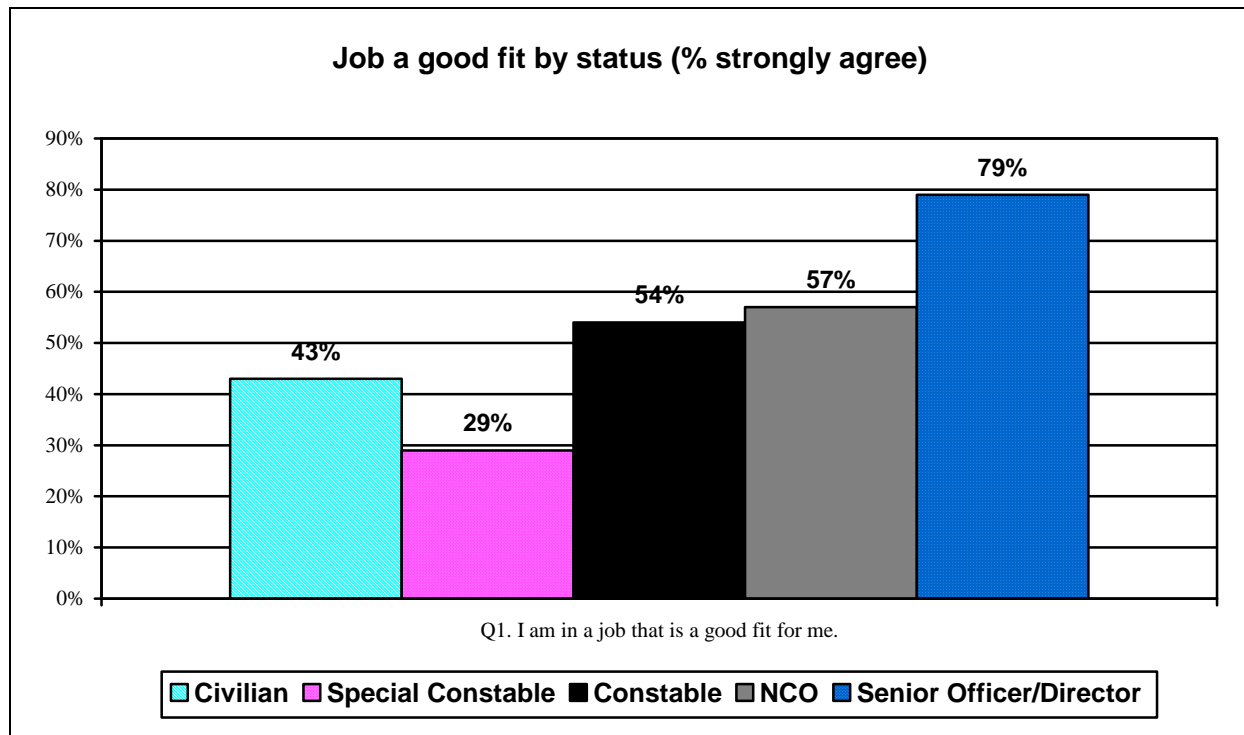


Figure 5

By division, respondents from Executive Services and Patrol Services East Division are most likely to agree or strongly agree that they receive good benefits, with over 9 in 10 in each group agreeing or strongly agreeing. Agreement is nevertheless high across divisions, with at least 3 respondents in 4 from each division agreeing or strongly agreeing.

3.2 Work/home/life balance

The results of the questions pertaining to work, home, and life balance are presented in Figure 6.

- Over 3 respondents in 4 agree that they are satisfied with their current work/shift arrangement, including 25% who strongly agree. Some (13%) disagree that they are satisfied. This question was not asked in 2002.
- About 2 respondents in 3 agree that they are able to get time off when they need it, including 17% who strongly agree. About 22% disagree. These results are similar to the findings in 2002.
- About 2 respondents in 3 also agree that they are allowed the flexibility to balance their personal, family, and work needs, including 19% who strongly agree. About 18% disagree. The percent who agree is similar to, if slightly down from, the result in 2002.
- Just over half agree that the OPS provides adequate support services (such as member assistance programs and health and fitness programs) for members to help them balance work, personal, and family needs. About 1 in 5 (19%) disagrees. This question was not asked in 2002.

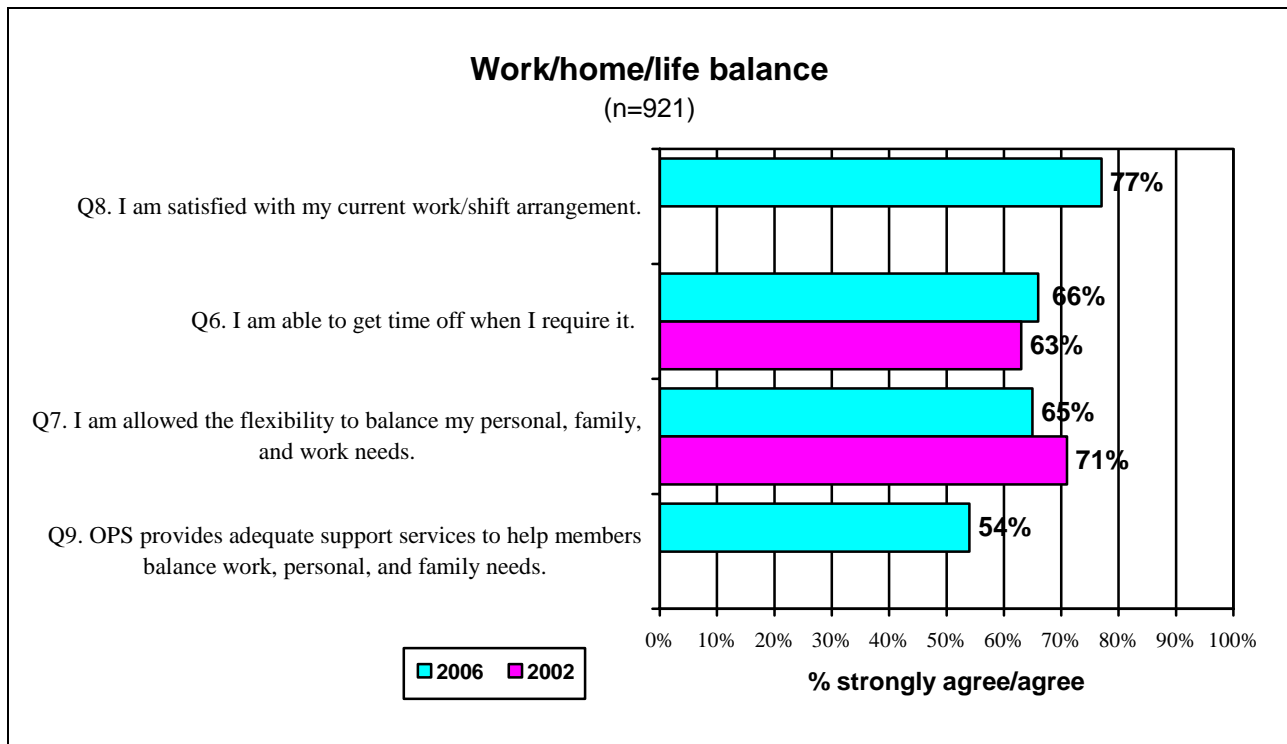


Figure 6

3.2.1 Differences among subgroups

As shown in Figure 7, Senior Officers and NCOs are most likely to agree they can get time off when required, while Special Constables and Constables are least likely to agree. Indeed, one-third of Special Constables and one-quarter of Constables disagree or strongly disagree that they are able to get time off.

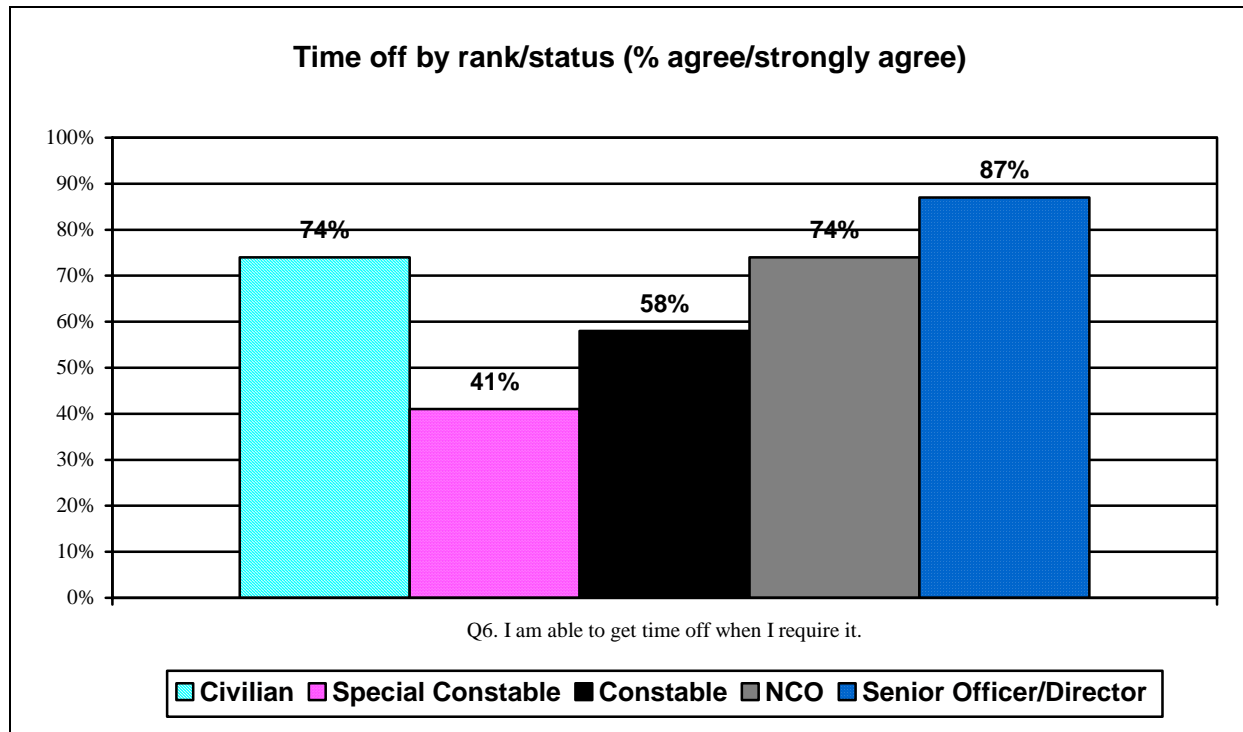


Figure 7

Supervisors (76%) are more likely than non-supervisors (62%) to agree they are able to get time off, while 9 in 10 of those in Executive Services and Corporate Services express agreement they could get time off when required, compared to about half of respondents in Patrol Services East Division, Patrol Services West Division, and Support Services. Respondents in these latter divisions are also the groups least likely to express agreement that they are allowed the flexibility to balance their personal, family, and work needs. Patrol Services East Division, Patrol Services West Division, and Support Services, along with Criminal Investigative Services, are also less likely than those in other divisions to agree that they are provided with adequate support services to balance their needs.

Those that had worked with the OPS for fewer years (less than 10) are less likely to agree they are able to get time off than those with more years with the OPS. In general (with the exception of those 24 years of age and under), respondents are more likely to agree that they are allowed flexibility to balance their needs as they get older; 56% of those 25 to 34 years of age agree, compared to about 77% of those 45 or older. The tendency of respondents to *strongly* agree that the OPS provides adequate support services to help members balance their needs also generally increases with age; only 5% of those 25 to 34 strongly agree, compared to 27% of those 55 to 64.

Civilians are more likely than any other group to strongly agree that they are satisfied with their current work/shift arrangement, as are those in Corporate Services and Executive Services, although general agreement remains high across groups.

3.3 Quality of work environment

As shown in Figure 8, approximately 2 respondents in 3 agree that:

- the physical working conditions in the building where they work is satisfactory, including 12% who strongly agree. About 1 in 5 (19%) disagrees that physical working conditions are satisfactory.
- their workstations are satisfactory for the work they have to do, including 9% who strongly agree. About 1 in 4 (24%) disagrees that his/her workstation is satisfactory.
- adequate safety precautions are taken in their work area, including 12% who strongly agree. Just over 1 in 10 (12%) disagrees that adequate safety precautions were taken.

Just over half agree that:

- there are adequate safety precautions and procedures in place for officers on duty, including 9% who strongly agree. About 1 in 7 (14%) disagrees.

Just under half agree that:

- there are adequate security measures in place at OPS facilities, including 8% who strongly agree. About 1 in 3 (35%) disagrees.

2006 and 2002 results are quite comparable.⁸ It should also be noted that the 2002 survey asked respondents to rate the workstations in the building where they worked most of the time on a scale of very poor to very good. About half (53%) rate the workstations as very good or good, while one-quarter (24%) rate them as fair, and nearly one-quarter (22%) rate them as poor or very poor.

⁸ Please note that in 2002, the word “physical” was not included in Question 10 and the word “taken” was not included in Question 12.

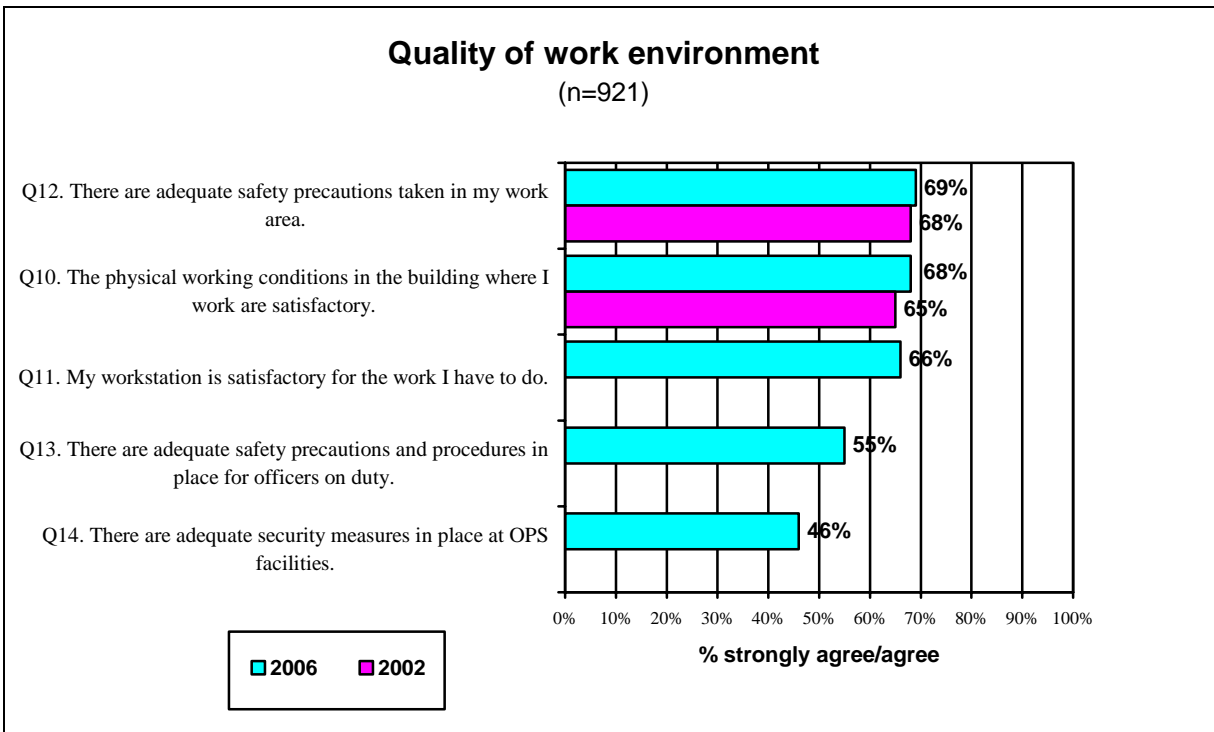


Figure 8

3.3.1 Differences among subgroups

As illustrated in Table 8, agreement with the statements pertaining to work environment varies by rank/status. Senior Officers/Directors are most likely to agree and Special Constables least likely.⁹

	% agreement (agree/strongly agree)				
	Civilian (n=223)	Special Constable (n=22)	Constable (n=427)	NCO (n=165)	Senior Officer/Director (n=37)
Q10. The physical working conditions in the building where I work are satisfactory.	58%	43%	77%	66%	82%
Q11. My workstation is satisfactory for the work I have to do.	60%	43%	67%	73%	82%
Q12. There are adequate safety precautions taken in my work area.	63%	32%	71%	74%	97%
Q13. There are adequate safety precautions in place for officers on duty.	35%	46%	63%	61%	87%
Q14. There are adequate security measures in place at OPS facilities.	50%	32%	46%	42%	68%

⁹ Except for Question 13, to which 35% of civilians indicate they do not know.

Agreement also varies by division (see Table 9). Levels of agreement generally tend to be higher among some divisions, such as Patrol Services East Division and Emergency Operations, and lower among others, such as Criminal Investigative Services and Support Services.

Table 9: Statements pertaining to work environment by division								
	% agreement (agree/strongly agree)							
	Executive (n=30)	Support (n=217)	Criminal Investigative (n=171)	Emergency Operations (n=66)	Corporate (n=109)	Patrol West (n=79)	Patrol Central (n=79)	Patrol East (n=62)
Q10. The physical working conditions in the building where I work are satisfactory.	86%	56%	55%	83%	64%	74%	76%	89%
Q11. My workstation is satisfactory for the work I have to do.	83%	55%	54%	81%	66%	60%	71%	83%
Q12. There are adequate safety precautions taken in my work area.	90%	58%	71%	78%	71%	66%	79%	71%
Q13. There are adequate safety precautions in place for officers on duty.	57%	45%	55%	72%	37%	56%	68%	69%
Q14. There are adequate security measures in place at OPS facilities.	52%	47%	36%	42%	54%	39%	44%	69%

Those working out of the St-Joseph Boulevard and Abbeyhill Drive buildings are most likely to express agreement that the physical working conditions in their buildings are satisfactory. Indeed, about 9 respondents in 10 working out of these buildings express agreement. This compares with about 2 respondents in 3 working at 474 Elgin Street, Greenbank Road, and Bank Street, and less than half of those working at the Provincial Court House. Those working out of St-Joseph Boulevard are also the most likely to express agreement that adequate safety precautions are in place for officers on duty and that adequate safety measures are in place at OPS facilities; 7 out of 10 respondents from St-Joseph Boulevard agree with this latter statement, compared to less than half of those working at 474 Elgin Street, Greenbank Road, and the Provincial Court House.¹⁰ Although it should be noted that several of the questions were worded generally and response patterns were not entirely consistent across questions, the results suggest that the Provincial Court House, Greenbank Road, Bank Street, and 474 Elgin Street should be the focus of improvements, relative to the other locations.

¹⁰ The findings from stations/buildings with very small numbers of respondents are not discussed due to small cell counts and for confidentiality reasons.

3.4 Resources

As shown in Figure 9, in 2006, approximately 2 respondents in 3 agree that:

- it is easy to get the information needed to do their work, including 9% who strongly agree. Some 17% disagree.
- their workloads are reasonable, including 6% who strongly agree.
- they have adequate resources to do their work properly, including 10% who strongly agree.
- equipment and technology are always up to standard, including 13% who strongly agree.

Compared to 2002, significantly more respondents agree with all these statements.

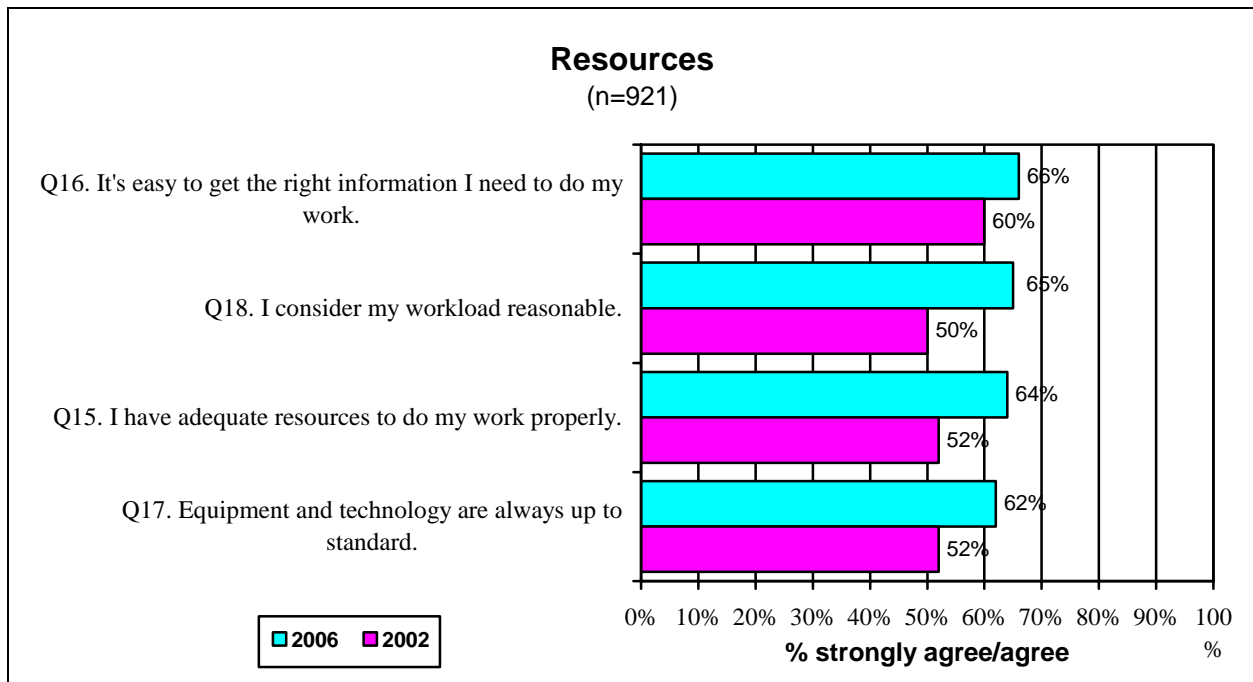


Figure 9

3.4.1 Differences among subgroups

There are significant differences in opinion by division as to having adequate resources, equipment and technology, and workload, as shown in Table 10. Criminal Investigative Services (CIS) consistently provides the lowest levels of agreement. Other than CIS, those in Patrol Services West Division are less likely than others to agree that they have adequate resources to do their work properly or that they consider their workload reasonable.

Table 10: % agreement with statements pertaining to resources by division								
	% agreement (agree/strongly agree)							
	Executive (n=29)	Support (n=142)	Criminal Investigative (n=115)	Emergency Operations (n=64)	Corporate (n=113)	Patrol West (n=117)	Patrol Central (n=128)	Patrol East (n=107)
Q15. I have adequate resources to do my work properly.	79%	70%	48%	86%	69%	53%	59%	66%
Q17. Equipment and technology are always up to standard.	69%	59%	44%	69%	67%	62%	67%	74%
Q18. I consider my workload reasonable.	66%	67%	49%	83%	67%	57%	75%	79%

Senior Officers/Directors are more than three times as likely as any other group to *strongly* agree that equipment and technology are always up to standard (42% strongly agreed, compared to between 9% and 14% for all other ranks/statuses).

3.5 Supervision

Figure 10 shows the percentage of respondents who agree or strongly agree with statements about supervision.

About 7 respondents in 10 agree that:

- their supervisor distributes work fairly, including 13% who strongly agree. About 1 in 10 (11%) disagrees.
- their supervisor keeps them informed about issues surrounding their work, including 16% who strongly agree. About 1 in 7 (15%) disagrees.

About 2 respondents in 3 agree that:

- their supervisor welcomes new ideas even when different from their own, including 17% who strongly agree. About 1 in 7 (15%) disagrees.
- their supervisor deals with workplace/performance issues when necessary, including 14% who strongly agree. Almost 1 in 5 (18%) disagrees.
- their supervisor supports them both professional and personally, including 21% who strongly agree. About 1 in 6 (17%) disagrees.

Half or fewer agree that:

- their supervisor provides them with regular feedback on their performance, including 11% who strongly agree. Over 1 in 4 (27%) disagrees.
- their supervisors do a good job helping them develop their careers, including 14% who strongly agree. About 1 in 4 (26%) disagree.

All but one of these questions was asked in 2002. The 2006 results are similar to those in 2002 with slight increases in agreement for some (e.g., my supervisor distributes the work fairly) to slight decreases in others (e.g., my supervisor welcomes new ideas.)

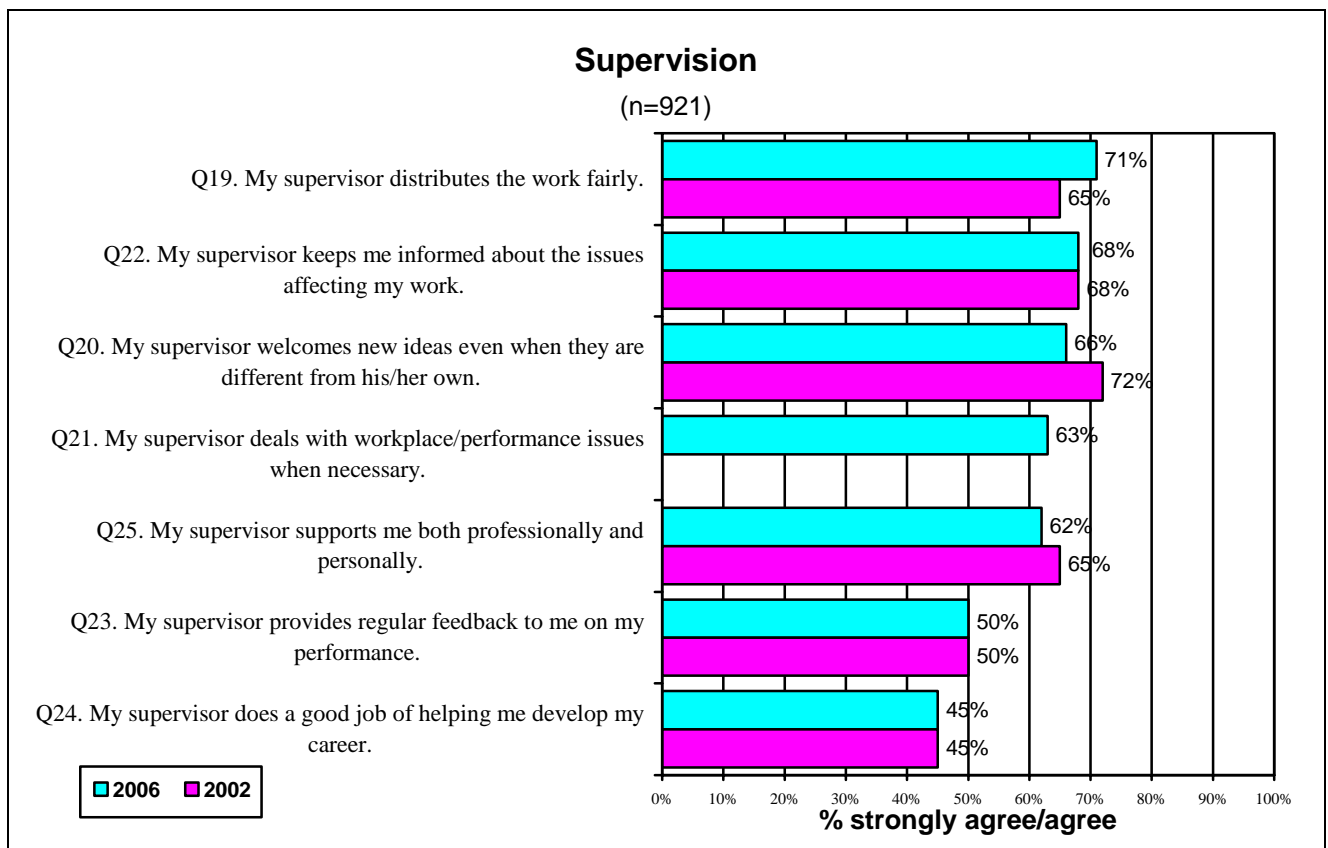


Figure 10

3.5.1 Differences among subgroups

Significant differences across rank/status are shown in Table 11. Senior Officers/Directors and NCOs are consistently more likely to agree with these statements, while Special Constables are the least likely to agree.

Table 11: Statements pertaining to supervision by rank/status					
	% agreement (agree/strongly agree)				
	Civilian (n=267)	Special Constable (n=32)	Constable (n=379)	NCO (n=160)	Senior Officer Director (n=36)
Q19. My supervisor distributes the work fairly.	62%	52%	76%	77%	79%
Q21. My supervisor deals with workplace/performance issues when necessary.	56%	48%	64%	72%	74%
Q25. My supervisor supports me both professionally and personally.	60%	46%	61%	70%	79%

3.6 Work unit

Figure 11 shows the following results:

- Almost 9 respondents in 10 agree that when required, my work unit works well as a team, including 36% who strongly agree. Only about 1 in 20 (6%) disagrees.
- Over 8 respondents in 10 agree that everyone is accepted as an equal member of the team, including 39% who strongly agree. Less than 1 in 10 (8%) disagrees.
- Almost 8 respondents in 10 agree that the people in their work unit are supportive and respectful of each other, including 23% who strongly agree. About 1 in 10 (10%) disagrees.
- About 6 respondents in 10 agree that their work unit hires people who can do the job, including 14% who strongly agree. About 1 in 7 (15%) disagrees.

For those questions asked previously, the 2006 results are similar to those in 2002.

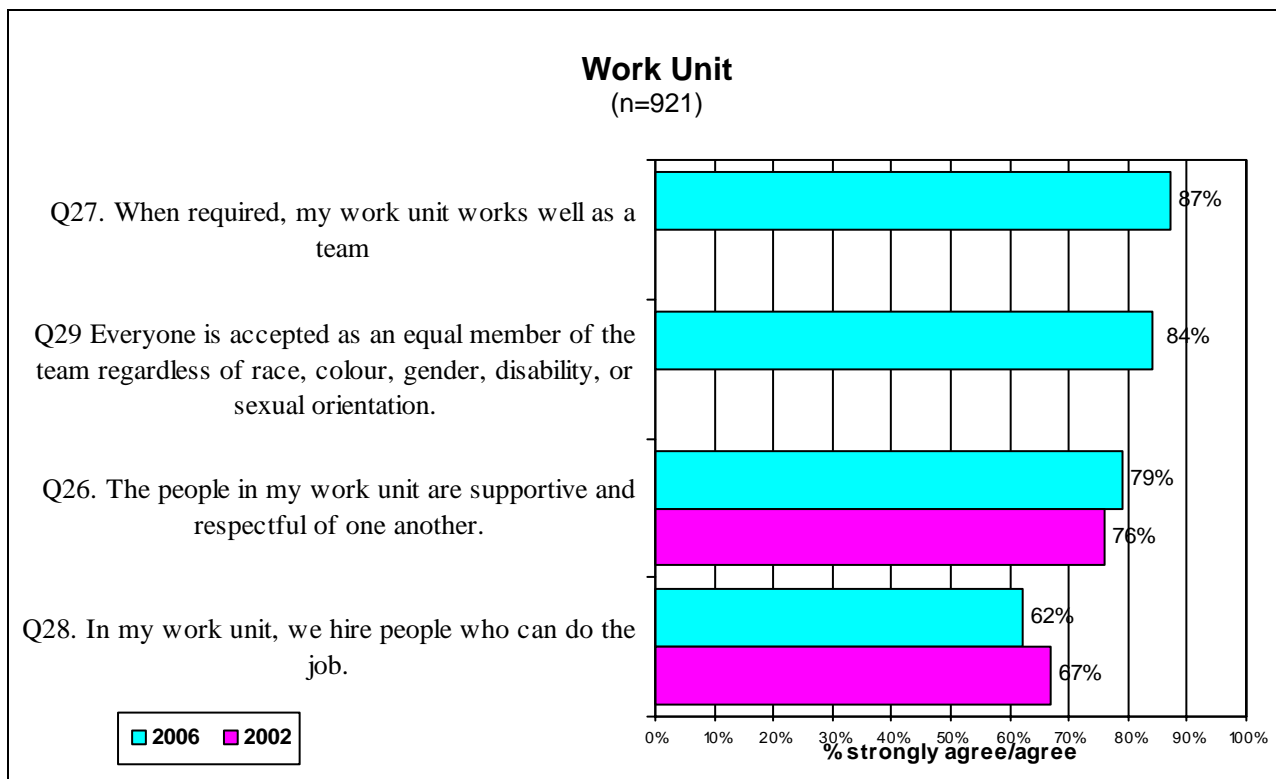


Figure 11

3.6.1 Work unit morale

Respondents were also asked how they would rate the morale in their work unit, the results of which are presented in Figure 12. As shown, about 4 respondents in 10 rate the morale in their work unit as high or very high. Conversely, more than 1 respondent in 6 rates the morale as low or very low.

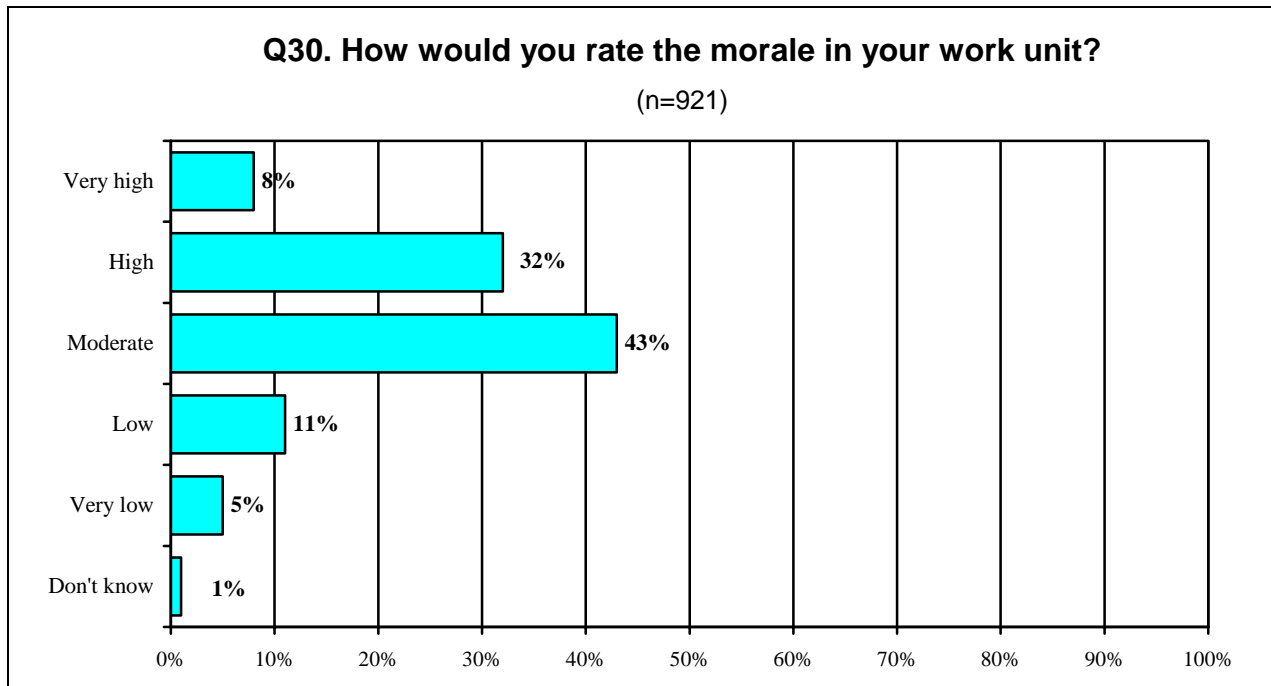


Figure 12

The 2002 Member Survey included a similar question. Respondents were asked to rate their level of agreement with the statement “Employee morale in my work unit is high.” About 4 respondents in 10 either agreed or strongly agreed, while 1 in 3 disagreed or strongly disagreed. Although comparing questions that are worded differently is problematic, the results suggest that morale has improved since the survey was last conducted in 2002, given that fewer respondents in 2006 expressed negative opinions.

3.6.2 Differences among subgroups

As shown in Table 12, Senior Officers/Directors are most likely to agree that people in their work unit are respectful, that their work unit works well as a team, and that their work unit hires people who can do the job. NCOs and Constables have the next highest levels of agreement, and Civilians and Special Constables the lowest.

Table 12: % agreement with statements pertaining to work unit by rank/status					
	% agreement (agree/strongly agree)				
	Civilian (n=267)	Special Constable (n=32)	Constable (n=379)	NCO (n=160)	Senior Officer/ Director (n=36)
Q26. The people in my work unit are supportive and respectful of each other.	64%	62%	84%	84%	92%
Q27. When required, my work unit works well as a team.	79%	81%	88%	94%	95%
Q28. In my work unit, we hire people who can do the job.	58%	30%	64%	66%	78%

Agreement that the people in their work units are supportive and respectful of each other is lower for those in Support Services and Corporate Services than in the other divisions.

Those in Support Services, Patrol Services West Division, and Patrol Services East Division are the least likely to agree that their work unit hired people who can do the job. See Table 13.

Table 13: Statements pertaining to work unit by division								
	% agreement (agree/strongly agree)							
	Executive (n=30)	Support (n=217)	Criminal Investigative (n=171)	Emergency Operations (n=66)	Corporate (n=109)	Patrol West (n=79)	Patrol Central (n=79)	Patrol East (n=62)
Q26. The people in my work unit are supportive and respectful of each other.	90%	64%	84%	80%	69%	92%	89%	84%
Q28. In my work unit, we hire people who can do the job.	79%	54%	68%	83%	67%	58%	65%	58%

There are also significant differences in ratings of morale across ranks/statuses and divisions, which are largely consistent with the patterns of the other questions pertaining to work unit. Senior Officers/Directors and NCOs rate morale the highest; Special Constables and Civilians the lowest. Those in Support Services rate morale the lowest and those in Executive Services, the highest.

Gender differences also exist: 85% of males express agreement that the people in their work unit are supportive and respectful of each other, compared to 70% of females. Only 6% of males express disagreement, compared to 17% of females. A similar pattern emerged with respect to working as a team: 92% of males express agreement that their work unit works well as a team, compared to 79% of females, and only 3% of males express disagreement, compared to 10% of females.

3.7 Skills and careers/professional development

Respondents were asked to rate their level of agreement with a series of statement on skills, career, and professional development. Figure 13 shows these results.

About 2 respondents in 3 agree that:

- they get the training they need to do their jobs, including 11% who strongly agree. About 1 in 5 (19%) disagrees.

About half of the respondents agree that:

- they have opportunities for additional training or professional development, including 8% who strongly agree. Almost 3 in 10 (28%) disagree.
- career opportunities are available to them, including 8% who strongly agree. Again, almost 3 in 10 (28%) disagree with this statement.

Far fewer — about 1 in 7 — agree that:

- transfer decisions are made on the basis of individual skills and experience, including only 2% who strongly agree. Over half (54%) disagree.
- promotions are made on the basis of individual skills and experience, including only 2% who strongly agree. Again, over half (53%) disagree that promotions are based on skill and experience.

For each, the overall level of agreement in 2006 is similar to that in 2002 with some slight increases and decreases.¹¹

¹¹ In 2002, the wording of this question (32) was different. Respondents were asked to provide their level of agreement with the statement “I have opportunities to develop and apply the skills I need to enhance my career.”

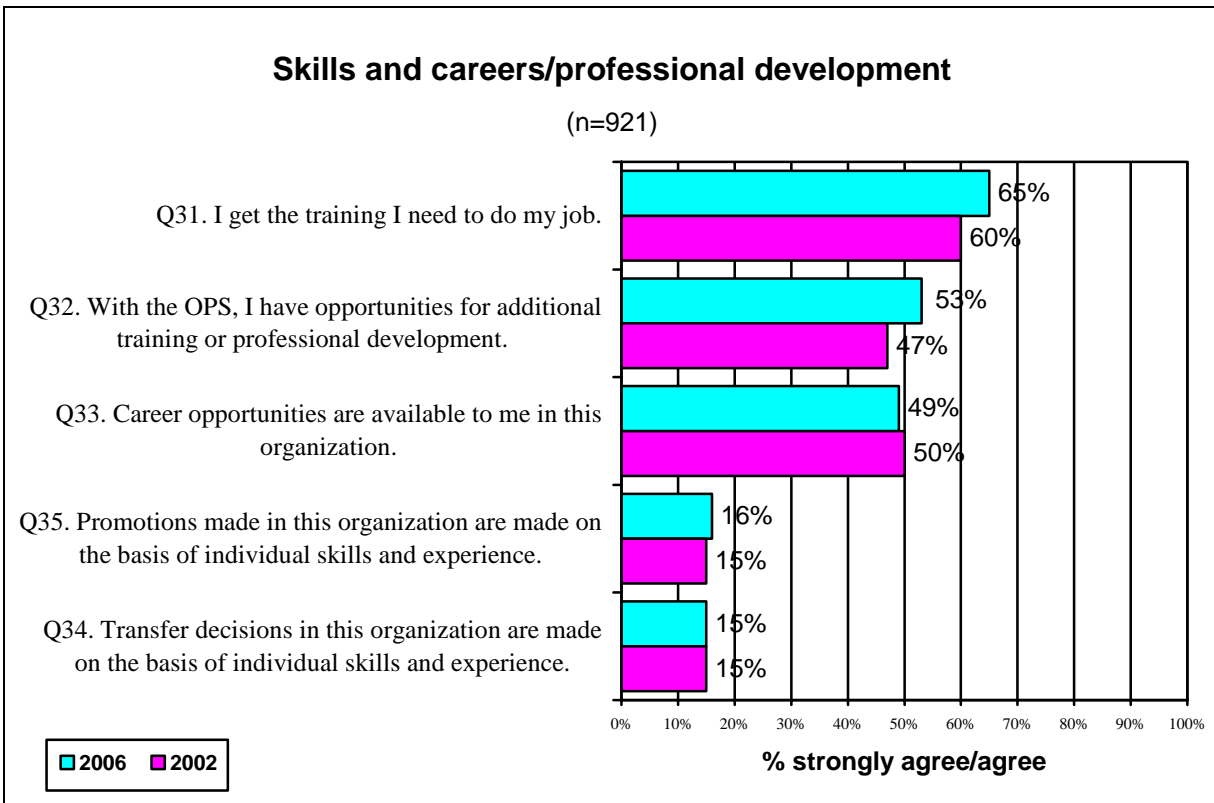


Figure 13

3.7.1 Differences among subgroups

Table 14 illustrates that Senior Officers/Directors are more likely than respondents in other ranks/statuses to agree that they have opportunities for additional training or professional development, and that transfers and promotions are based on skills and experience. Constables and NCOs are the least likely to agree and most likely to disagree that promotions and transfer decisions are made on the basis of skills and experience.

	Table 14: Statements pertaining to skills and careers/professional development by rank/status				
	% agreement (agree/strongly agree)				
	Civilian (n=267)	Special Constable (n=32)	Constable (n=379)	NCO (n=160)	Senior Officer/ Director (n=36)
Q32. With the OPS, I have opportunities for additional training or professional development.	47%	32%	52%	60%	78%
Q35. Promotions made in this organization are made on the basis of individual skills and experience.	18%	14%	13%	16%	43%
Q34. Transfer decisions made in this organization are made on the basis of individual skills and experience.	15%	22%	13%	16%	40%

Those in Emergency Operations, Executive Services, and Criminal Investigative Services are more likely to agree that they have opportunities for additional training or professional development than those in Support Services, Corporate Services, and Patrol Services (see Table 15). Over 6 respondents in 10 in Patrol Services West and Central and Criminal Investigative Services disagree that transfers are made on the basis of skills and experience, compared to less than one-third of those in Corporate Services and Executive Services. Disagreement that promotions are made on the basis of skills and experience is highest among those in Criminal Investigative Services, where three-quarters of respondents express disagreement, and, as with the question pertaining to transfers, lowest among those in Executive Services and Corporate Services, where less than one-third express disagreement.

Table 15: Statements pertaining to skills and careers/professional development by division								
	% agreement (agree/strongly agree)							
	Executive (n=30)	Support (n=217)	Criminal Investigative (n=171)	Emergency Operations (n=66)	Corporate (n=109)	Patrol West (n=79)	Patrol Central (n=79)	Patrol East (n=62)
Q32. With the OPS, I have opportunities for additional training or professional development.	69%	45%	63%	73%	51%	51%	52%	51%
Q35. Promotions made in this organization are made on the basis of individual skills and experience.	32%	15%	10%	22%	29%	11%	12%	18%
Q34. Transfer decisions made in this organization are made on the basis of individual skills and experience.	28%	16%	16%	21%	22%	10%	13%	18%

The oldest age cohort (55 to 64) is somewhat less likely than the younger cohorts to agree that they have opportunities for additional training and professional development (42% agree, compared to between 49% and 58% of those in the younger age groups). Those with less than 5 years of service are the *least* likely to express *disagreement* that promotions are made on the basis of skills and experience (27% of those with less than 5 years of service disagree, compared to between 58% and 65% of those with more years of service). Supervisors are more likely than non-supervisors to agree that promotions are made on the basis of skills and experience (although only about 1 in 5 supervisors actually express agreement.)

3.8 Senior management

Figure 14 shows responses to the various statements about senior management.

- About 4 respondents in 10 agree that senior management does a good job of communicating information to the organization, including about 3% who strongly agree. About 1 in 4 (28%) disagrees with this statement. This question was not asked in 2002.
- About 1 respondent in 4 agrees that senior management does a good job of managing change in the organization, including 2% who strongly agree. About 3 in 10 (29%) disagree.

- About 3 respondents in 10 agree that it is easy to communicate new ideas and information to senior management, including 3% who strongly agree. Over 1 in 3 (36%) disagrees with this statement.
- About 1 in 5 agrees that senior management follows through on promises made to members, including 2% who strongly agree. About 1 in 3 (34%) disagrees.
- About 1 in 7 agrees that decision-making processes at the level of senior management are transparent, including 1% who strongly agree. About 4 in 10 (41%) disagree.

Responses in 2006 and 2002 are similar, although there has been a slight overall deterioration in levels of agreement.

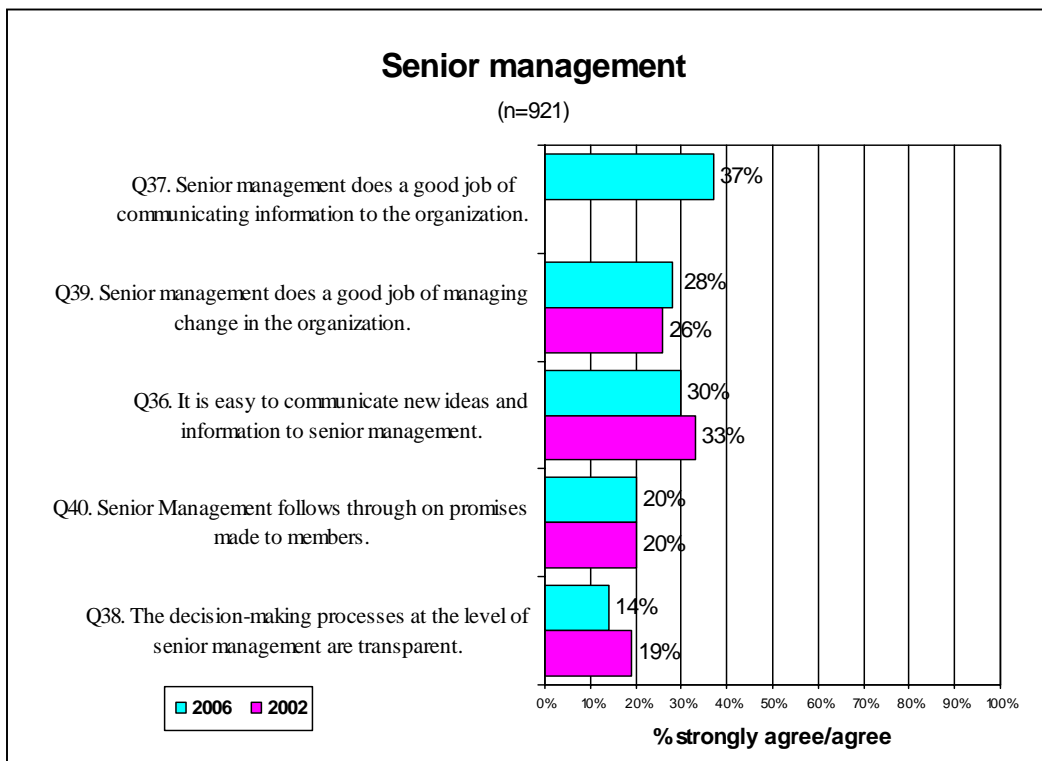


Figure 14

3.8.1 Differences among subgroups

Not surprisingly, as shown in Table 16, Senior Officers/Directors are far more likely than any other group to agree with all of these statements. Civilians had the second highest levels of agreement.

	% agreement (agree/strongly agree)				
	Civilian (n=267)	Special Constable (n=32)	Constable (n=379)	NCO (n=160)	Senior Officer/ Director (n=36)
Q36. It is easy to communicate new ideas and information to senior management.	39%	23%	22%	33%	74%
Q37. Senior management does a good job of communicating information to the organization.	45%	36%	30%	39%	78%
Q39. Senior management does a good job of managing change in the organization.	36%	27%	23%	22%	68%
Q40. Senior management follows through on promises made to members.	25%	14%	15%	20%	60%
Q38. The decision-making processes at the level of senior management are transparent.	20%	9%	11%	10%	41%

Agreement with statements pertaining to senior management are consistently highest among those in Executive Services (see Table 17). In most cases, those in Criminal Investigative Services and Patrol Services West Division are the least likely to agree and conversely, the most likely to *disagree*.

	% agreement (agree/strongly agree)							
	Executive (n=30)	Support (n=217)	Criminal Investigative (n=171)	Emergency Operations (n=66)	Corporate (n=109)	Patrol West (n=79)	Patrol Central (n=79)	Patrol East (n=62)
Q36. It is easy to communicate new ideas and information to senior management.	76%	33%	21%	33%	44%	18%	31%	26%
Q37. Senior management does a good job of communicating information to the organization.	76%	41%	28%	40%	52%	33%	33%	36%
Q38. The decision-making processes at the level of senior management are transparent.	41%	16%	10%	19%	20%	11%	10%	11%
Q39. Senior management does a good job of managing change in the organization.	62%	33%	20%	25%	42%	21%	28%	26%
Q40. Senior management follows through on promises made to members.	52%	21%	16%	27%	32%	11%	18%	18%

Supervisors are more likely than non-supervisors to express agreement that it is easy to communicate new ideas and information to senior management and that senior management follows through on promises made to members, but they are more likely to express disagreement that decision-making processes are transparent. Those with the fewest years of service (less than 5 years) are least likely to disagree with any of the statements. With the exception of the

youngest group (those 24 years of age and under), the general trend is for levels of agreement with the above statements to increase with age.

3.9 Services to clients

Respondents were asked to rate services provided to external clients. As shown in Figure 15, members are quite positive about these services.

- About 8 respondents in 10 (82%) rate the OPS as good or very good in terms of the respect it shows for different groups regardless of race, colour, gender, disability, or sexual orientation. Most others rate the OPS as average, while 2% say it is poor.
- About 3 respondents in 4 (75%) rate the services their section provides to external clients as good or very good. About 3% say the service is poor.
- About 2 respondents in 3 (66%) rate the ability of the OPS to provide service in both official languages as good or very good. About 1 in 5 (21%) thinks it is average in this regard, and a few (5%) say it is poor or very poor. The 2002 survey asked respondents to rate their level of agreement with the statement “The Ottawa Police Service delivers good bilingual front-line services (e.g., patrol officers, front desk, call centre) to clients”; 60% either strongly agreed or agreed with this statement, 18% neither agreed nor disagreed, 15% disagreed or strongly disagreed, and 7% did not know.

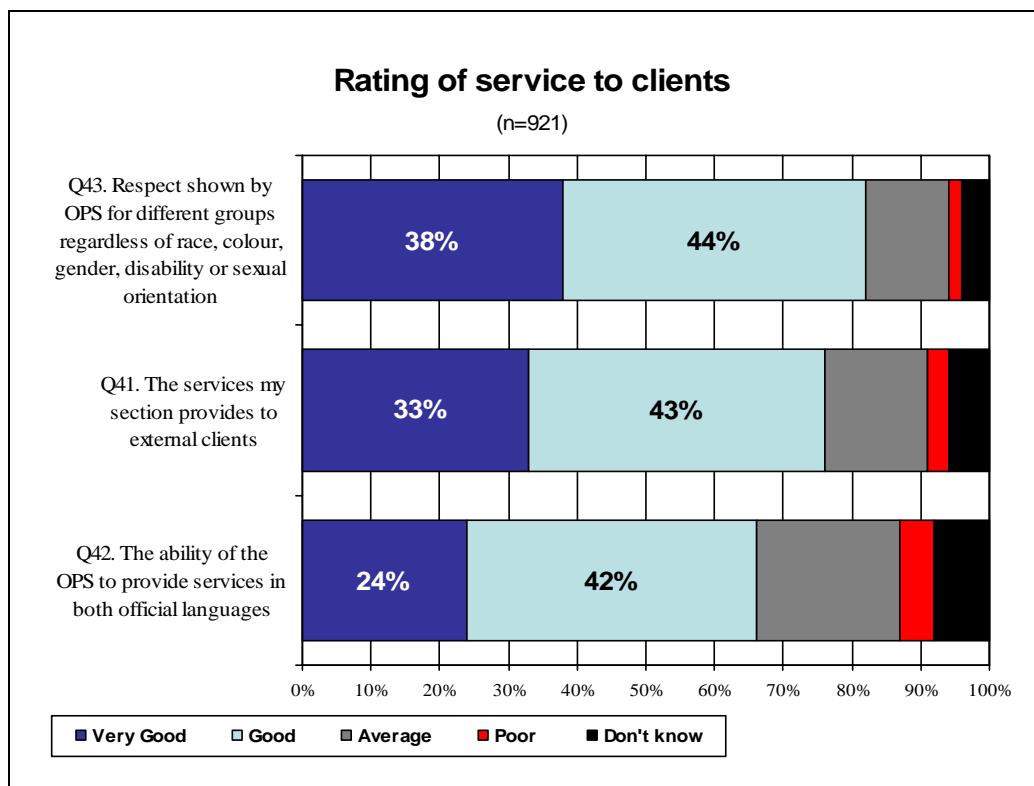


Figure 15

3.9.1 French language

Members were asked their level of agreement with a couple of other statements regarding the French language. Table 18 shows the following:

- About 1 respondent in 3 agrees that the survey should be available in French as well as in English, including 8% who strongly agree. Almost as many disagree (32%).
- Almost 1 respondent in 5 agrees that French language services should receive greater emphasis within OPS, including 6% who strongly agree. Most disagree (55%), including 18% who strongly disagree. The results are similar to those gathered in 2002.

With respect to whether or not the Member Survey should be available in French as well as in English, about one-third each express agreement (agree or strongly agree), neither disagree nor agree, and express disagreement (disagree or strongly disagree).

Table 18: French-language services		
Statement	Agree/Strongly agree (n=921)	
	2006	2002
Q47. The member survey should be available in French as well as in English.	34%	n/a
Q46. French language services should receive greater emphasis within the organization.	17%	18%

3.9.2 Differences among subgroups

Ratings of service to clients differs across divisions. As shown in Table 19, Patrol West and Corporate Services are least likely to rate the services provided by their section to external clients and the ability of the OPS to provide services in both official languages as good or very good. Those in Executive Services are more likely to agree that French language services should receive greater emphasis, while those in Criminal Investigative Services and Patrol Services West Division are least likely to express agreement.

Table 19: Statements pertaining to services to clients by division								
	Executive (n=30)	Support (n=217)	Criminal Investigative (n=171)	Emergency Operations (n=66)	Corporate (n=109)	Patrol West (n=79)	Patrol Central (n=79)	Patrol East (n=62)
	% good/very good							
Q41. The services my section provides to external clients.	86%	75%	77%	86%	68%	63%	86%	75%
Q42. The ability of the OPS to provide services in both official languages.	72%	70%	67%	62%	54%	65%	77%	71%
	% agree/strongly agree							
Q46. French language services should receive greater emphasis within the organization.	32%	23%	13%	19%	19%	9%	19%	19%

Table 20 shows that Senior Officers/Directors are the most likely to rate the services their section provides to external clients as good or very good, while Special Constables are least likely to rate it this way.

Special Constables and Senior Officers/Directors are most likely to express agreement that the Member Survey should be available in French as well as in English; however, Senior Officers/Directors are more evenly split on this question, with nearly half (49%) expressing disagreement. NCOs are also more likely than others to express *disagreement* that the Member Survey should be available in French (43%, compared to less than one-third of Constables, Civilians, and Special Constables).

Table 20: Statements pertaining to services to clients by rank/status					
	Civilian (n=267)	Special Constable (n=32)	Constable (n=379)	NCO (n=160)	Senior Officer/ Director (n=36)
	% good/very good				
Q41. The services my section provides to external clients.	73%	52%	75%	77%	89%
	% agree/strongly agree				
Q47. The member survey should be available in French as well as English.	39%	57%	32%	28%	43%

Most respondents who indicate French as their first language (61%) agree that French language services should receive greater emphasis within the organization. This number compares with just 1 in 10 (11%) respondents who reports English as his/her first language. While French (63%) and English (67%) first-language respondents are as likely to rate OPS ability to provide services in both official languages as good, those with French as their first language are five times more likely to say it is poor or very poor (15% and 3%, respectively), than those who indicated their first language to be English.

Not surprisingly, those who indicated their first language to be French are more likely to agree that French language services should receive greater emphasis within the organization than those who indicated their first language is English (61% and 11%, respectively). About 6 in 10 (59%) of those whose first language is French agree that the Member Survey should be available in French, compared to 3 in 10 (30%) of those whose first language was English.

3.10 Organization

Figure 16 presents the proportions of respondents who express agreement that their values and those of the organization are very similar and that the relationship between civilian and sworn members is good.

- Over 7 respondents in 10 agree that the relationship between civilian and sworn members is good, including 10% who strongly agree. About 1 in 10 (12%) disagrees. The level of agreement is down slightly from 2002.
- Almost 2 in 3 agree that their values are similar to those of the organization, including 12% who strongly agree. Again, about 1 in 10 (13%) disagrees. The level of agreement is similar, if up slightly, from 2002.

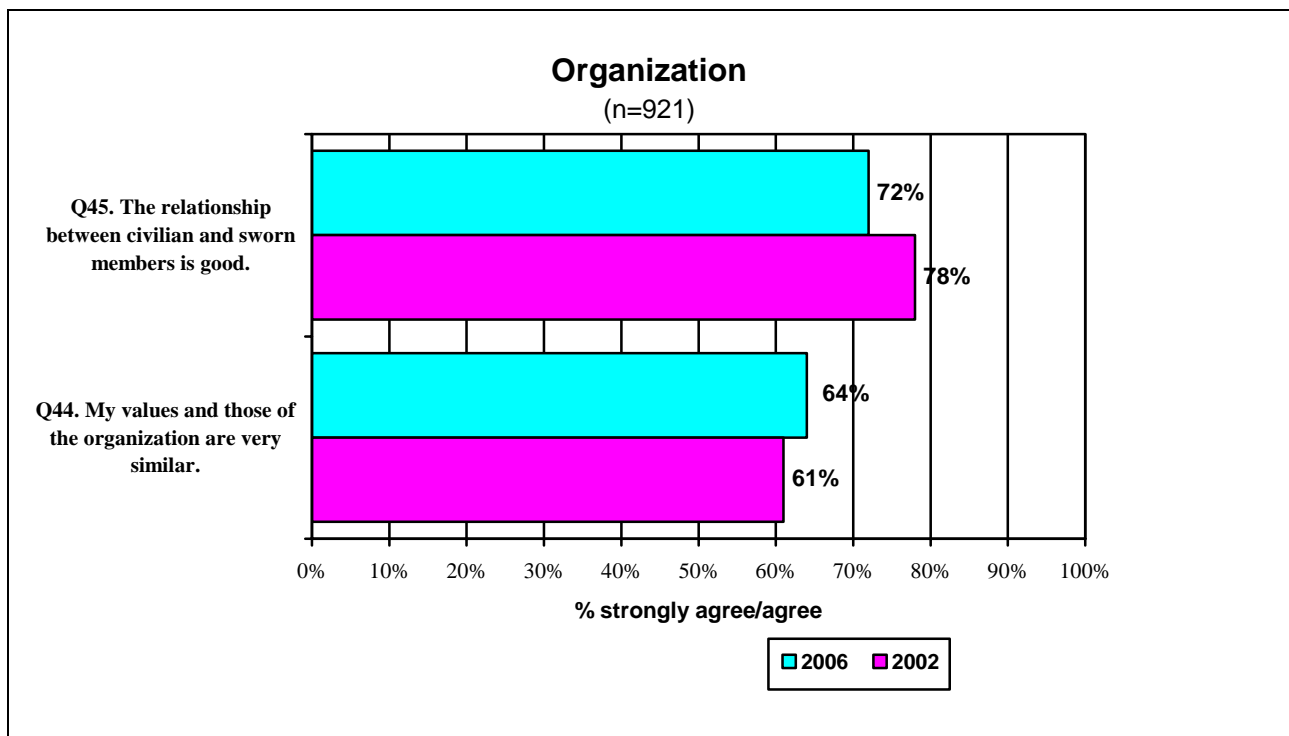


Figure 16

3.10.1 Differences among subgroups

As shown in Table 21A, Civilian and especially Special Constables are less likely to agree than others that the relationship between civilian and sworn members is good. Those in Executive Services, Support Services, and Corporate Services also are less likely than those in other divisions to agree that the relationship between civilian and sworn members is good (see Table 21B).

Table 21A: Relationship between civilian and sworn members by rank/status					
	Civilian (n=267)	Special Constable (n=32)	Constable (n=379)	NCO (n=160)	Senior Officer/ Director (n=36)
	% agree/strongly agree				
Q45. The relationship between civilian and sworn members is good.	60%	43%	78%	77%	70%

Table 21B: Relationship between civilian and sworn members by division								
	Executive (n=30)	Support (n=217)	Criminal Investigative (n=171)	Emergency Operations (n=66)	Corporate (n=109)	Patrol West (n=79)	Patrol Central (n=79)	Patrol East (n=62)
	% agree/strongly agree							
Q45. The relationship between civilian and sworn members is good.	59%	61%	78%	84%	64%	72%	88%	74%

Just over three-quarters (77%) of males agree that the relationship between civilian and sworn members is good, compared to just over two-thirds (68%) of females. Again, it is possible these results primarily coincide with the distribution of gender across ranks and divisions.

4.0 Harassment and discrimination

Unlike earlier surveys, the one conducted in 2006 includes a number of questions on the issue of harassment and discrimination in the workplace. Below, we provide an overview of these findings; however, this is not intended to be exhaustive. A separate analysis of these data may be conducted by the OPS Workplace Harassment Prevention Project team, which could produce a more detailed report.

4.1 Experience with sexual harassment/discrimination

Members were asked if they had experienced any of 12 different types of sexual harassment or discrimination in the OPS workplace in the last four years. About half the members (52%) report that they have had experience with these types of harassment or discrimination at least once in the last four years.

The types of harassment most often cited by members are:

- **Suggestive sexual stories told to them.** Almost 4 members in 10 report that they have been told such stories at least once in the last four years. Although many have been told such stories, most (22%) say it occurred once or twice, that is, rarely over the past four years. However, some (6%) report that this has happened to them frequently (6 to 10 times) or very frequently (more than 10 times). Of those who reported this type of harassment, the vast majority (85%) indicated that it was co-workers or other employees who had subjected them to this behaviour most of the time; a few indicated that it had been subordinates (7%) or immediate supervisors (5%).
- **Stereotypical jokes based on their sex.** Almost 1 member in 3 reports being told stereotypical jokes based on his/her sex. Again, most often this happened rarely (1 or 2 times), although some (6%) say it happened frequently or very frequently. The vast majority (87%) again indicated that it was co-workers or other employees who had subjected them to this, and a few indicated it had been immediate supervisors (7%).
- **Attempts to discuss sex with them.** About 1 member in 4 reports experiencing attempts to discuss sex. While about 5% say this happened frequently or very frequently in the last four years, most (14%) say it occurred rarely. Respondents primarily reported that co-workers or other employees had engaged in this behaviour (86%); some (8%) indicated it had been subordinates.
- **Crude sexual remarks made to them.** About 1 in 4 also reports experiencing crude sexual remarks. About 4% say this happened frequently or very frequently in the workplace in the last four years. Most respondents (81%) indicated co-workers or other employees had subjected them to this behaviour; 9% indicated it had been subordinates.

Figure 17 shows the percentage of members who report having experienced different types of sexual harassment or discrimination at least once in the OPS workplace in the last four years.

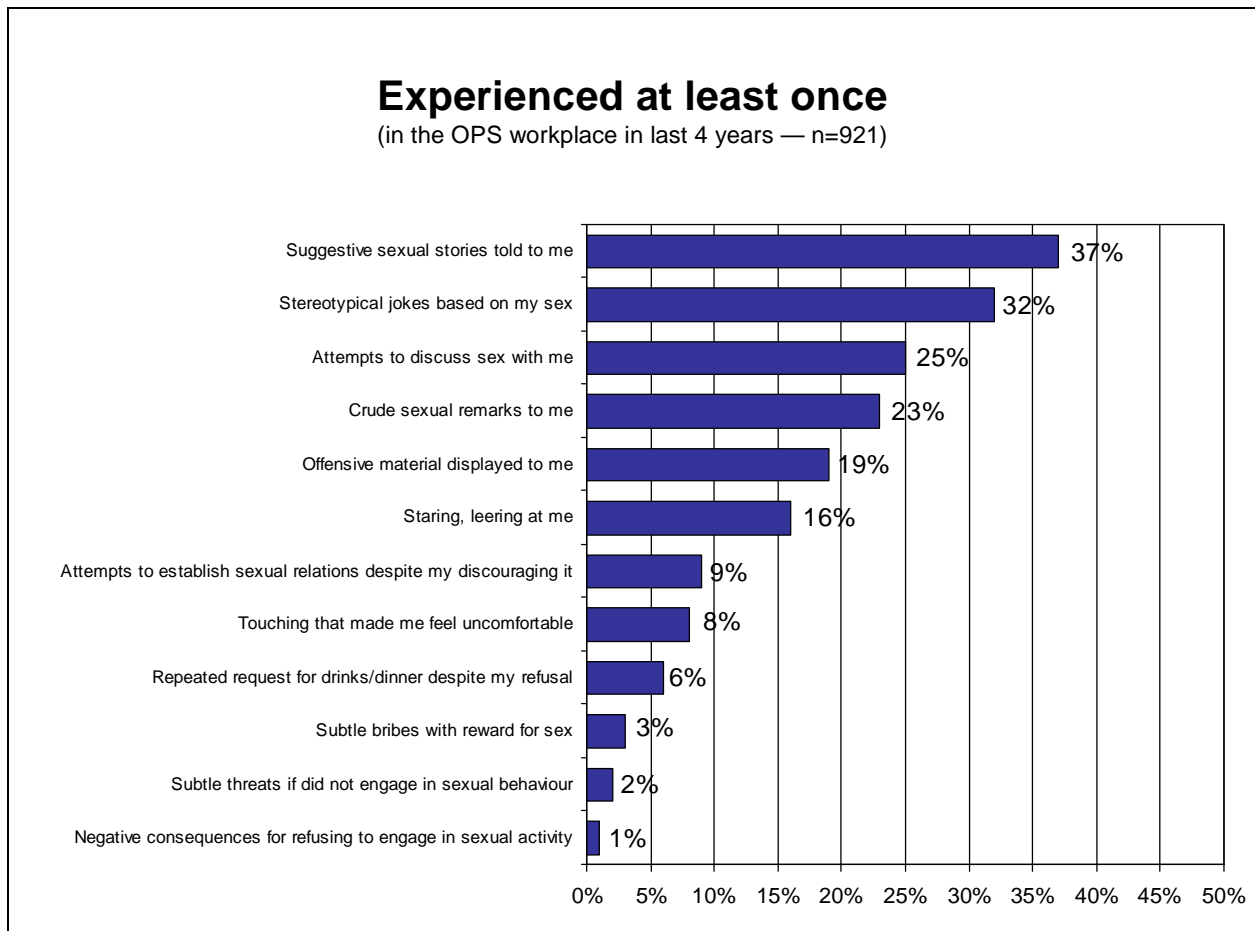


Figure 17

4.2 Dealing with sexual harassment

There are many different methods of dealing with sexual harassment or discrimination. Members were asked which of the following actions, if any, they took as a result of their sexual harassment or discrimination experience.

- The most common response was to ignore the behaviour and take no action. Among those who have had an experience, about 1 in 3 reports this behaviour.
- About 1 in 5 asked the person to stop.
- Many sought the assistance of others in the OPS. Most commonly, they informed their immediate supervisor (5%), asked someone else to speak to the person (5%), spoke to the Workplace Discrimination and Harassment Protection (WDHP) Advisor (3%), or their Association representative (2%).
- Some sought help from outside the OPS (9%) with a friend, family member, doctor, EAP, etc.
- A few filed a formal complaint either to Human Resources or Professional Standards (1%) or with the Ontario Human Rights Commission (<1%).

Many indicated they did none of these things or did not respond as to the course they took.

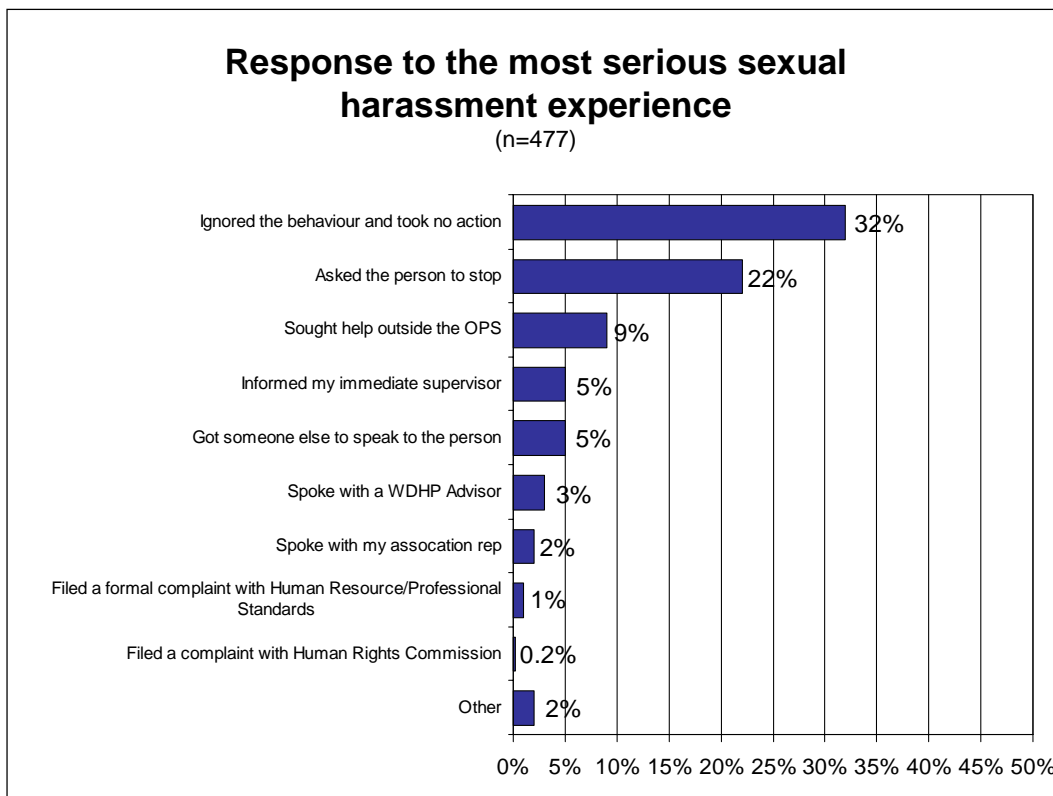


Figure 18

4.3 Experience with personal harassment/discrimination

Members were also asked if they had experiences with seven types of personal harassment or discrimination in the OPS workplace in the last four years. Again, about half (54%) report having experienced at least one of these types of personal harassment or discrimination.

The most commonly reported types of personal harassment or discrimination experience are as follows:

- **Belittlement or being subjected to put-downs, insults, or degrading comments.** Almost 4 respondents in 10 report they have experienced such harassment at least once in the last four years. Most (19%) report it happened rarely, although some (10%) say it happened frequently (6 to 10 times) or very frequently (more than 10 times). Most (56%) reported that co-workers or other employees had subjected them to this behaviour most of the time, whereas some (25%) reported that it had been their immediate supervisor.
- **Being discredited** (that is, rumours spread about you, having your work undermined, degrading comments made about you in your absence). Almost 4 respondents in 10 also report that they have experienced this type of harassment at least once. Some (9%) report that it has happened frequently or very frequently. Again, most (62%) reported being subjected to this by their co-workers or other employees, and some (17%) reported having been mostly subjected to this by their immediate supervisor; 8% reported having been subjected to this by a subordinate.
- **Being prevented from expressing oneself** (that is, being yelled at, threatened, interrupted, prohibited from speaking). Over 1 respondent in 4 reports having had this experience in the last four years. Some (6%) say it has happened frequently or very frequently in the last four years. Just over 1 in 3 (36%) reports it had mostly been their immediate supervisor who had subjected them to this, with nearly 1 in 3 (29%) reporting it had been their co-worker or another employee, and nearly 1 in 5 (19%) reporting it had been a manager or section head who had subjected them to this behaviour most of the time.
- **Being ignored or isolated** (that is, not being talked to, distanced from others). About 1 respondent in 4 also reports having experienced this type of personal harassment or discrimination. Some (8%) say that such behaviour has happened frequently or very frequently. Most (55%) reported co-workers or other employees had most subjected them to this, though some (18%) indicated it had mostly been their immediate supervisor; some (11%) indicated it had been a manager or section head.

Figure 19 shows those who have experienced these and other types of personal harassment or discrimination in the last four years in the OPS workplace.

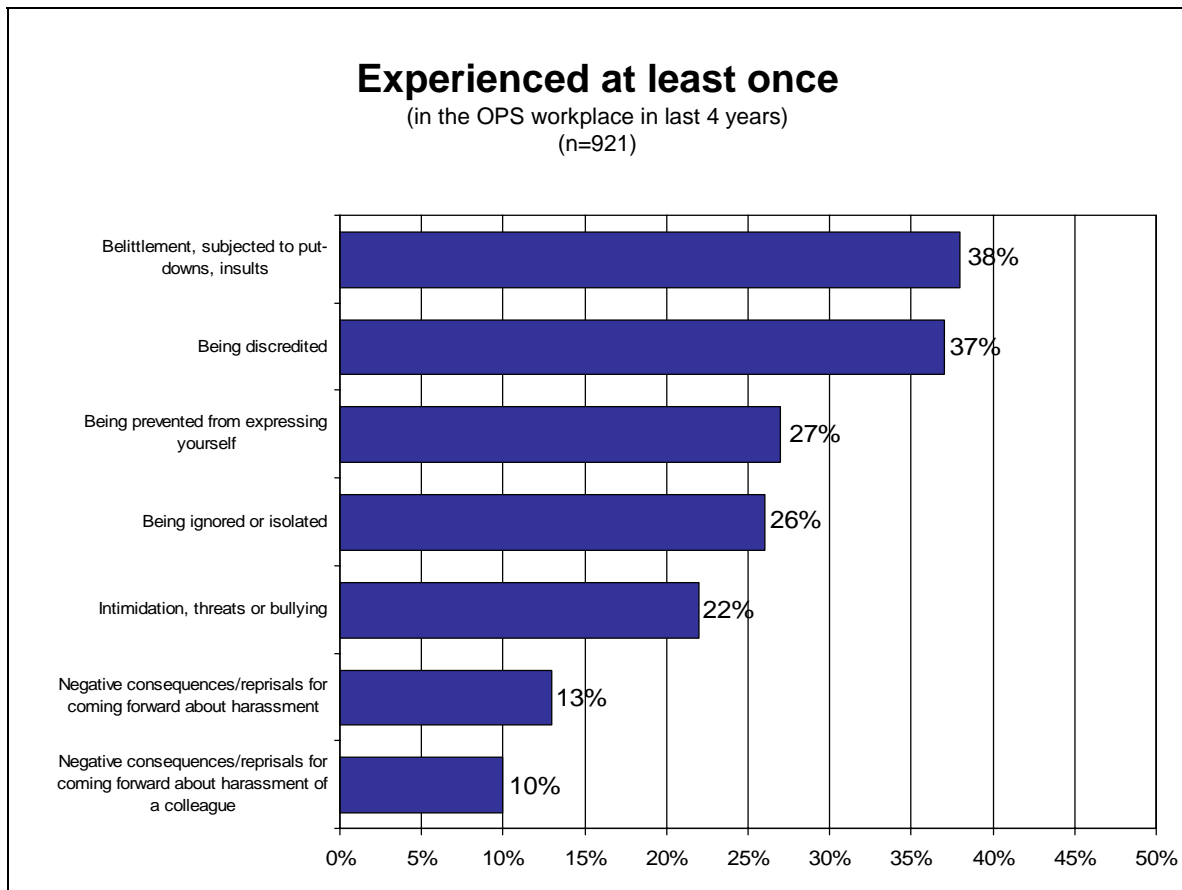


Figure 19

4.4 Dealing with personal harassment

Members who had experienced any type of personal harassment or discrimination in the last four years were asked to think about their most serious experience and indicate how they responded.

As shown in Figure 20, the most common responses are similar to those who have had a sexual harassment experience.

- Most commonly, respondents report that they ignored the behaviour and took no action. Indeed, about 4 in 10 who had an experience report they did nothing about it.
- About 1 in 3 asked the person to stop.
- About 1 in 4 informed their immediate supervisor.
- Nearly 1 in 4 sought help outside the OPS, by talking to a friend, family member, doctor, psychiatrist, EAP, or someone else.

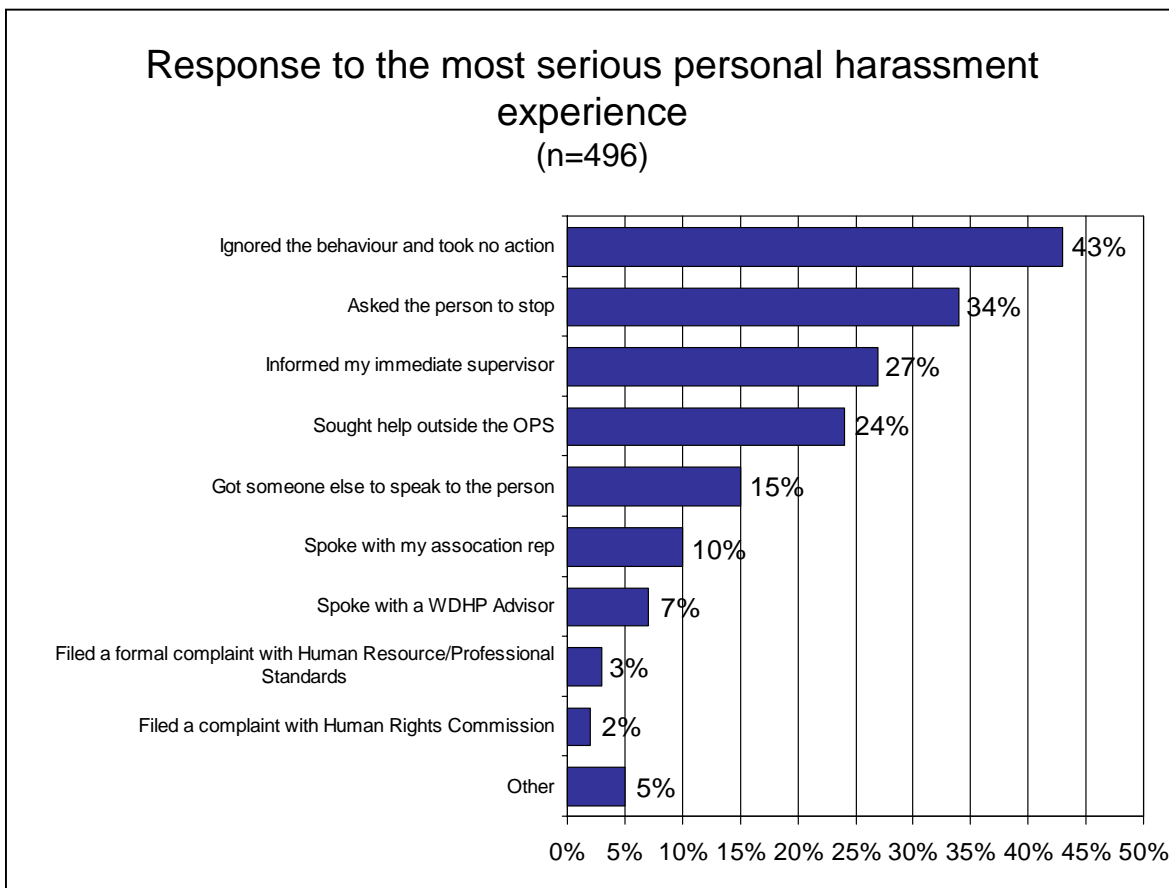


Figure 20

4.5 Witnessing harassment or discrimination

In spite of the high proportion of respondents that report having personally experienced harassment or discrimination, most (72%) indicate that they have not witnessed any incidents of either sexual harassment or personal harassment/discrimination within the last four years, whereas 28% indicate that they have.

Those who reported having witnessed sexual or personal harassment or discrimination were asked to think about the most serious incident they had witnessed and indicate how they had responded. The complete results are presented in Figure 21.

- Most commonly, respondents spoke to the victim, with 3 out of 4 respondents reporting that they responded in this way.
- About 1 in 3 respondents asked the perpetrator(s) to stop.
- About 1 in 3 ignored the behaviour and took no action.
- Just over 1 in 4 respondents reports that he/she responded by informing his/her immediate supervisor.

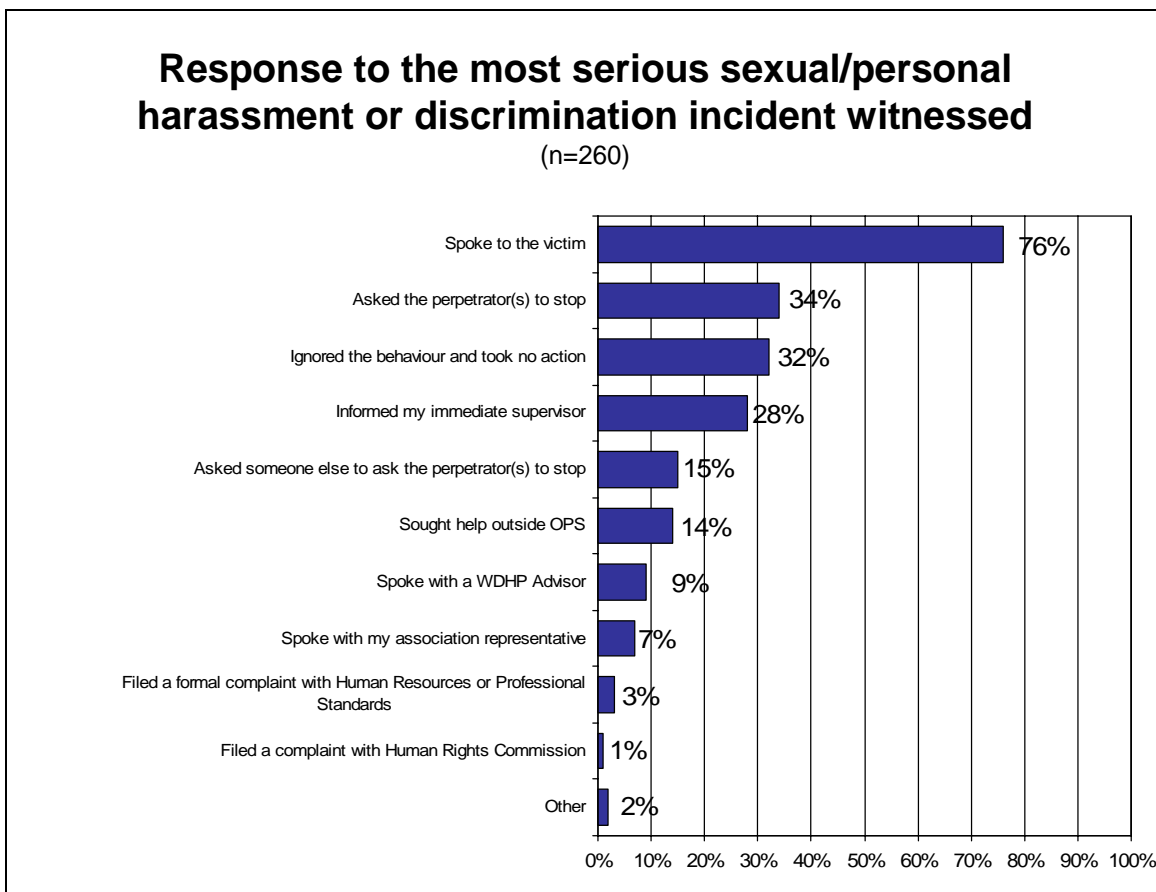


Figure 21

4.6 Experience with harassment by gender

As might be expected, female members are more likely than male to report experiencing sexual harassment or discrimination. Female members are also more likely than their male counterparts to report experiencing personal harassment and witnessing harassment of others.

- Almost 4 female members in 10 report witnessing sexual or personal harassment of other OPS members in the workplace in the last four years. This compares with 1 in 4 males.
- Among female respondents, 7 in 10 report personally experiencing sexual harassment or discrimination in the workplace in the last four years. This compares with about 4 in 10 male respondents.
- About 2 female respondents in 3 report that they have experienced personal harassment or discrimination in the last four years. This compares to less than half of male respondents.
- Overall, more than 8 female members in 10 report having experienced some type of sexual or personal harassment or discrimination at least once in the OPS workplace in the last four years. This compares with 6 in 10 male respondents.

See Figure 22.

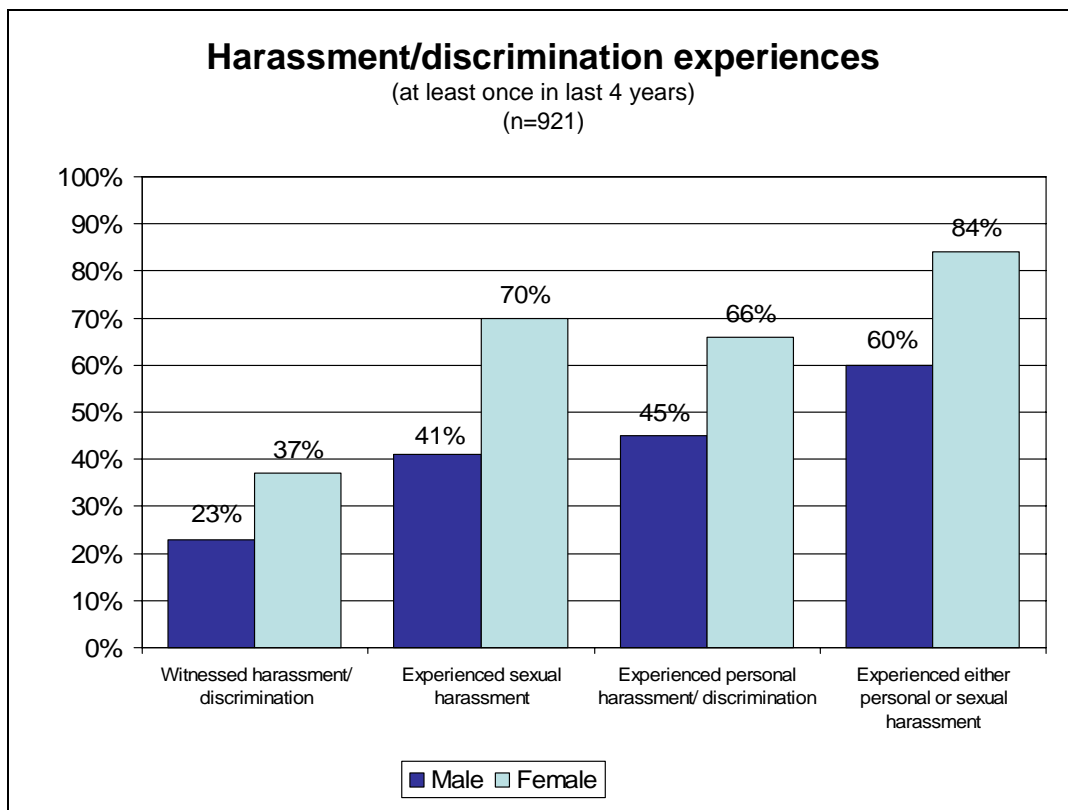


Figure 22

4.7 Outcome of harassment

Respondents who reported experiencing personal or sexual harassment or discrimination were asked if it had stopped. They were also asked whether they were denied any professional development or career opportunity because of the experience.

- Some 8% of respondents report that the sexual harassment or discrimination has not stopped (representing about 4% of the overall respondents).
- About 4% of those who have had an experience say they were denied a professional development or career opportunity because of it.
- As shown in Table 22, it is much more common for individuals who report a personal harassment to say that it has not stopped. Indeed, 27% say it has not stopped, representing 14% of all respondents.
- Many (23%) also believe personal harassment or discrimination has denied them professional development and career opportunities.

	With experience (n=477-496)	Overall (n=921)
Sexual harassment/discrimination has NOT stopped (Q82)	8%	4%
Denied a professional development or career opportunity with the OPS as a result of a sexual harassment experience (Q83)	4%	2%
Personal harassment/discrimination has NOT stopped (Q108)	27%	14%
Denied a professional development or career opportunity with the OPS as a result of a personal harassment experience (Q109)	23%	12%

4.8 Perceptions of OPS supports

Ottawa Police Service provides organizational and employee supports to members who have experienced sexual or personal harassment or discrimination. These include specialized services such as the Workplace Discrimination and Harassment Protection Advisor, more general services such as the Employee Assistance Program, or other staff, such as supervisors or senior management. Among those who had experienced sexual or personal harassment or discrimination in the last four years (n=660), 13% report having taken advantage of these supports.

Among those who had used these supports, about half report being dissatisfied with the way in which their harassment or discrimination experience was handled. Conversely, about 1 in 5 reports being satisfied with that experience. See Table 23.

Table 23: Use of support and satisfaction with how harassment was handled	
<i>Q122. Thinking of either the most serious sexual harassment or personal harassment/discrimination experience in the last four years, did you take advantage of any of the Ottawa Police Service organizational/employee supports?</i>	
<i>Q133. Overall, how satisfied are you with the way in which your harassment or discrimination experience was handled?</i>	
Used organizational/employee supports	(n=660)
Yes	13%
Satisfaction with how experience handled	(n=87)
Satisfied/very satisfied	22%
Neither	16%
Dissatisfied	54%
No response	8%

Among those who report using supports, the most common are supervisors (used by 3 in 4), representatives of the Ottawa Police Association or the Senior Officers' Association (used by about 7 in 10), and senior management (used by about 6 in 10). The least commonly used supports were OPS chaplains/physicians (used by about 1 in 4) and the Victim Crisis Unit (used by 3 in 10). See Figure 23.

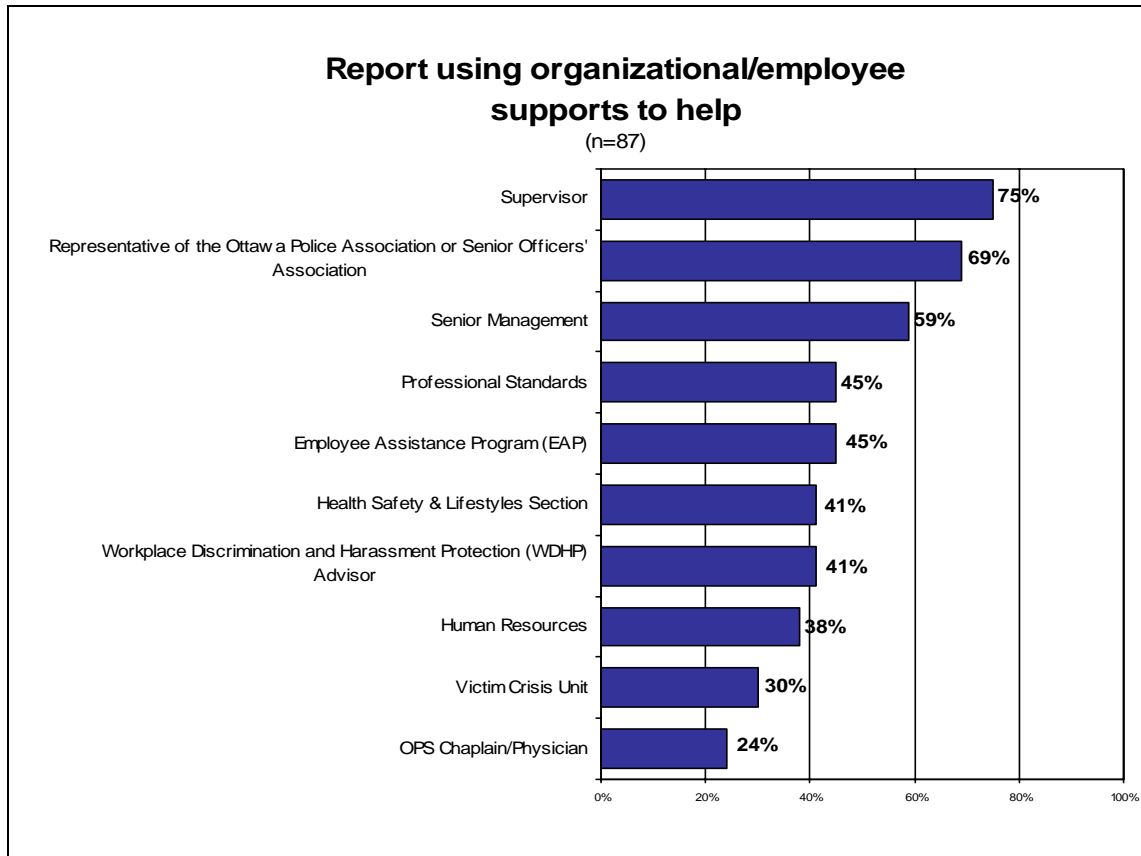


Figure 23

Those who used these supports were asked the extent to which each helped them. In all cases, the sample size is very small, and caution should be used in interpreting these findings. Among those who had made use of their supervisors, about 2 in 3 indicate they had helped at least to some extent in dealing with the problem, and 7 in 10 of those who had used the Ottawa Police Association or Senior Officers' Association indicated these organizations had helped them at least to some extent. Over half of those who sought help from senior management report they had helped them at least to some extent. See Figure 24.

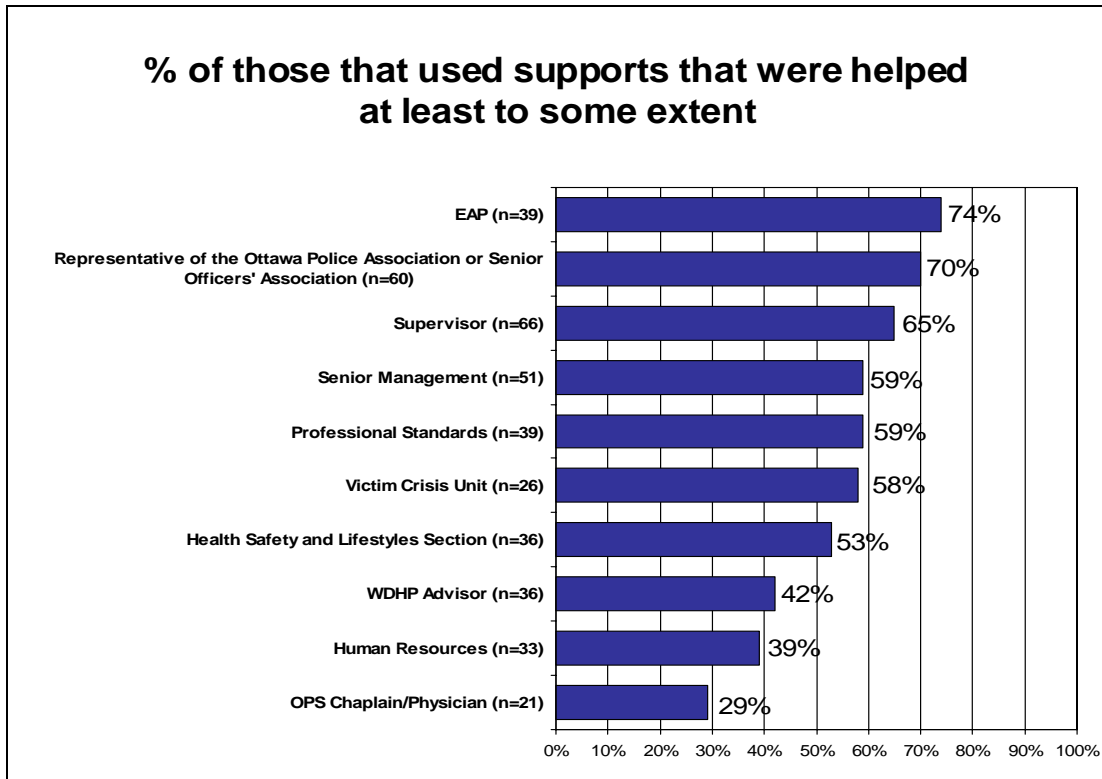


Figure 24

4.9 Perceptions of the OPS

Respondents were asked to rate their level of agreement with four statements about how the OPS and its staff are handling issues of sexual or personal harassment/discrimination. The statements are as follows:

- *The Ottawa Police Service works hard to create a workplace that prevents harassment and discrimination.* Just over half agree with this statement, including 12% who strongly agree. Over 1 in 10 (12%) disagrees.
- *I am confident in my manager's ability to appropriately respond to matters relating to harassment and discrimination.* Just over half agree with this statement, including 14% who strongly agree. Conversely, almost 1 in 6 (17%) disagrees with this statement. The remaining 3 in 10 (29%) neither agree nor disagree, or do not know.
- *I feel safe reporting a harassment or discrimination complaint if I have been harassed or have witnessed someone being harassed.* Almost half agree with this statement, including 10% who strongly agree. About 1 in 5 (20%) disagrees with this statement.
- *I am satisfied with the way in which the Ottawa Police Service responds to matters related to harassment and discrimination.* About 1 in 3 agrees with this statement, including 5% who strongly agree. Less than 1 in 7 (15%) disagrees. Most (53%) neither agree nor disagree or do not know.

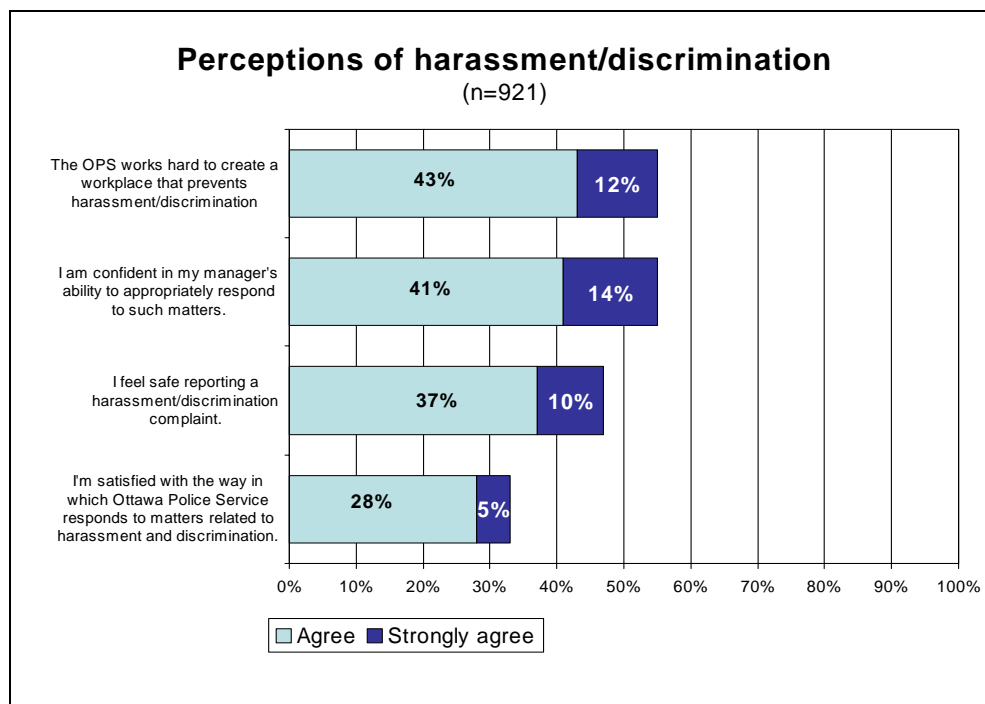


Figure 25

In all cases, individuals who report a sexual or personal harassment/discrimination experience in the last four years are more likely to disagree with all these statements.

5.0 Other issues and comments

Respondents were given the opportunity to offer additional comments or concerns about their work life at the OPS. Three-quarters of respondents did not provide any additional comments. Complete results are presented in Table 24. Although a few provided additional positive comments about their workplace or job, most of the comments provided were negative.

The three most common concerns raised by respondents are about management/leadership in the organization, the promotion process, and work volume increasing disproportionately to staffing levels. Other issues raised by a few include the need for more training and professional development, concerns about the organization's priorities/direction, concerns about the transfer system, and the conduct of the survey.

Table 24: Additional comments or concerns about work life at OPS	
Comment	%
None/no further comments	75%
Gives information to explain survey answers	1%
Positive comments	
Good place to work/satisfied with job	3%
Positive environment	1%
No discrimination/discrimination handled fairly	<1%
Other positive comments	1%
Negative comments	
Issues about management/leadership	6%
Issues about the promotion process	5%
Work volume increasing/staffing not keeping up	4%
HR issues: More training/professional development	3%
Issues with priorities/direction	3%
Issues about the transfer system	3%
Issues about the evaluation/appraisal system	2%
Low morale	2%
Not satisfied with workplace	2%
Issues about benefits/compensation	2%
Complaints about co-workers	1%
Survey issues	
Issues with survey questions/response categories	3%
Disagree with intent of the survey	1%
Do not believe it is anonymous	<1%
Do not like online	<1%
Issues surrounding harassment	
Not enough being done to support harassment policy	2%
Not enough support for those who make allegations	2%
Harassment policies cause problems	1%
Rank/status-specific issues	
Issues specific to civilians	1%
Issues specific to Special Constables	<1%
Issues specific to Special Constables/civilians	<1%
Other negative comments	3%
Note: Respondents could provide more than one answer. Totals may sum to more than 100%.	

6.0 Conclusions

Job satisfaction among members of the OPS appears to be generally high. Over 8 in 10 report being satisfied or very satisfied with their jobs. This positive perception is reflected in the fact that the vast majority of members also agree that their job is a good fit for them, they receive good benefits, and most important, they are proud to be a member of the OPS. Fewer (7 in 10) agree that they are well paid for their job.

While members are satisfied with their jobs, fewer appear to be satisfied with other aspects of their work environment. For example, only 2 in 3 feel they are allowed the flexibility to balance their personal, family, and work needs. And only half agree the OPS provides support services to help members with this balance. Similarly, members appear to have concerns with the quality of their physical work environment. For example, less than half agree that there are adequate security measures in place at OPS facilities. Members' perceptions of work resources also appear to be less favourable than their overall job satisfaction. For example, about 2 in 3 agree that they have adequate resources to do their work properly; however, there appear to have been significant improvements in resources since 2002 when about half agreed with this statement.

A majority of members appear to have positive impressions of their supervisors, although results suggest supervisors may need to focus on providing more feedback on performance and offering more help with career development. Members have very positive impressions of their work unit. The vast majority agree that it works well as a team when required, everyone is accepted as an equal member of the team, and their unit is supportive and respectful of one another. This positive impression of their work unit is reflected in the fact that most report morale in their unit is high or moderate. However, about 1 in 6 reports that morale is low in their work unit.

One of the areas of greatest weakness according to members is skills, career, and professional development. Most members do not believe that, within the OPS, promotions and transfers are based on individual skills and experience. Indeed, only about 1 in 6 agrees this is the case. In part, this is reflected in the fact that only half agree they have opportunities for additional training and that there are career opportunities available to them. Another area of concern is the impressions many members have of senior management. In particular, most do not agree that senior management follows through on promises made to members, nor that the decision-making processes at this level are transparent.

Although members identify areas of weakness, these do not appear to prevent them from providing good or very good service to external clients. Indeed, 3 in 4 say the service they provide is at least good.

Most respondents (7 in 10) report they have experienced or witnessed sexual or personal harassment/discrimination at least once in the last four years. Female members (84%) are more likely than male (60%) to report having experienced sexual or personal harassment. Regardless of the type of harassment, the most common response is simply to ignore it, although a few have used employee or organizational supports.