



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

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

**Outreach Recruitment Project
Champion Management Program
Proposal**

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Forward.

The Ottawa Police Service recognizes the need for an aggressive and strategic approach to recruitment that goes beyond the processing of “in cabinet; on-hand” applications. This means that we will take a very pro-active approach to ensuring that not only do we have a healthy number of applications on file from which we can draw a solid number of qualified applicants, but that the population of those applications will be as diverse as the population of the City of Ottawa. This proactive approach is the development of a group of Champions, both of internal members and members of the community, working together as teams to reach out to the various and diverse communities within the City of Ottawa. This report is about the management of such a resource as “Recruitment Champions”

General Overview.

The responsibility for the management of the Recruitment Champion Program shall rest with the Staff Sergeant in Human Resources – Resourcing Unit reporting to the Director of Human Resources. At the onset of the program, daily functions required for managing the Champions and the various recruiting initiatives will be the responsibility of the Human Resources Constable under the supervision of the Human Resources Sergeant.

The Human Resources Constable is a new position but one that was identified and approved under the complement review initiative for the Human Resources Section in 2001. This position is necessary in order to effectively manage Outreach initiatives and to meet the objective of the Strategic Staffing initiative identified in 2001 which identified the need for the Ottawa Police Service to increase its complement by 12% over a five year period ending in 2006.

Components to be addressed in the management of the Champions, all identified in this report, shall include:

- Purpose and main functions of:
 - Recruitment Champion Program
 - Internal Recruitment Champions
 - Community Recruitment Champions
- Duties and responsibilities of the Champions.
 - Internal
 - Community
- Support for Champions including;
 - Information Sessions and Selection
 - Training
 - Resources
 - Reporting Structure and Resources
- Support for the Program to develop:
 - Pro-active Initiatives
 - Community Initiatives
 - Statistical Data

Purpose and Main Functions:

Recruitment Champion Program.

The Champion Program shall be an on-going effort and approach to support within Human Resources the management of Internal and Community Champions. Internal and Community Champions will be recruited and trained, as required, on an on-going basis to support the objectives and resourcing of the Outreach Recruitment Program.

The Champion Management Program will include the recruitment, training, supervision and guidance of Champions; as well as the review of Champion performance against their stated objectives. The performance of Champions will be monitored and reviewed as required to ensure their actions and involvement produce the required results and links to the community.

Management and assessment of each of the Champions' progress and success within the program shall include the gathering and analysis of data on the number of contacts, events attended and the tracking of the involvement of the Champions. The success of the Champion Program will be measured through an analysis of the data collected, which will be reviewed against organizational recruiting goals.

Through the Champion Management Program internal and community Champions will be able to work together to promote careers within the OPS, and to support interested individuals throughout the application process. Champions will be able to respond to requests from the community, as well as to proactively build networks within the community, and to develop and carry out strategies for recruitment outreach within specific communities, all coordinated through the Champion Management Program.

The Champion Management Program shall include a variety of recognition options available such as certificates, luncheons, letters of appreciation, recognition at the annual award ceremony etc. Other options shall be explored to reflect the uniqueness of the service our Champions will be performing.

The Internal Recruiting Champion role is recognized as part of the members' primary duties. As needs are identified by the Staff Sergeant of Human Resources, the Champion shall be available to schedule a minimum of 2 days per month or its equivalency in hours (cumulative to 6 days maximum at any given period) to recruitment initiatives.

Internal Recruitment Champions.

The Outreach Recruiting Champions will provide support and assistance in Outreach Recruitment Projects. The Champions role will be to promote the Ottawa Police Service (OPS) as a viable career choice amongst the diverse communities within the City of Ottawa. The Champions role will also include promoting and encouraging the community and diversity initiatives of the Ottawa Police Service. The Champions will become familiar with the Constable Selection System, the civilian hiring processes, student job

opportunities and volunteer and co-op arrangements, as well as OPS careers, and will be able to introduce potential candidates to their various components. The Champions will also work with SROs and NHOs in their recruiting projects.

Community Recruitment Champions

The Community Outreach Recruitment Champions will provide support and assistance in Outreach Recruitment Projects. The Champions role will be to promote the Ottawa Police Service (OPS) as a viable career choice amongst the diverse communities within the City of Ottawa. The Champions role will also include promoting and encouraging the community and diversity initiatives of the Ottawa Police Service. The Champions will become familiar with the Constable Selection System, the civilian hiring processes, student job opportunities and volunteer and co-op arrangements, as well as OPS careers, and will be able to introduce potential candidates to their various components.

Duties and Responsibilities:

Internal Champions.

- Be active with in the community with a goal towards establishing and maintaining a strong network of contacts throughout the community to assist in promoting OPS as an employer of choice and policing as an attractive career;
- Encourage members of our diverse communities to apply to join the Ottawa Police Service;
- Actively promote the Ottawa Police Service as a good place to work by organizing, coordinating and attending outreach events, as requested;
- Conduct internal presentations on the Constable Selection System, the OPS civilian hiring process, and OPS careers;
- Conduct presentations to members of the community on the Constable Selection System, the OPS civilian hiring process, and OPS careers, in conjunction with an external Champion;
- Respond to internal and external requests for information on the OPS recruitment process and OPS careers as directed by the S/Sgt;
- Help connect interested community members with External Community Recruitment Champions;
- Support potential applicants throughout the hiring process, in partnership with External Community Recruitment Champions;
- Work in conjunction with External Community Recruitment Champions to identify and assist in overcoming barriers throughout the hiring process (to include barriers and challenges encountered in the community);
- Support the value of diversity in the workplace;
- Address multi-cultural concerns both internally and externally;
- Ensure the confidentiality of all information obtained through duties;
- Serve as a role model for other members of the Service

Community Recruitment Champions.

- Approach various communities and groups to promote OPS recruiting;
- Establish a strong network of contacts throughout the community to assist in promoting the OPS as an employer of choice and policing as an attractive career choice;
- Encourage members of our diverse communities, through networks and contacts, to apply to join the Ottawa Police Service through networks and contacts;
- Actively promote the Ottawa Police Service as a good place to work;
- Assist in the organization, coordination and attend outreach events;
- Assist in making presentations to various groups;
- Respond to basic requests for information on the OPS recruitment process and OPS careers;
- Help connect interested community members with OPS Internal Outreach Recruitment Champions;
- Support potential applicants throughout the hiring process in partnership with OPS Internal Outreach Recruitment Champions;
- Work in collaboration with the OPS to identify and overcome barriers and challenges encountered by potential OPS job applicants both in the process and in the community;
- Support the value of diversity within the workplace;
- Address multi-cultural concerns within the community.

Support for Champions

Information Sessions and Selection.

Human Resources, shall as required, announce and present information sessions to attract and inform new potential candidates for the positions of Internal Recruitment Champion and Community Recruitment.

Internally they will be members, both sworn and civilian, of the Ottawa Police Service who successfully demonstrates that they have the skills and abilities described in the job description for the position of Internal Recruitment Champion. Postings will be initiated on an as needed basis.

From the Community, the participants will be recognized leaders within our diverse community, who have taken an interest in assisting the Ottawa Police in their recruiting from all communities. They must be successful in their application through the volunteer process prior to their participation.

Training.

Training consists of two days and will include both Internal Recruitment Champions and Community Recruitment Champions being trained together. The first day will address areas of required common knowledge in recruiting and the second day will address areas of specialty in the area of recruiting from within a Diverse Community. Each of the two days will consist of 8 hours of training and will be targeted to address identified areas.

The objective of the course is to impart knowledge in the areas of:

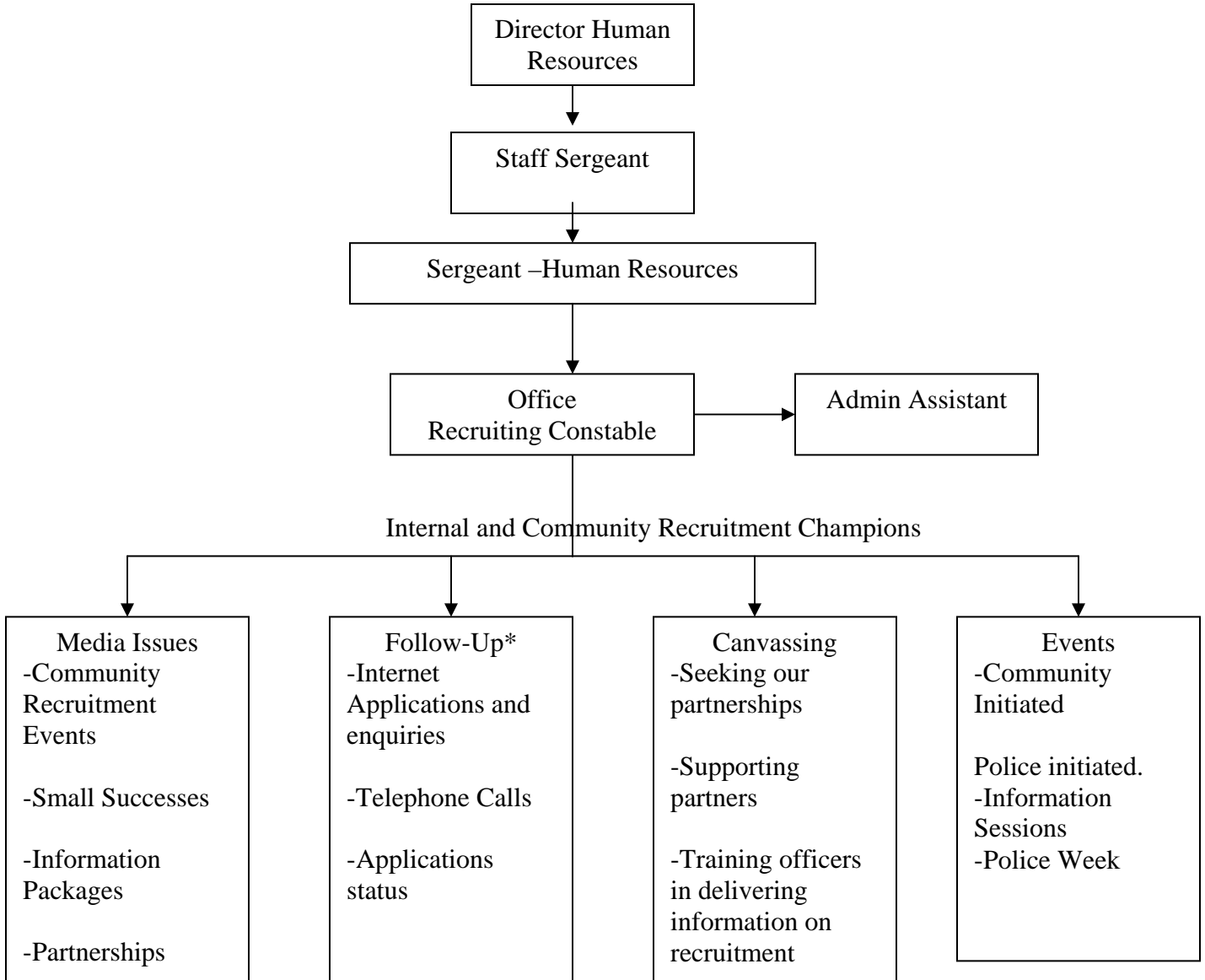
- Recruitment processes for Civilians / Students – summer and co-op / Volunteers/ Police Officers / Special Constables.
- Collective Agreements – emphasis on salaries and benefits
- The Constable Selection System
- The on-line application processes
- The Ottawa Police Website
- Organization Knowledge – Transfer / Promotions / Career Information
- Commonly asked Questions from experienced recruiters in Ottawa Police
- Roles and responsibilities of the Internal and Community Champions

Reporting Structure and Resources.

The ultimate responsibility for the management of the Recruitment Champion Program shall rest with the Staff Sergeant in Human Resources – Resourcing Unit. At the onset of the program, daily functions required for managing the Champions and the various recruiting initiatives will be the responsibility of the Human Resources Constable under the supervision of the Human Resources Sergeant.

The Staff Sergeant in Human Resources shall report the status of the recruitment program and the work accomplished to the Director of Human Resources on a quarterly basis. The HR Sergeant and HR constable shall ensure that all reports and data as required are provided to the Staff Sergeant in a timely fashion.

Outreach Recruitment Project – Champion Management Program



***EXAMPLE**

Candidate	Assigned	Contact Status	CSS Status	Complete
John Doe	Cst. Smith	Stage 1	ECI complete	
Jane Dow	Cst. Modem	Stage 4	Complete	Recommended
Robert Bob	Cst. Drain	Stage3	Awaiting ECI	

CONTACT STATUS – Specific Work Details to be Defined

Stage 1	Stage 2	Stage 3	Stage 4
-First call -Information Package -Web-site identified	-Follow up -Getting ready for ATS	-Getting ready for interview -Informed on what to expect next	-Welcoming them to policing.

Support for the Program

Proactive Initiatives

As identified at the inception of the Outreach Project, passive recruiting no longer satisfies the needs of the community or of the Police Service. Proactive initiatives will be developed with the recruitment Champions in order to maximize our exposure to community groups, volunteer organizations, placement agencies, government agencies educational institutions and the various groups / organizations which lend support to new immigrants.

Managing the Champion program will include encouraging and expecting our Champions to build relationships with identified groups and initiating contacts to build inroads within the various communities in Ottawa. Gathering such information as well as coordinating initiatives such as presentations, discussions, information booths etc... will be a significant component of managing the Champions.

Champions will be responsible for providing the necessary information to make proactive initiatives a reality. Managing this aspect of the Champion program will require the establishment of a comprehensive data base in order to track information gathered, contacts made, initiatives undertaken and the Champions involved. The Data base shall be developed with the assistance of the IT Section with funds identified in the Outreach Project budget under Human Resources.

Community Initiatives

The Ottawa Police presently enjoys a strong relationship with many agencies within the community which often request of us information or participation in events linked to recruiting. The Champion Program will answer to these requests. Tracking requests, assigning them to Champions and assessing their impact/results will be done in order to maximize our efficiency.

Statistical Data

Managing the Champion program shall include the gathering and analysis of data as it relates to the recruiting process and our efforts within the community. Maintaining data on the number of contacts, events attended and the tracking of the involvement of Champions shall be part of the reporting structure. Assessment tools will be developed to help us determine where our efforts had the most significant impact. There is a direct link between the statistics of the Champion Management Program and our Organizational goals. We will be able to provide data on how many potential applicants to Ottawa Police took part in ATS testing, how many applicant's interest in policing was generated as a result of an initiative within the Champion program and how many were successful or not. It would also be beneficial to be able to obtain and consider feedback from individuals and/or groups exposed to our Champions. Such information would assist us in refining the program and tailoring it to the community's needs.

Resources

Recruiting Constable

Through the Strategic Staffing Initiative , the necessity for a second Constable to be assigned to the Resourcing Unit was identified. The appointment of this second Constable for the Resourcing Unit is key to the success of the management of the Outreach Recruitment Program and more specifically the Champion Management Program. The daily functions related to the objectives outlined in this document will be the responsibility of the Recruiting Constable. It is imperative therefore that the appointment of the Recruiting Constable as approved through the SSI process take place in 2004.

Work Space Requirements for Recruiting Constable

The addition of a Constable to the Resourcing Unit will require the addition of one workstation for the Human Resources section. In 2005, the Finance Section is scheduled to be moved to level one of the Elgin Street Station, which will result in additional office space being made available to the Human Resources Section. Until such time however, the identification of an appropriate workstation of the Resourcing Constable presents a challenge.

Notwithstanding the challenge being faced in identifying work space for the Recruiting Constable, there are costs associated to creating a new work area reflective of our corporate standards. These costs are as follows:

Computer	\$1200
Computer software	\$500
Set up power outlet & cable drop	\$250
Desk, chair, cabinet & panels	<u>\$5,000</u>
Total Cost	\$6,950

The cost indicated above represents the financial commitment required to build a new workstation. Efforts will be made to identify and utilize existing resources, within the Ottawa Police Service, to minimize the costs associated to this initiative. These costs would be funded through money assigned to the Strategic Staffing Initiative.

At the present time, identifying a work area within the Human Resources section for the Recruiting Constable is challenging. If required, alternative accommodations, other than 474 Elgin Street shall be explored. Present options include the East and West Division buildings as well as various Community Police Centres. An expansion and renovations of space presently allocated to the Human Resources Section is anticipated in 2005/06 and will include the appropriate work area for the Recruiting Constable.