

Ottawa Police Service



Count Me In!

Research Report: OPS Member Composition

**with Implications and Recommendations
for the Outreach Recruitment Project**

Prepared by

Dr Carina Fiedeldey-Van Dijk

For





Count Me In! OPS Census Revealed

Your Point-&-Click Guide

Just point to the census topic with your mouse and control-click it to reveal the census results.

Acknowledgements

[Recognising all involved](#)

Executive Summary

[High-level findings and recommendations](#)

Methodology Used for Data Analysis

1. [The science behind the OPS census results](#)
2. [The power of the census results](#)
3. [Becoming equipped to fully appreciate the census results](#)

Organizational Demographics

Reason for asking:

Our members are our greatest assets – and just like we keep track of the number of cars and rounds of ammunition we have, we are keeping an accurate inventory of the contributions of our members to the OPS.

1. [What division do you currently work in?](#)
2. [At what Police station or building do you currently work most of the time?](#)
3. [What is your status with the OPS?](#)
4. [Are you working full-time or part-time, and on a permanent or contract basis?](#)

Work Activities

Reason for asking:

These questions allow us to examine the amount of time we spend on work activities, both on the job, and outside of work.

5. [Last week, how many hours did you spend working for pay?](#)
6. [Last week, how many hours did you spend doing the following unpaid activities?](#)
7. [How do you spend your time outside work?](#)



Count Me In! OPS Census Revealed

Your Point-&-Click Guide (cont.)

Just point to the census topic with your mouse and control-click it to reveal the census results.

Children and Other Dependents

Reason for asking:

These questions help us understand the types of dependent care being expected of our members.

8. [Who do you provide dependent care for?](#)
9. [How old are the dependents living with you?](#)
10. [In the past 12 months, how often did someone else provide dependent care while you work?](#)

Workforce Demographics

Reason for asking:

These details enable us to better understand the composition of our workforce.

11. [What age group do you belong to?](#)
12. [Which of the following best describes your marital status?](#)
13. [What is your gender?](#)
14. [What is your sexual orientation?](#)

- 15a) [What is your highest level of education?](#)
- 15b) [What was the major field of study or training of your highest level of education?](#)
16. [What specific certification/skills do you bring to the workplace?](#)
17. [In the past nine months, did you attend a school, college, or university?](#)

18. [Please indicate the ethnic/cultural group\(s\) to which you, your parents, your grandparents, and your spouse/partner belong:](#)
19. [Are you a Canadian citizen?](#)
- 20a) [If "No" under 19\), are you a permanent resident \(landed immigrant\) of Canada?](#)
- 20b) [If "Yes" under 20a\), when did you become a permanent resident?](#)



Count Me In! OPS Census Revealed

Your Point-&-Click Guide (cont.)

Just point to the census topic with your mouse and control-click it to reveal the census results.

21. [Members of visible minorities means persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour. Based on this definition, do you consider yourself to be a visible minority person?](#)
22. [Please indicate your group membership from the options below.](#)
23. [Aboriginal peoples means persons who are North American Indian, Métis or Inuit. Based on this definition, do you consider yourself to be of Aboriginal ancestry?](#)
24. [Do you consider yourself to be a person with a disability?](#)
25. [What is your religion?](#)
26. [What language\(s\) can you speak well enough to conduct a conversation?](#)
27. [What language\(s\) do you use on a regular basis in your job at OPS?](#)
28. [Have you ever used any of these languages in your job at OPS?](#)

By way of conclusion, no, inclusion
[For OPS](#)

Implications and recommendations for the ORP

1. [Child- and dependent care](#)
2. [Human equity](#)

Appendix A: Origin of baseline statistics
[Source of comparison data for OPS whereby it can be benchmarked](#)

Appendix B: Count Me In
[Copy of the original Census Survey](#)



Count Me In! OPS Census Revealed

[Back to Guide](#)

Acknowledgements

On October 28, 2005 over 1100 OPS members took part in the first ever Ottawa Police Census.

First and foremost, we would like to thank each Ottawa Police Service member who took the time to fill out the 2005 Workforce Census and, by doing so, invested in your future. Only through your willing participation can we service our greatest asset – our members – and move to even greater heights in this groundbreaking initiative.

We also wish to recognize and thank the invaluable contribution of the 2005 Census Team under the management of Staff Sergeant Syd Gravel, the Outreach Recruitment Steering Committee and executive and administrative assistants who provided their expertise in subject matter, methodology, questionnaire design, communications and census operations.

Thank you to all who took the time to participate and for “Counting Yourself In”.

Vince Bevan
Chief of Police
Ottawa Police Service

Gary Meehan
President
Senior Officers' Association

Charles Momy
President
Ottawa Police Association



Count Me In! OPS Census Revealed

[Back to Guide](#)

Executive Summary

Overall the census findings support an excellent representation of OPS members as based on **organizational demographics**, lending considerable credibility to the results and conclusions drawn from those. You are encouraged to gain deeper insight from reading the full report. The following highlights the OPS member profile:

OPS member composition

- The typical OPS member is married and very family-oriented, involved in the local community, and fairly house-based:
 - ⇒ Almost 40% of the OPS members are in their late thirties and early forties – Generation X.
 - ⇒ Two-thirds of OPS members are involved in the care of children. (Compare this to only one-third of the community it serves who reported childcare in the national Census.)
 - ⇒ Dependents of OPS members are mostly between the ages of 6-14 years, with a sizable number being of preschool age.
 - ⇒ On top of children and dependent care, many OPS members spend about 5-14 hours per week on housework, yard work or home maintenance.
 - ⇒ Work-care balance is complemented by 2.33 non-work activities per member on average, which mostly entail hobbies and physical fitness.
 - ⇒ This description is dominated by sworn members characteristics, as only 27.10% are civilian.

- There are about two females for every three males in the OPS. Among civilian members, the ratio of male to female is 25.82%:71.18%. The opposite is found for sworn members, where 77.17% of these employees are male and 22.83% are female.
- The OPS is also made up of individuals who identify as gay, lesbian, bisexual, transgender, two-spirited and questioning (GLBTTQ) members.
- About a quarter of the workforce are baby boomers, who will retire in the next ten years.
- One in every five OPS members is in a relationship with another OPS member.
- Most people work a pre-set number of 35-44 regular hours per week.
- The OPS members are well educated compared to the community they serve.
 - ⇒ Three out of every 20 OPS members (15%) are enrolled in tertiary education.

Executive Summary cont.

- Most of the OPS members (85.6%) are white. The Service includes 8.0% who are visible minority and 7.7% who are Aboriginal. There are 6.3% who identify living with a disability.
- Nine out of every ten OPS members consider themselves Canadian. In addition, members have a wide range of affiliation with other ethnic/cultural groups, most notably with the Irish and Scottish, as well as with the British, non-Canadian French, Italian and German.
- 49.4% of the members speak both English and French
- As much as 11.5% of the OPS members are capable of conducting a conversation in a language other than English or French.
- Most OPS members identify a religion. About half of the OPS members who practise a religion, are Roman Catholic.

Child and dependent care

- Some OPS members often rely on multiple resources for dependent care, although 44.9% of members rely on one resource only. A spouse or partner was used most often for dependent care.
- Dependent care (mostly comprised of children) is a significant factor in the life of the OPS member.
 - ⇒ Childcare is dominantly provided by male OPS members.
 - ⇒ The OPS members with families appear to be in two different life phases: those (two-thirds) with children in primary school years and/or younger, and those (one-third) with teenagers and/or young adults.
 - ⇒ Work satisfaction or loyalty to the OPS is not reflected by long work hours, but likely by the degree to which work requirements can accommodate demands placed on members with large domestic roles and family responsibilities.

Working for pay

- Most people work a pre-set number of 35-44 regular hours per week.
- About one-third of the OPS members put in another 1-14 hours per week for overtime pay.
- 2.67% of members receive regular pay (for 35-44 hours per week), plus overtime pay for an additional 15-24 hours per week, with some individuals working more hours for overtime pay than for regular pay.

Executive Summary cont.

A window on the future

- Almost 40% of the OPS members are in their late thirties and early forties – Generation X.
- About a quarter of the workforce are baby boomers, who will retire in the next ten years.
- The percentage of young adults under the age of 25 working for the OPS is very small compared to the people in this age group residing in the community.

Recruitment facts

- The social sciences and related fields dominate the educational specialization of the OPS members. In addition, a sizable number of OPS members are educated in multiple fields.
- OPS group membership shows large alignment with that of the City of Ottawa.
- A total of 17.9% of OPS members are a member of a visible minority, non-white group, aboriginal group, or having a disability of some sort, which can put them at larger risk for being discriminated against than other members. However, the mere size of this figure may offer a counter-balance from a human equity perspective.
- As much as 49.4% of the members speak both English and French. English and French language proficiency exceeds the linguistic demands placed on the job.
- As much as 11.5% of the OPS members are capable of conducting a conversation in a language other than English or French.

Suggested next steps

The order of these recommendations is not reflective of their importance. The suggestions need to be weighed by a number of factors, including overall OPS strategies, budgetary and time constraints and opportunities, and further confirmation within the OPS of their significance.

The numbers for most of the organizational demographics (division, location, rank and work agreement) are sufficiently large to allow for **additional segmentation and targeted analysis** as needed. We recommend that this option be exploited during the course of the next three years, until the second census survey will be launched in October 2008.



Count Me In! OPS Census Revealed

Methodology

[Back to Guide](#)

1. [The science behind the OPS results](#)

The route your survey took

Shortly after the census date of October 28, 2005 your survey was received by TWI Inc. The information on your survey, along with those of 1134 OPS colleagues, was electronically entered into a database. **Roughly three out of every four OPS members took part in this initiative.** This commendable effort enables the OPS to have a highly comprehensive picture of the strengths, capabilities and diversity of its workforce.

The census survey proved to be a very effective way in which our members can exercise a direct say in the policies that OPS forms and the direction we take with strategies and initiatives. A copy of the original survey can be found in **Appendix B**.

A successful start

Every Supervisor had a lead role in distributing the census to each employee in the distribution and collection of the census surveys.

- The Project Manager arranged for a briefing session on the Census for Executive Assistants that was held on October 19, 2005.
 - The Project Manager arranged four briefing sessions on the Census for Senior Officers, NCOs, and Managers that was held on October 21, 2005.
1. Each Executive Command, Superintendent and Director member received:
 - *Master Distribution Tracking List* showing all members who work for you.
 - The exact number of unsealed *census envelopes* as the number of employees under their supervision.
 - Unsealed *distribution envelopes* for each supervisor under their command to assist in tracking the distribution of the census to each member.
 - *Posters* for census.
 - *Distribution tracking lists for each Supervisor*
 - A *150th OPS Anniversary DVD* for each member who receives a census survey.
 2. Executive Command, Superintendents and Directors assigned responsibility to their Executive Assistants to distribute to their Inspectors, Staff Sergeants, Sergeants and Managers the:
 - Census Packages
 - Distribution Tracking list
 - 150th DVD
 3. Each Inspector Staff Sergeant, Sergeant and Manager followed the instruction on the Distribution Packages.
 4. Supervisors contacted all their employees to ensure that they have the opportunity to do the census.



Count Me In! OPS Census Revealed

Methodology

[Back to Guide](#)

5. Each Supervisor ensured that those members on their list could fill out the census survey on October 28th. If this wasn't doable they made arrangements for them to fill it out on October 26th or 27th. If neither of those dates worked, they filled it out anytime from October 12th- 25th to meet the deadline date of November 1st.
6. Any employee absent from October 12th to November 1st for any reason (examples: annual leave, parental leave, sick leave, etc.) was not contacted for purposes of participating in the census.
7. Supervisors availed themselves of all census information and instructions to answer employees' questions and/or direct questions on the Intranet site and/or to the *Workforce Census Go-To Person*, Staff Sergeant Syd Gravel.
8. All completed Distribution Tracking Lists from Supervisors were returned to the Superintendents, Directors and Executive Command member. All of these, along with the completed Master Distribution Lists, unused Census Packages and unused 150th DVD's were returned to Staff Sergeant Syd Gravel by November 1st.

Scheduled activity	Responsibility	Date
1. Distribute census information packages to Superintendents, Directors, and Executive Command	S/Sgt. Syd Gravel	Oct 11 th Executive Team Meeting
2. Distribution of unsealed instruction envelopes containing the census and self-addressed return envelope to Superintendents, Directors, and Executive Command	Mail Services	Oct 12-14 th
3. Superintendents, Directors, and Executive Command distribute unsealed instruction envelopes containing the census and self-addressed return envelope to their supervisory staff and brief them on preparation for Census Day.	All Supervisors	Oct 12-25 th
4. Census Information sessions for Executive Assistants	Corp. Communications, Syd Gravel	Oct 19 th
5. Census Information sessions for NCOs, Senior Officers and Managers (4 sessions)	TWI, Chief, S/Sgt. Syd Gravel	Oct 21 st
6. CENSUS DAY: Oct 28 th	ALL Members	Oct 26-28 th

Methodology

[Back to Guide](#)

The drive behind the census survey

The census project was borne out of and funded by the **Outreach Recruitment Project (ORP)**, which has set out to further diversify the organization and to align the resulting efforts with the OPS Strategic Staffing Initiative. The ORP would also serve to meet the recommendations of the HR Audit, conducted in 2000, which recommended "... that a proactive strategy be developed to promote/market careers in policing in the Ottawa Region".

The ORP is well nested in the way that the OPS, in adopting its Community Policing Philosophy, has defined an active role for community partners in problem-solving and crime prevention. A critical factor in the success of building partnerships with the community is the establishment of clear lines of communication and trust between the community and the Ottawa Police Service.

The purpose of the ORP is to succeed in recruiting OPS members that will reflect the diversity in the community. Four specific broad objectives of the project were identified. These are supported by 17 recommendations that culminated from three bodies of research carried out by Carleton University (*Managing Change and Increasing Diversity*), the Corporate Planning Section (*Outreach Recruitment Project — Internal Focus Groups*), and through community consultation (*Diversity in Policing*). The objectives are to:

1 Establish *strategic targets* for recruitment of employees to *increase* the capacity of the OPS to provide service to *diverse groups* within the community.

- Recommendation 1: Add an Organizational Value that states the Ottawa Police Service is committed to a diverse and non-discriminatory police service.
- Recommendation 8: Develop a plan to review all policies and procedures to ensure that they are fully inclusive and respect diversity.
- Recommendation 13: Integrate diversity content into all Ottawa Police training.
- Recommendation 16: Research and review the option of reimbursing recruit-training costs, contingent on a fixed term of service.
- Recommendation 17: Review rewards, compensations and developmental programs for civilian members.

2 Assess current recruitment processes and tools to identify means of *measuring effectiveness* of the Recruitment Outreach initiatives in attracting applicants of the target groups.

- Recommendation 4: Establish measurable diversity goals and tracking mechanisms.
- Recommendation 5: Perform a comprehensive review of Ottawa Police recruitment processes, with the objectives of removing barriers to diversity hiring and compile data on unsuccessful applicants, from all stages of the Ottawa Police recruitment process, including ATS testing stages.
- Recommendation 6: Review the recruitment processes for Civilian employees to ensure that it is consistent and bias-free.
- Recommendation 15: Establish a Coach Officer selection process that includes competencies in valuing diversity, flexibility, leadership, communication and service orientation.



Count Me In! OPS Census Revealed

Methodology

[Back to Guide](#)

- 3 **Establish the foundation for *on-going outreach processes* that will become part of the normal OPS operation. This long-term Outreach Recruitment Strategy will include the development of a *communication campaign* to reach targeted groups within the community.**
 - Recommendation 3: Develop a comprehensive internal and external communications strategy in support of the goals for the diversification of the Ottawa Police Service.
 - Recommendation 7: Establish a mechanism to ensure that all board interviewers understand and demonstrate competencies in valuing diversity, flexibility, leadership and service orientation.
 - Recommendation 9: Develop a formal Employee Orientation Program for all new employees.
 - Recommendation 10: Develop an Employee Mentoring program that recognizes the needs of a diverse workplace.
 - Recommendation 12: Establish processes and a framework to support supervisory accountability to address inappropriate employee behaviour with respect to workplace harassment and discrimination.
 - Recommendation 14: Bolster existing or, where warranted, establish formal and informal mediation mechanisms for public complaints.

- 4 **Develop an internal outreach program to identify *key individuals* that will represent the OPS during community outreach initiatives. Selected representatives will ideally reflect the targeted audiences within the community.**
 - Recommendation 2: Create a permanent Ottawa Police Service 'Diversity Advisory Council' (DAC), whose role will be to ensure that diversity is an integral part of every aspect of the Ottawa Police Service management policies and practices.
 - Recommendation 11: Review dependent-care initiatives that reflect the needs of Ottawa Police Service employees.



Count Me In! OPS Census Revealed

Methodology

[Back to Guide](#)

2. The power of the census results

The validity and reliability of the results

Every effort was made to ensure the consistency and accuracy of the data. **Most surveys were completely filled out.** A few exceptions exist, where an individual OPS member chose to return but not complete the survey, or where a few members tore off the cover page of the survey, which regretfully resulted in a loss of their answers to the first four questions on the back of that page.

The research team took considerable time and effort to clean and verify the data through cross-referencing opportunities that were built in the survey. Obvious bogus responses (0.0009%, – negligibly small) were omitted from the analysis to ensure that the data are credible and as accurate a reflection of the current state of the OPS as possible. The **realized sample size**, on which the analysis was based, is **1126 OPS members**.

Whenever a member entered a response that seemed to be a joke, or that did not make sense within another response offered, that survey entry was flagged and manually investigated to warrant inclusion in the data analysis. Should such responses appear to be question-specific rather than throughout the survey, in some instances we decided to leave that response intact to preserve the purity of the data, as these exceptions do not change the overall pattern or trend that the data reveal. Readers interested in the detailed findings that this report provides, may pick up on similar responses with variations in spelling and description; these are left intact to avoid adding possible researcher bias in interpretation.

We acknowledge that despite these efforts, it is not possible to discard all data inaccuracies with 100% certainty. This is true of every research study, and hence the results should be interpreted with about **1% fluctuation** in the reported percentages. This is true for both the OPS and baseline statistics offered by Statistics Canada. But what does a 1% fluctuation mean exactly? Let's take the OPS gender breakdown as an example, where 60% participants were male and 40% were female:

Q13A	Frequency	Percent	Cumulati ve Frequency	Cumulati ve Percent
Male (52.49%)	662	59.9	662	59.9
Femal e (47.51%)	443	40.1	1105	100.0

Frequency Mi ssi ng = 21

To change this ratio with just 1% will require 11 out of 1126 OPS male members (who otherwise appear to have been honest in their responses, because the others have already been omitted) to either deliberately, or mistakenly indicate that they are female. The opposite situation can also be true, where 11 female members indicated that they are male.



Count Me In! OPS Census Revealed

Methodology

[Back to Guide](#)

If both males and females equally gave the wrong response for whatever reason, the inaccuracy will balance each other out and neutralise the impact on the reported statistic. (In this case the percentages are actually accurate despite individual inaccuracies.) However in practice inaccuracies are seldom perfectly random and hence perfectly balanced.

Thus for a noticeable change in the reported percentages, we need a large number of people to respond inaccurately in the same manner. For people to respond inaccurately *in the same manner*, we need to have a good reason for them to do so (e.g., why would certain males choose to present themselves as females on the survey?). Theoretically the effect of noticeable inaccurate responding becomes even smaller as the number of response categories within a question increases.

Accommodating for 1% fluctuation in responses effectively means that for a question with only two response categories, 22 people of one group only must have provided the opposite response for good cause to make a 1% difference to the allowable fluctuation. This alone gives strong reason to state that not only the overall trends and patterns in the data, but also the percentages are expected to be a very accurate reflection of the OPS.

In addition, all qualitative comments outside of the questions were captured and manually followed up. For example, a few individuals commented on the way a particular question was phrased, which was noted and which will be addressed in future surveys of this nature. Some individuals commented on unpaid OPS work not being asked about, which was mentioned underneath the results presented on work activities in this report. We took the stance that **every response is valuable**, no matter how small or where entered on the survey.

Presentation of the results

Each question is presented as a stand-alone with the purpose of comparing OPS patterns and trends with that of the community it serves (as derived from National Census figures provided by Statistics Canada). The empirical results and discussion is concluded with a box stating at least one logical reason for including the question in the census survey, and possible benefits to help put the value of the question in perspective. These are familiar to the reader through the internal communication that took place in preparation for Census Day when the surveys were completed.

All readers will find benefit from the question-by-question findings, regardless of where they're coming from. The report also offers a section where questions are combined and the statistical analysis become somewhat more sophisticated for deeper understanding and insight from the perspective of the Outreach Recruitment Project (ORP), which funded this initiative. **Further analysis from other perspectives is possible and highly recommended.**

The discussion of the findings is that of the author and is by no means conclusive. Readers are encouraged to add their own ideas and creativity to the thoughts offered. After all, the results are only as good as the meaning we find for it.



Count Me In! OPS Census Revealed

Methodology

[Back to Guide](#)

Who benefits from the census results?

The census survey forms one tool whereby these *and other OPS objectives* can be put into action. Because the results offer insights and direction that stretch far beyond the Outreach Recruitment Project, all stakeholders of the OPS are encouraged to pursue the benefits that additional census analysis can bring.

Optimization of the data

It is recognised that the data provides for a rich source of information that can shed further light on a multitude of strategies and tasks within the OPS. It is envisioned that further research reports will see the light wherein the data will be mined through inferential and multivariate statistics for the results to come to their full right.

[Back to Guide](#)

3. [Becoming equipped to fully appreciate the census results](#)

A first cut at the data

The data were statistically analysed using world-renowned software called SAS (Statistical Analysis System). For this first report only **descriptive statistical procedures** were used, specifically frequencies, percentages, cumulative frequencies and percentages, mean, standard deviation, and measures of skewness and kurtosis (i.e., peakedness). These are further highlighted through selective graphs and charts.

General census statistics for the City of Ottawa or the Ontario portion of Ottawa-Hull are available through Statistics Canada for most questions that were asked in the survey. These were used as a **baseline** against which the OPS results are compared (see **Appendix A** for details). In each table of OPS results, the general census statistics are provided after the corresponding labels in parenthesis.

This first cut at comparative analysis reveals the extent to which the OPS resembles a fair representation of the community it serves. Apart from a commentary on representation, it also speaks to the **face validity** of the results. Face validity is also termed logical or conceptual validity, so called because it is a form of validity determined by whether, on the face of it, the results related to a specific question makes sense against the backdrop of Ottawa's distribution statistics.

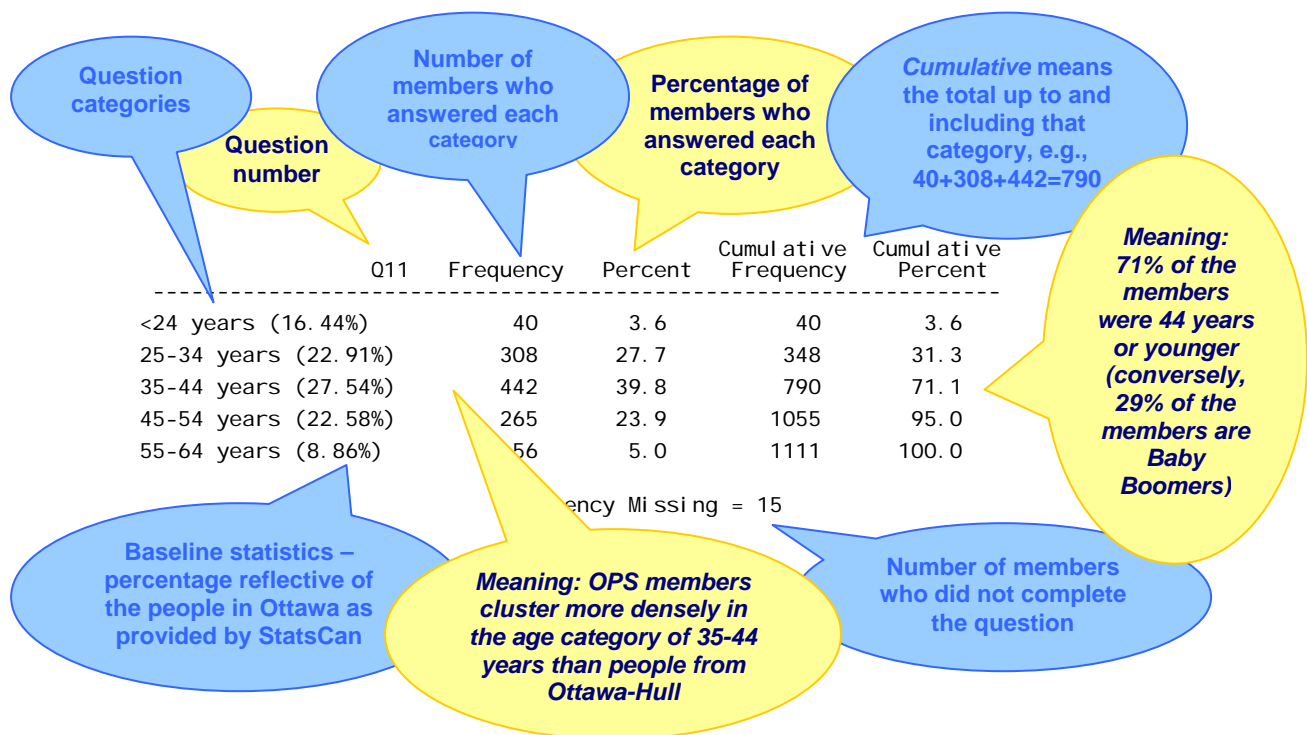
Methodology

[Back to Guide](#)

The comparative analysis has a further advantage in that it tells a **compelling story about OPS**. The story may already be partially known by those who have heard it before, but perhaps some interesting details may have been forgotten or neglected. It is often helpful to hear the same story a few times to fully appreciate its depth, or to have it told by different people – experience how wonderful it is to see King Kong once again! This report provides support and pointers for current and future strategies and initiatives within OPS in a professional spirit of transparency and foresight.

How to read the tables

Let's consider the age breakdown of the OPS members by way of example:



Who to contact for more information about the census

Should you have any technical questions about this report or have requests for additional insights, please do not hesitate to call Dr. Carina Fiedeldej-Van Dijk at 1-905-751-1673 or email her at carina@epsyconsultancy.com. Alternately, please contact TWI Inc. at 1-416-368-1968.

All other enquiries can be directed to Staff Sergeant Syd Gravel, Outreach Recruitment Project Manager at 1-613-236-1222 ext. 2905 or email him at gravels@ottawapolice.ca.



Count Me In! OPS Census Revealed

Organizational Demographics

[Back to Guide](#)

1. What division do you currently work in?

Overall the divisions are well represented in the OPS Census as based on corporate figures. A slight over-representation exists of members working in the *support services*, but not to such an extent that it significantly skews the results. Representation of each division, compared to actual OPS numbers provided in parenthesis, looks as follows:

	Q01	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Executi ve ser vi ces (3.08%)		44	4.1	44	4.1
Support ser vi ces (17.10%)		269	24.9	313	29.0
Crimi nal i nvesti gati on ser vi ces (14.85%)		151	14.0	464	43.0
Emergency operations (7.87%)		80	7.4	544	50.4
Corporate ser vi ces (13.37%)		144	13.3	688	63.7
Patrol ser vi ces, West di vi si on (13.96%)		122	11.3	810	75.0
Patrol ser vi ces, Central di vi si on (16.04%)		157	14.5	967	89.5
Patrol ser vi ces, East di vi si on (13.31%)		113	10.5	1080	100.0

Frequency Mi ssi ng = 46

⇒ The numbers for almost every division are sufficiently large to allow for additional targeted analysis as needed. Owners of each division may be interested in seeing the findings of the remaining questions for their domain only.

Reason for asking Q1:

- We need to know the general composition of all divisions across the organization to understand the current and future changes that may occur. Understanding the composition allows us to plan better.
- This question cannot identify a person to a specific section or location.
- This will assist us in providing a snapshot of our current workforce.

Benefit to us:

- If we understand the composition of the divisions, we will be in a better position to predict areas where promotion and transfer opportunities will be available in the future.
- This can improve the way in which we identify skill gaps in the divisions that may help in making operational jobs more smoothly (by having more direct access to specialized skills).

Other possible benefits:

- It will allow the organization to verify deployment even more accurately.
- It will allow the organization to identify gaps in resources in order to lobby for them.
- This will further support our current Human Resources systems.

Organizational Demographics

[Back to Guide](#)

2. At what police station or building do you currently work most of the time?

The distribution of OPS member participation in the census confirms excellent representation. Locations specified under *other* in the table above are provided in a second table.

	Q02A	Frequency	Percent	Cumul at i ve Frequency	Cumul at i ve Percent
474 Elgin (49.41%)		581	53.5	581	53.5
245 Greenbank Rd. (18.38%)		199	18.3	780	71.8
3343 St-Joseph Blvd (8.34%)		81	7.5	861	79.3
95 Abbeyhill Rd. (3.08%)		31	2.9	892	82.1
4561 Bank St. (6.80%)		68	6.3	960	88.4
Provincial Court House [161 Elgin St.] (5.50%)		43	4.0	1003	92.4
Ottawa International Airport [50 Airport Rd.] (1.30%)		14	1.3	1017	93.6
A Community Police Centre [Addresses unknown] (?%)		10	0.9	1027	94.6
Other [May include CPC] (7.28%)		59	5.4	1086	100.0

Frequency Missing = 40

⇒ The numbers for at least five of the police stations or buildings are sufficiently large to allow for additional targeted analysis as needed. For example, owners of each location may be interested in seeing the findings of the remaining questions for their address only.

Reason for asking Q2:

- We need to know the general composition of all locations across the organization to understand the current and future changes that may occur. Understanding the composition allows us to plan better.
- This question cannot identify a specific person to a smaller location.
- This will assist us in providing a snapshot of our current workforce.

Benefit to us:

- If we understand the composition of specific locations, it will allow us to prepare for growth in the police service and the section locations. There is tremendous pressure for office space and we need to monitor this closely.
- We will be in a better position to predict areas where promotion and transfer opportunities will be available in the future.
- This can improve the way in which we identify skill gaps in your division that may help in making operational jobs smoother (by having more direct access to specialized skills).

Other possible benefits:

- It will allow the organization to verify deployment even more accurately.
- It will allow the organization to identify gaps in resources in order to lobby for them.
- This will further support our current Human Resources systems.



Count Me In! OPS Census Revealed

Organizational Demographics

[Back to Guide](#)

3. What is your status with the OPS?

Overall the rank demographics of all types of OPS members are well represented.

	Q03A	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Civilian (27.10%)		366	33.7	366	33.7
Special Constable (3.73%)		33	3.0	399	36.8
Constable (52.13%)		463	42.7	862	79.4
NCO [May include Acting NCO] (14.44%)		168	15.5	1030	94.9
Acting NCO (%)		19	1.8	1049	96.7
Sr Officer/Director [May include Act Sr Offcr/Dir] (2.60%)		32	2.9	1081	99.6
Acting Sr. Officer/Director (%)		4	0.4	1085	100.0

Frequency Missing = 41

Approximately half of the OPS members provided information on their supervisory status:

	Q03B	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
No (82.96%)		415	72.3	415	72.3
Yes (17.04%)		159	27.7	574	100.0

Frequency Missing = 552

Participation of supervisors (those who answered yes) was a bit higher than that of non-supervisors. It may be that supervisors responded to this particular question more diligently.

⇒ The numbers for general ranks are sufficiently large to allow for additional targeted analysis as needed. For example, further findings suggest significantly different findings for civilian and sworn members (read more about such differences in the ORP section later in this report). A further breakdown of constables and NCOs may also reveal vital differences.



Count Me In! OPS Census Revealed

Organizational Demographics

[Back to Guide](#)

Reason for asking Q3:

- We need to know the level of all members to compare the composition of different jobs to the other pressures and workload we face inside and outside the organization.

Benefit to us:

- If we understand the issues facing our different levels of employees and our sworn and civilian members, it will improve our ability to address work/life balance issues, levels of education and hours of work.
- It may improve the opportunity to receive additional professional development.

Other possible benefits:

- Most importantly, it will allow for better planning around staffing needs, and development of policies and approaches to new work that becomes a priority for the organization or the community.



Count Me In! OPS Census Revealed

Organizational Demographics

[Back to Guide](#)

4. Are you working full-time or part-time, and on a permanent or contract basis?

OPS members with different types of working agreements are well represented in this census.

	Q04	Frequency	Percent	Cumulative Frequency	Cumulative Percent
FT permanent [May include FT term] (95.21%)		999	92.0	999	92.0
FT term [May include PT term] (4.79%)		63	5.8	1062	97.8
Other (?%)		10	0.9	1072	98.7
PT permanent (?%)		6	0.6	1078	99.3
PT term (?%)		8	0.7	1086	100.0

Frequency Missing = 40

⇒ The number for full-time permanent OPS members is sufficiently large to allow for additional targeted analysis as needed. Employees with alternate work agreements with the OPS can be pooled and compared with the first group if such a comparison is deemed meaningful.

Reason for asking Q4:

- We need to know what the make-up of our full-time and part-time members is to ensure there is a good cross-section.
- We can also compare the composition of different jobs to the other pressures and workload they face inside and outside the organization.
- It will add to our understanding of the contribution made by full- and part-time workers.

Benefit to us:

- If we understand the issues facing our full and part-time employees and our sworn and civilian members, it will improve our ability to address work-life balance issues, levels of education and hours of work.
- It may improve the opportunity to receive additional professional development.

Other possible benefits:

- Most importantly, it will allow for better planning around staffing needs, and development of policies and approaches to new work that is required.



Count Me In! OPS Census Revealed

Organizational Demographics

[Back to Guide](#)

Concluding Organizational Demographics

Overall the organizational demographics as detailed by division, location, rank (status) and work agreement lend credibility to the further findings presented in this report. The high degree of similarity between the participant percentages and that known of all OPS members gives the necessary reason for basing future decisions on the findings of subsequent questions.

The thorough thinking and preparation that went into the census survey paid off to make the next findings as accurate as possible. The time and investment that went into this initiative are highly commendable and a remarkable example for other such initiatives.

Work Activities

[Back to Guide](#)

5. Last week, how many hours did you spend working for pay?

The tables below suggest that most people work a pre-set number of hours per week, falling in the category of 35-44 *regular hours*, with a select group working 45-54 hours under their employee agreement with OPS. On top of the regular work hours for pay, about one-third of the OPS members put in another 1-14 hours per week for which they receive *overtime pay*.

	Q05A	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
None		19	1.7	19	1.7
< 5 hours (5.59%)		1	0.1	20	1.8
5 - 14 hours (4.43%)		14	1.3	34	3.1
15 - 24 hours (5.78%)		49	4.5	83	7.6
25 - 34 hours (16.68%)		39	3.6	122	11.1
35 - 44 hours (46.36%)		750	68.4	872	79.6
45 - 54 hours (9.56%)		152	13.9	1024	93.4
55 - 64 hours (7.74%)		44	4.0	1068	97.4
65 - 74 hours (3.87%)		18	1.6	1086	99.1
75+ (0.00%)		10	0.9	1096	100.0

Frequency Mi ssi ng = 30

	Q05B	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
None		406	59.1	406	59.1
< 5 hours		121	17.6	527	76.7
5 - 14 hours		109	15.9	636	92.6
15 - 24 hours		19	2.8	655	95.3
25 - 34 hours		15	2.2	670	97.5
35 - 44 hours		6	0.9	676	98.4
45 - 54 hours		8	1.2	684	99.6
55 - 64 hours		3	0.4	687	100.0

Frequency Mi ssi ng = 439

A two-dimensional view on regular versus overtime hours for pay can provide additional insights. (This table is provided in the technical report, which is available upon request.) When the OPS members combine their weekly regular time and overtime for pay, an expected and healthy situation would be for members to work their agreed regular hours with no or little overtime work required. Most members lie within this domain, indicating a balance in paid work for OPS.



Count Me In! OPS Census Revealed

Work Activities

[Back to Guide](#)

However, such a comparison also indicates the extent to which the pay balance is challenged, or in exceptional cases, abused. For example, 2.67% of members receive regular pay for 35-44 hours of regular work, plus overtime pay for an additional 15-24 hours of work per week. In addition, some individuals work more hours for overtime pay than for regular pay. It might be more cost-effective to employ these members under a different model.

On the flipside, some individuals work high weekly hours for both regular and overtime pay. While this might look commendable and productive in the short-term, these members need to be closely monitored for possible burnout or other psychological symptoms.

The above findings only report on work for which monetary reward is offered. Several people commented on the fact that they also put in unpaid hours for the OPS, which is not accounted for in this census survey. Apart from financial compensation, the long-term effect of unpaid work may impact on the organizational climate of the OPS.

Reason for asking Q5:

- This question allows us to examine the amount of time we spend on work activities on the job.

Benefit to us:

- If we understand the amount of hours our members spend at work, it will give us a better understanding of work/life balance.
- It will add to our understanding of changing working patterns.

Other possible benefit:

- Knowledge about excessive overtime in a particular section would indicate a resource problem.

Work Activities

[Back to Guide](#)

6. Last week, how many hours did you spend doing the following unpaid activities?

About two-thirds of OPS members are involved in the care of children, in sharp contrast with the Ottawa-Hull residents of whom only half of this ratio reported childcare. The number of hours spent per week on childcare is considerable.

By comparison while the number of hours spent per week on dependent care is much smaller, half of the OPS members care for dependents. This number is significantly higher than that of the Ottawa-Hull residents in general.

Child care

Q06A	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
None (61.51%)	390	36.3	390	36.3
< 5 hours (9.82%)	97	9.0	487	45.3
5 - 14 hours (10.46%)	172	16.0	659	61.3
15 - 29 hours (7.49%)	181	16.8	840	78.1
30 - 59 hours (5.36%)	137	12.7	977	90.9
60+ hours (5.37%)	98	9.1	1075	100.0

Frequency Mi ssi ng = 51

Dependent care

Q06B	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
None (82.44%)	489	50.3	489	50.3
< 5 hours (11.52%)	203	20.9	692	71.1
5 - 14 hours (3.88%)	204	21.0	896	92.1
15 - 29 hours (0.59%)	52	5.3	948	97.4
30 - 59 hours (1.18%)	22	2.3	970	99.7
60+ hours (0.39%)	3	0.3	973	100.0

Frequency Mi ssi ng = 153

On top of child and dependent care, many OPS members spend about 5-14 hours per week on housework, yard work or home maintenance, and find time to do little volunteering work that is non-OPS related.

Work Activities

[Back to Guide](#)

House/yard maintenance

Q06C	Frequency	Percent	Cumulative Frequency	Cumulative Percent
None (9.19%)	30	2.7	30	2.7
< 5 hours (24.65%)	207	18.8	237	21.6
5 - 14 hours (34.39%)	557	50.7	794	72.2
15 - 29 hours (19.72%)	244	22.2	1038	94.4
30 - 59 hours (8.92%)	47	4.3	1085	98.7
60+ hours (3.12%)	14	1.3	1099	100.0

Frequency Missing = 27

Volunteering – OPS

Q06D	Frequency	Percent	Cumulative Frequency	Cumulative Percent
None	839	81.5	839	81.5
< 5 hours	127	12.3	966	93.8
5 - 14 hours	51	5.0	1017	98.7
15 - 29 hours	9	0.9	1026	99.6
30 - 59 hours	1	0.1	1027	99.7
60+ hours	3	0.3	1030	100.0

Frequency Missing = 96

Volunteering – Other

Q06E	Frequency	Percent	Cumulative Frequency	Cumulative Percent
None	663	61.7	663	61.7
< 5 hours	248	23.1	911	84.8
5 - 14 hours	125	11.6	1036	96.5
15 - 29 hours	32	3.0	1068	99.4
30 - 59 hours	4	0.4	1072	99.8
60+ hours	2	0.2	1074	100.0

Frequency Missing = 52

These findings paint a picture that the typical OPS member is very family-oriented, involved in the local community, and fairly house-based.

⇒ The dominant characteristic in each of these tables (and perhaps that revealed by other questions) can be combined to extract all members who closely resemble the so-called typical OPS member. (It is possible to form more than one such group, for example, one for civilians, and one for sworn members, or any other organizational demographic presented in questions 1-4.) Further statistical analysis can be targeted to such cohorts.



Count Me In! OPS Census Revealed

Work Activities

[Back to Guide](#)

Reason for asking Q6:

- This question allows us to examine the amount of time we spend on work activities and volunteer time outside of work.
- It allows us to get a more detailed look at the amount of time we spend on child and dependent care responsibilities where we might require additional support or consideration.

Benefit to us:

- If child-care or the helping of elderly parents is having an impact on us, it is something we may consider in creating a supportive workplace.
- This will show us the pressures facing officers and civilians and will encourage a positive response through policy or other initiatives.

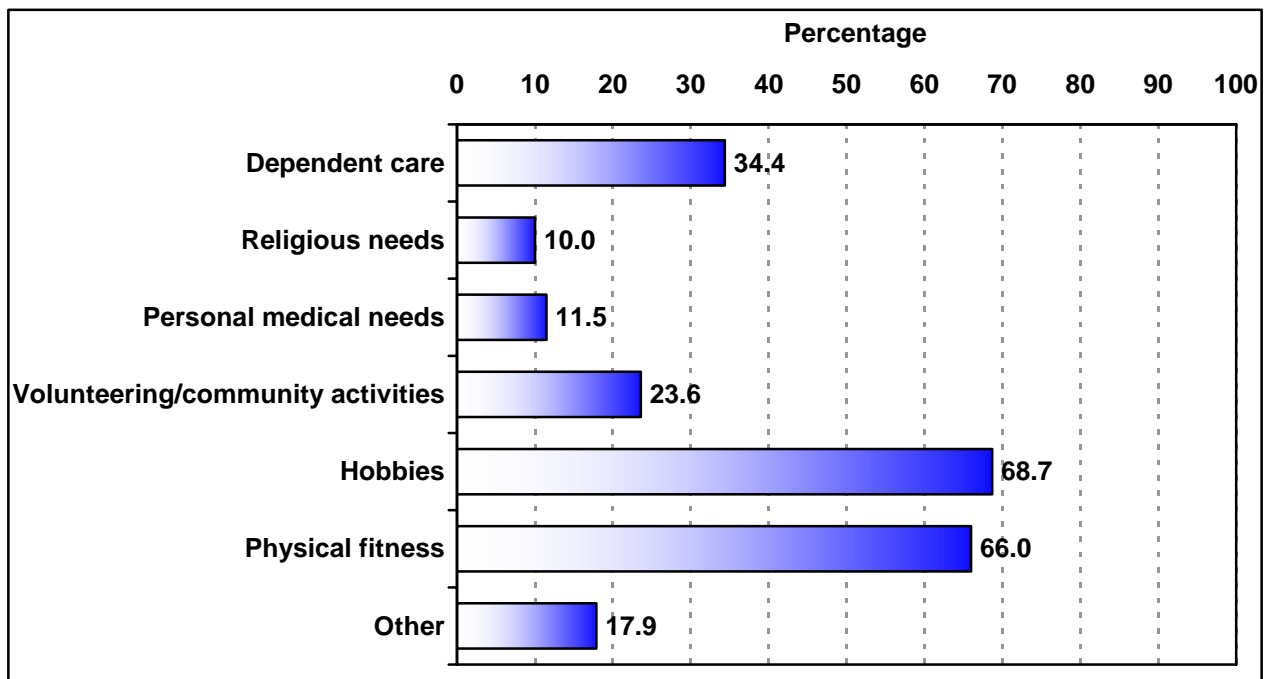
Work Activities

[Back to Guide](#)

7. [How do you spend your time outside work?](#)

Work-care balance as reported before seems to be complemented most by hobbies and physical fitness. Bear in mind that OPS members could check more than one category if preferred, hence each of the bars could potentially reach 100%. The average number of non-work activities listed per OPS member is 2.33, ranging from 2 to 7, with one member who listed 13 activities.

Time spent on other activities is wide-ranging. These are listed in detail in a technical research report, which is available upon request. Other activities are largely focused on home and family, extramural activities, socializing, and earning additional income.



Reason for asking Q7:

- The question allows us to examine the amount of time we spend on activities outside of work (beyond those identified in other questions).
- The more information we have about time pressures on us, the better we are able to strive at a workplace that balances our professional and personal needs.

Benefit to us:

- The better our understanding of ourselves, the more influence we will have on changing our policies and approach to our needs.



Count Me In! OPS Census Revealed

Work Activities

[Back to Guide](#)

Concluding Work Activities

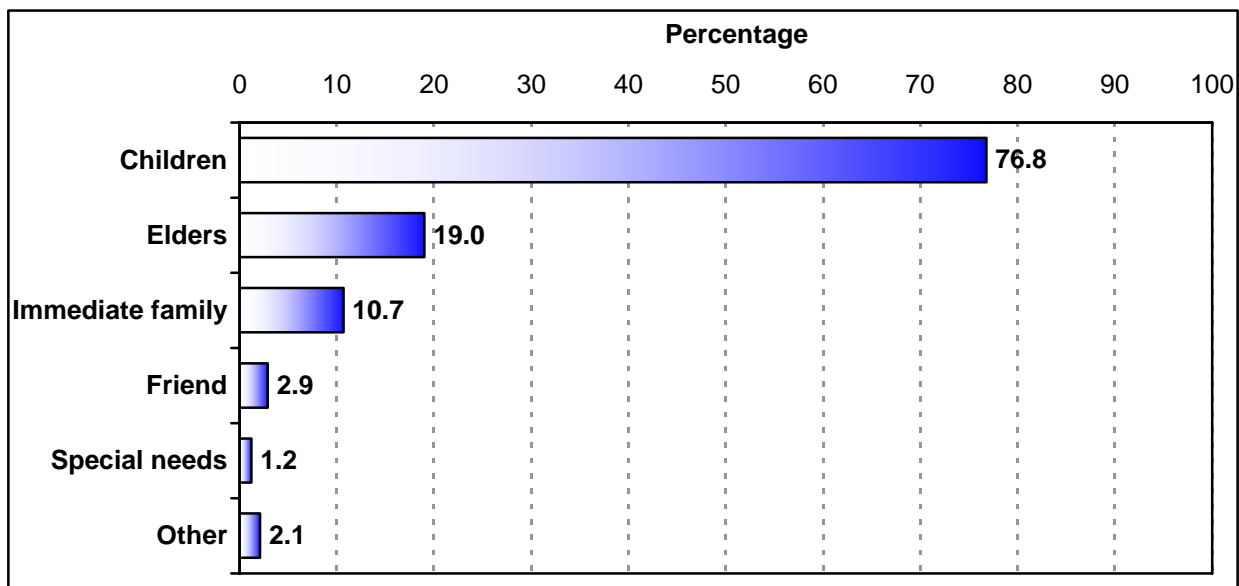
Overall the work activities reveal that most (sworn) OPS members work 35-44 hours per week and devote the remainder of their time to child and dependent care. OPS members show care of their local community, and take pride in their home life. Hobbies and physical fitness play a significant role when not at work. These characteristics should be kept in mind when OPS initiatives on every front are planned.

Children and Other Dependents

[Back to Guide](#)

8. [Who do you provide dependent care for?](#)

Two-thirds of the survey participants – 763 OPS members – responded to this question. Dependent care involves mostly children, but also includes other family members. The average number of dependents that OPS members care for, is 1.13, ranging from 0 to 3.



The high number of immediate family (other than elders) to whom OPS members provide dependent care for, is curious and needs to be qualified. This affirms that members interpreted *dependent care* as individuals not being self-reliant and in need of support for whatever reason, including financial dependency. For example, the reported percentages include stay-at-home wives who may be financially dependent, but not in any other pronounced way.

Reason for asking Q8:

- This allows us to understand the types of dependent care being expected of our members.

Benefit to us:

- The better we understand the impact of dependent care on us and our families, the more likely we are to address these issues through new and progressive policies.

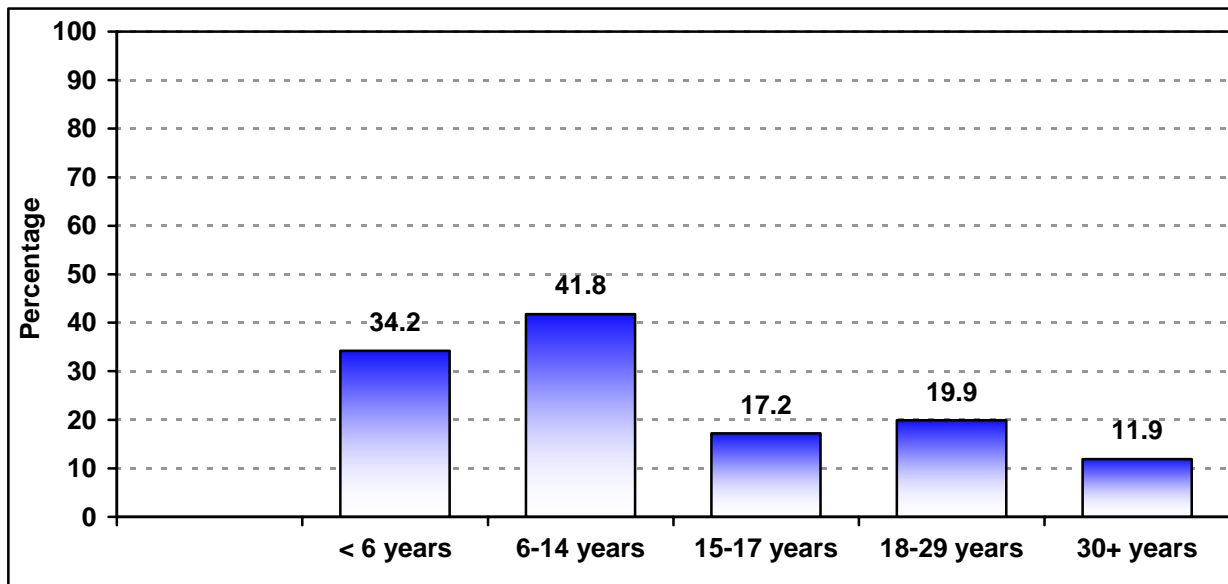
Children and Other Dependents

[Back to Guide](#)

9. How old are the dependents living with you?

A total of 708 OPS members responded to this question, averaging at 1.72 dependents per OPS member, ranging from 0 to 8. The 418 who did not check any of the response options may not have dependents at present. The percentages in the graph below reflect members who revealed that they have dependents, against the 708 who responded here.

The percentages suggest that the dependents of OPS members are mostly between the ages of 6-14 years. This helps explain the emphasis of OPS members on family life. The relatively high percentage (10%) of 30+ year-old dependents living with OPS members is curious: perhaps some participants counted their spouse who is not earning an income as a dependent.



0	74.6%	65.3%	85.6%	84.5%	90.0%
1	14.0%	17.1%	11.6%	9.9%	8.3%
2	10.2%	14.5%	2.5%	4.2%	1.4%
3	1.3%	2.4%	0.3%	1.1%	0.3%
4		0.7%		0.3%	
No. of dependents	< 6 years	6-14 years	15-17 years	18-29 years	30+ years

Possible surprises in the above data may be an overflow of the skew introduced by Question 8, where the interpretation of the word *dependents* varies. However, the skew may be less strong in the case of the age groups of children.



Count Me In! OPS Census Revealed

Children and Other Dependents

[Back to Guide](#)

⇒ The age categories of children suggest that broadly speaking the OPS members with families are probably in two different life phases: those (two-thirds) with children in primary school years and/or younger, and those (one-third) with teenagers and/or students. This may call for different approaches to work-life balance.

Reason for asking Q9:

- This allows us to understand the types of dependent care being expected of our employees, given the age of our dependents.

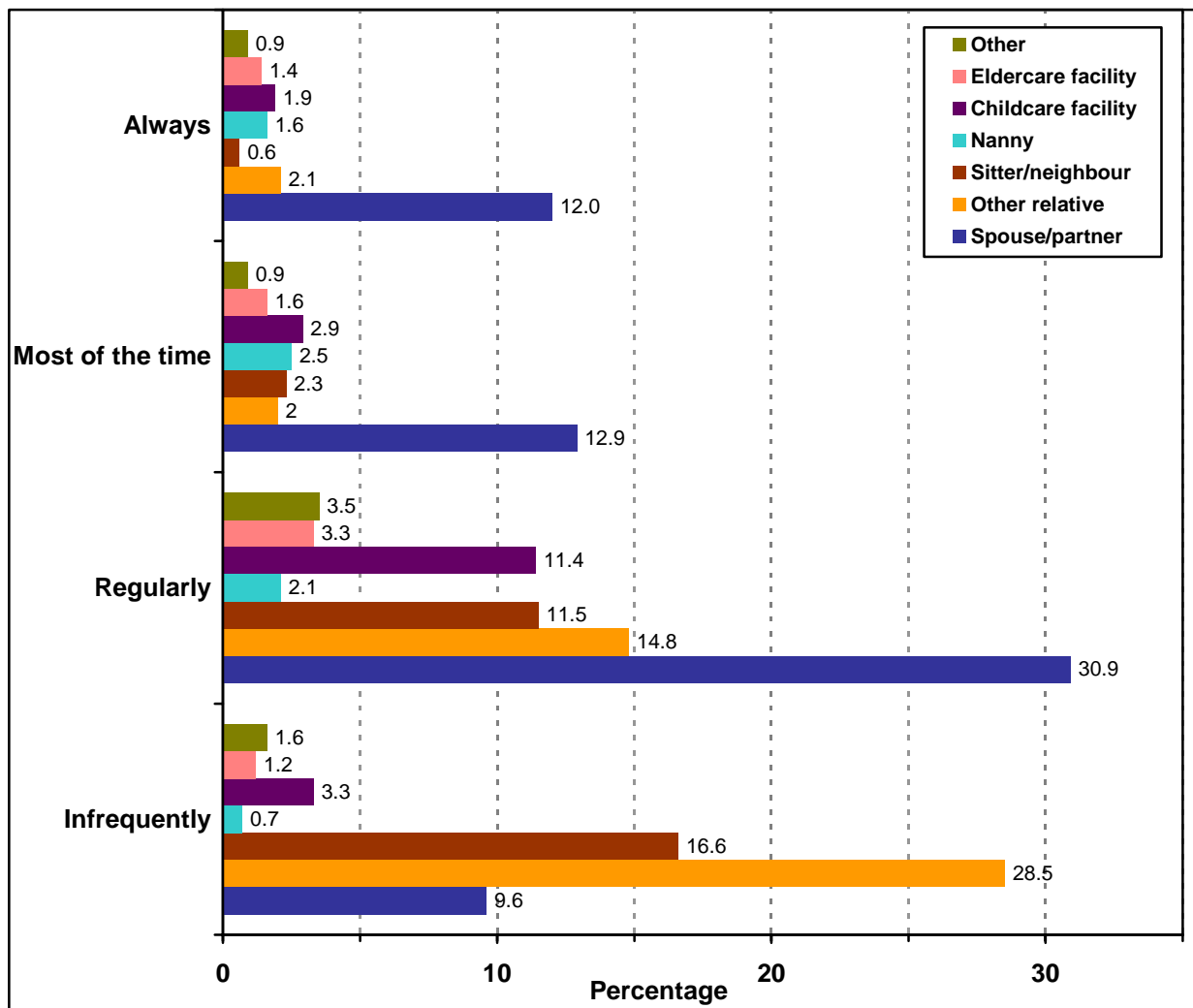
Benefit to us:

- The better we understand the impact of dependent care on us and our families, the more likely we are to address these issues through new and progressive policies.

Children and Other Dependents

[Back to Guide](#)

10. In the past 12 months, how often did someone else provide dependent care while you work?





Count Me In! OPS Census Revealed

Children and Other Dependents

[Back to Guide](#)

Out of those OPS members who needed dependent care in the past 12 months while they worked, a spouse or partner was used most often. Additional help with dependent care came from other relatives or a sitter/ neighbour on an infrequent basis, or a childcare facility on a regular basis.

OPS members were allowed to check more than one dependent caregiver. This allowed for adding up the responses of the survey participants. A breakdown of multiple care provision while at work during the past 12 months looks as follows:

Q10A	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
One care provi der	290	44.9	290	44.9
Two care provi ders	212	32.8	502	77.7
Three care provi ders	121	18.7	623	96.4
Four care provi ders	21	3.3	644	99.7
Fi ve care provi ders	2	0.3	646	100.0

Frequency Mi ssi ng = 480

This table suggest that OPS members often rely on multiple resources for dependent care. While a network for dependent care is established for many members, note the high percentage (44.9%) of members who rely on one resource only. From the open responses the OPS does not appear to provide a dependent care facility.

Reason for asking Q10:

- The more detailed information we have on dependent care, the better we will be able to have an understanding of the issue.
- This allows us to understand the types of dependent care being expected of our members.

Benefit to us:

- The more we understand about the impact of dependent care on you and your family, the more likely we are to address these issues through new and progressive policies.



Count Me In! OPS Census Revealed

Children and Other Dependents

[Back to Guide](#)

Concluding Children and Other Dependents

Many OPS members are involved in childcare, even if there are more male than female employees as the report later suggests. This not only helps shape the corporate culture and organizational climate in the OPS, but also impact on how the OPS members create work-life balance. While the spouse or partner often provides childcare, the fact that about 20% of the spouses or partners are also OPS members (again, this is revealed later), is an important realisation. In addition, there is a distinct split in dependent care between children of primary-school age or younger, and teenagers or young adults (students).



Workforce Demographics

[Back to Guide](#)

11. What age group do you belong to?

Almost 40% of the OPS members are in their late thirties and early forties – Generation X. This matches the profile of many members having children between 6-14 years. Note that about a quarter of the workforce are baby boomers, who will retire in the next ten years.

Q11	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
<24 years (16.44%)	40	3.6	40	3.6
25-34 years (22.91%)	308	27.7	348	31.3
35-44 years (27.54%)	442	39.8	790	71.1
45-54 years (22.58%)	265	23.9	1055	95.0
55-64 years (8.86%)	56	5.0	1111	100.0

Frequency Mi ssi ng = 15

Reason for asking Q11:

- This allows us to understand the age spectrum we represent.
- Understanding the ages in a clear way allows for detailed planning for future hiring, succession planning, meeting retirement needs and where experience is deployed in the organization.

Benefit to us:

- The more we can plan for staffing, the less likely we will have staff shortages in the near future.
- The more we understand retirements coming, the more we will be able to focus on retirement issues facing us now and soon.

Other possible benefits:

- It may improve the opportunity to receive additional personal development.

Workforce Demographics

[Back to Guide](#)

12. Which of the following best describes your marital status?

Most OPS members seem to be in a relationship, mostly described as being married. This supports an earlier picture of the typical OPS member being highly family oriented with children between the ages of 6-14 years, and being a part of Generation X.

Q12A	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Single (30.28%)	153	13.9	153	13.9
Married (53.12%)	678	61.5	831	75.3
Separated (3.18%)	45	4.1	876	79.4
Common Law (7.39%)	153	13.9	1029	93.3
Divorced (5.09%)	74	6.7	1103	100.0

Frequency Missing = 23

A relatively high number of OPS members are related to another OPS member:

Q12B	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not OPS member	615	79.7	615	79.7
OPS member	157	20.3	772	100.0

Frequency Missing = 354

Reason for asking Q12:

- This question allows us to understand workforce issues associated with members who are married or not.
- It allows us to understand the complications or challenges associated with married partners on the job.

Benefit to us:

- The more we understand about the impact of married partners on the job, the more likely we are to address these issues through new and progressive policies.
- The more information we have about the effect of spouses/partners in the OPS, the better prepared we can be work towards a workplace that balances our professional and personal needs.

Workforce Demographics

[Back to Guide](#)

13. [What is your gender?](#)

Overall, OPS members are slightly more male dominated than female dominated when compared with the gender distribution in the City of Ottawa in general. Gender may well play out differently for civilian and sworn members, and are further investigated later in the report.

There are about 19 females for every 20 males in the City of Ottawa. Comparatively, there are about two females for every three males (or about 13 females for every 20 males) in the OPS.

Q13A	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Male (52.49%)	662	59.9	662	59.9
Female (47.51%)	443	40.1	1105	100.0

Frequency Missing = 21

About 70% of the survey participants responded to a question about transgender. Of these, seven OPS members indicated that they are transgendered, which aligns with known statistics for the City of Ottawa.

Q13B	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not trans-gendered (99.93%)	779	99.1	779	99.1
Trans-gendered (0.07%)	7	0.9	786	100.0

Frequency Missing = 340

Reason for asking Q13:

- We need to know the gender make-up of our organization to ensure that specific needs are met, such as the planning for deployments of men and women to meet operational needs.
- Information about our gender distribution helps us understand the potential for future maternity and parental leaves that will allow the organization to plan properly for replacements, adequate return to work and career continuance for women and men.
- We are asking about trans-gender status in order to ensure the workplace is aware of the supports needed now or in the future for trans-gendered members. Many workplaces, including several Canadian police services, are dealing with an increased visibility of individuals who identify as being trans-gendered.



Count Me In! OPS Census Revealed

Workforce Demographics

[Back to Guide](#)

14. [What is your sexual orientation?](#)

Most OPS members are heterosexual, with about 4% having reported other orientations.

Q14	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Heterosexual (98.30%)	1044	96.2	1044	96.2
Gay (0.65%)	8	0.7	1052	97.0
Lesbi an (0.35%)	19	1.8	1071	98.7
Bi sexual (0.70%)	6	0.6	1077	99.3
Two-spi ri ted (?%)	2	0.2	1079	99.4
Questi oni ng (?%)	6	0.6	1085	100.0

Frequency Mi ssi ng = 41

Reason for asking Q14:

- We know we have members with different sexual orientations. We know that those who are of a minority sexual orientation at times face different challenges in the workplace. Understanding the scope of the diversity will allow us to create a work environment that is welcoming for all.
- As an organization, we have a responsibility to consider all members of our workforce.

Benefit to us:

- Heterosexual members may perhaps see little benefit in this question due to their majority status. Having an equal opportunity to identify our sexual orientation safely and anonymously will communicate a safe and welcoming workplace, which many studies have shown to be important to GLBTTQ individuals.

Other possible benefits:

- The responses to this question will allow us to answer the long-standing question of how many members are not heterosexual.



Count Me In! OPS Census Revealed

Workforce Demographics

[Back to Guide](#)

15a) What is your highest level of education?

By comparison, the OPS members carry more university degrees than the general population of Ottawa-Hull. The statistics might be slightly negatively skew (meaning leaning towards the higher educated side) due to a slight over-representation of survey participants towards supervisory status.

Despite this possible skew, the OPS members seem to be well educated compared to the community they serve.

Q15A	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Elementary school (1.52%)	3	0.3	3	0.3
Secondary school (22.87%)	148	13.4	151	13.6
Trades certi ficate or diploma (7.40%)	24	2.2	175	15.8
College, w/o cert or dip (3.97%)	96	8.7	271	24.5
College, w/ cert or dip (19.36%)	74	6.7	345	31.1
Uni versi ty, first degree not completed (11.39%)	248	22.4	593	53.5
Uni versi ty, first degree completed (20.75%)	182	16.4	775	69.9
Uni versi ty degree, post-bachel or (3.03%)	268	24.2	1043	94.1
Uni versi ty masters degree (7.79%)	33	3.0	1076	97.1
Uni versi ty doctorate degree (1.93%)	32	2.9	1108	100.0

Frequency Mi ssi ng = 18

Note the high number of OPS members who have not completed their first university degree. A good portion of these people may still be busy with their studies - compare this statistic with that provided under question 17.

Reason for asking Q15a):

- This question helps us understand the resources that we have available in terms of skills, education and training.
- Developing both a skills and knowledge inventory will improve our ability to ensure that members with specific skills are matched to jobs that best use these skills.

Benefit to us:

- Existing skills that can be used for the benefit of the organization will likely increase our job satisfaction.
- Conversely, possible unused skills probably increase our levels of frustration.



Count Me In! OPS Census Revealed

Workforce Demographics

[Back to Guide](#)

15b) What was the major field of study or training of your highest level of education?

When education was grouped based on a classification system provided by Statistics Canada (see in bold below), it was found that the social sciences and related fields dominate the educational specialization of the OPS members. In addition there is a strong presence of commerce, management and business administration (although not as much as among the Ottawa-Hull population in general).

A sizable number of OPS members are educated in multiple fields. To fully appreciate the below table, it warrants some explanation. All the main fields (as categorised by Statistics Canada) are presented in green text. Underneath these, the number of members who are educated in combined fields is provided. Some of these combinations are sizable, indicating which fields are complementary within the OPS.

Q15BNUM	Frequency	Percent
01: Educational , recreational & counseling (8.06%)	29	3.1
01 & 01	3	0.3
01 & 01 & 01	1	0.1
01 & 04 & 04	1	0.1
01 & 05	1	0.1
02: Fine & applied arts (3.86%)	13	1.4
02 & 03	1	0.1
03: Humanities & related fields (8.76%)	45	4.8
03 & 03	4	0.4
03 & 04	10	1.1
03 & 05	1	0.1
04: Social sciences & related fields (15.61%)	80	40.2
04 & 01	3	0.3
04 & 02 & 07	1	0.1
04 & 03	8	0.8
04 & 04	117	12.4
04 & 04 & 03	1	0.1
04 & 04 & 04	10	1.1
04 & 04 & 09	1	0.1
04 & 05	3	0.3
04 & 06	1	0.1
04 & 09	2	0.2



Count Me In! OPS Census Revealed

Workforce Demographics

[Back to Guide](#)

Q15BNUM	Frequency	Percent
05: Commerce, management & business admin (19.73%)	152	16.1
05 & 05 & 010	1	0.1
05 & 01	3	0.3
05 & 03	1	0.1
05 & 04	6	0.6
05 & 05	12	1.3
05 & 08	1	0.1
05 & 10	1	0.1
05 & 10 & 05	1	0.1
05 & 12	1	0.1
06: Agriculture, biological, nutrit & food sciences (3.75%)	10	1.1
06 & 06	1	0.1
07: Engineering & applied sciences (8.64%)	19	2.0
07 & 10	1	0.1
08: Applied science technologies & trades (15.72%)	27	2.9
08 & 04	1	0.1
08 & 05	1	0.1
08 & 08	1	0.1
09: Health professions & related technologies (8.92%)	10	1.1
09 & 01	1	0.1
09 & 04 & 04	1	0.1
10: Mathematics, computer & physical sciences (7.04%)	42	4.4
10 & 03	1	0.1
10 & 04	1	0.1
10 & 10	1	0.1
11: No specialization (0.10%)	6	0.6
12: Other (0.00%)	6	0.6

Frequency Missing = 181



Count Me In! OPS Census Revealed

Workforce Demographics

[Back to Guide](#)

Reason for asking Q15b):

- This question helps us understand the resources that we have available in terms of skills, education and training.
- Developing both a skills and knowledge inventory will improve our ability to ensure that members with specific skills are matched to jobs that best use these skills.

Benefit to us:

- Existing skills that can be used for the benefit of the organization will likely increase our job satisfaction.
- Conversely, possible unused skills probably increase our levels of frustration.

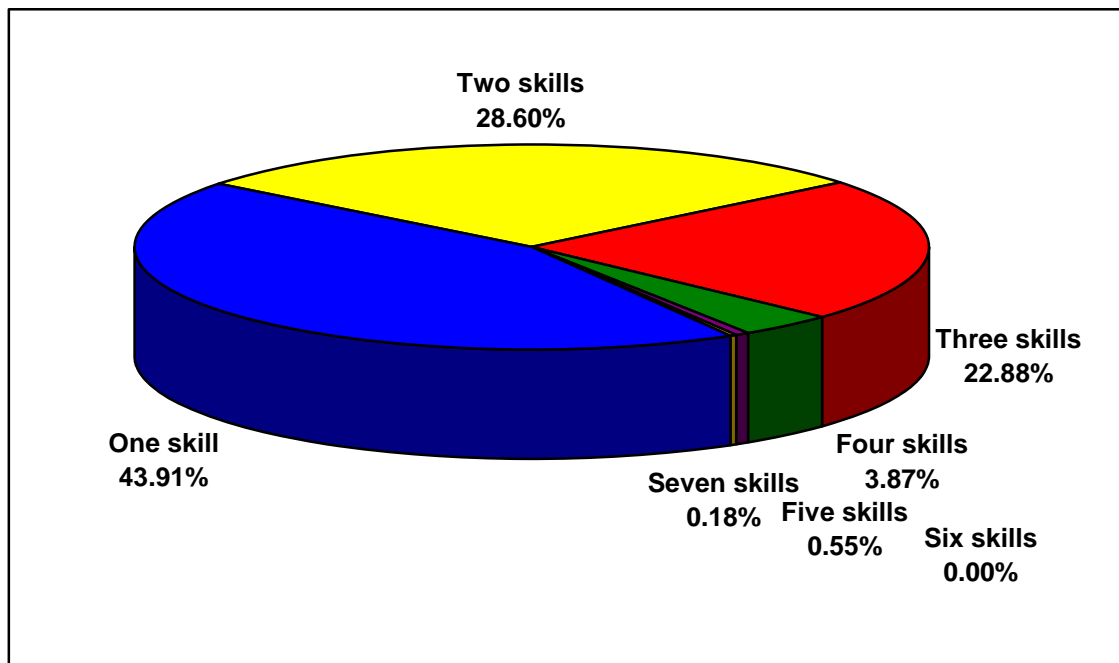
Workforce Demographics

[Back to Guide](#)

16. What specific certification/skills do you bring to the workplace?

The OPS members bring an extensive list of certification and skills to the workplace, which is listed in the technical report and can be provided upon request. The unedited version will benefit from categorization, which can be done in a number of ways depending on the desired perspective.

Just under half of the survey participants (48.3%) listed at least one skill. A distribution of the *number of skills* they mentioned is as follows:



Reason for asking Q16:

- This question helps us understand the resources that we have available in terms of skills, education and training.
- Developing both a skills and knowledge inventory will improve our ability to ensure that members with specific skills are matched to jobs that best use these skills.

Benefit to us:

- Existing skills that can be used for the benefit of the organization will likely increase our job satisfaction.
- Conversely, possible unused skills probably increase our levels of frustration.

Workforce Demographics

[Back to Guide](#)

17. In the past nine months, did you attend a school, college, or university?

Not taking into account age and employment status, the number of OPS members currently enrolled in studying compares well with that of the population of Ottawa-Hull.

Q17	Frequency	Percent	Frequency	Percent
No (80.79%)	916	83.3	916	83.3
Yes, PT (12.13%)	158	14.4	1074	97.7
Yes, FT (7.08%)	25	2.3	1099	100.0

Frequency Missing = 27

Reason for asking Q17:

- This question will allow us to gauge more accurately how many members are working to further our education and skill sets.
- It allows us to determine if additional flexibility or support for members is needed.
- It allows a comparison to the use of other organizational benefits such as a tuition reimbursement program.

Benefit to us:

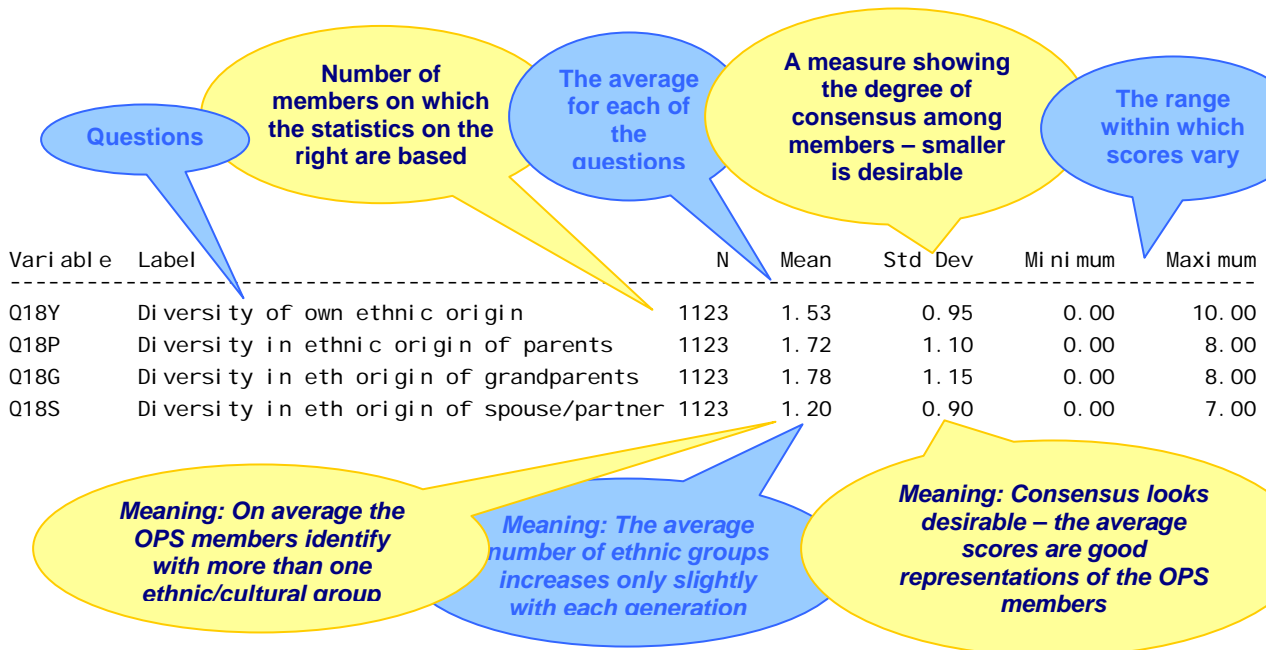
- The more we know about the skill development and educational aspirations of our members, the greater ability we have to adopt programs or initiatives to support this.

Workforce Demographics

[Back to Guide](#)

18. Please indicate the ethnic/cultural group(s) to which you, your parents, your grandparents, and your spouse/partner belong:

One would expect to see the number of ethnic/cultural groups checked to increase with each older generation. However, the number did not increase much. Interestingly, the OPS members checked fewer ethnic/cultural groups to which their spouse/partner belongs, than what they did for themselves. This might suggest that emotional affiliation may have come into play when indicating own ethnic/cultural groups, while that of parents, grandparents and the spouse/partner may be associated more closely with country of birth and/or upbringing.



Variable	Label	N	Mean	Std Dev	Minimum	Maximum
Q18Y	Diversity of own ethnic origin	1123	1.53	0.95	0.00	10.00
Q18P	Diversity in ethnic origin of parents	1123	1.72	1.10	0.00	8.00
Q18G	Diversity in eth origin of grandparents	1123	1.78	1.15	0.00	8.00
Q18S	Diversity in eth origin of spouse/partner	1123	1.20	0.90	0.00	7.00

Questions

Number of members on which the statistics on the right are based

The average for each of the questions

A measure showing the degree of consensus among members – smaller is desirable

The range within which scores vary

Meaning: On average the OPS members identify with more than one ethnic/cultural group

Meaning: The average number of ethnic groups increases only slightly with each generation

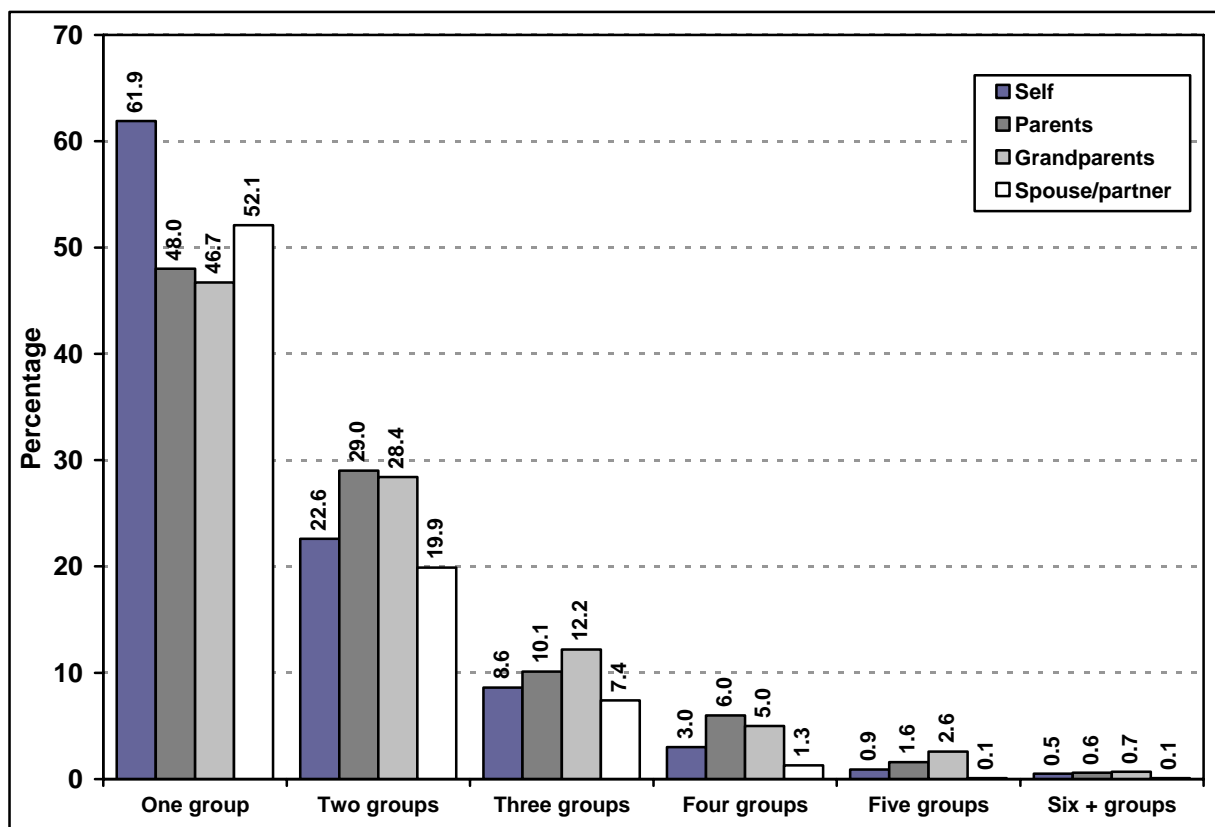
Meaning: Consensus looks desirable – the average scores are good representations of the OPS members

⇒ It appears that ethnicity and cultural identity has a distinct emotional connotation and assists in creating a sense of belonging. This can be effectively extended to contributing to a positive work climate and morale among the OPS members as well.

Workforce Demographics

[Back to Guide](#)

In addition to the above findings and conclusions, question 18 lends itself to various exploratory analyses. The first exploration is a comparison, where provided, between *number of ethnic/cultural groups* that were checked for the OPS member, his/her parents, grandparents and spouse/partner.



The second exploration on the next pages shows how many OPS members see themselves as being Canadian (with the community percentages in parenthesis), compared to how they see their parents, grandparents and spouse/partner (if applicable). Nine out of ten OPS members see themselves as being Canadian. This ratio tapers off to 8.5:10 for parents and 7.5:10 for grandparents. As for Canadian English versus Canadian French, the ratios roughly follow the same pattern.

Further details can be read from the next tables:

Workforce Demographics

[Back to Guide](#)

Self

I am Canadian (34.72%) [City of Ottawa]

Q18YCAN	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Not checked	97	8.6	97	8.6
Checked	1029	91.4	1126	100.0

Canadian English (23.53%)

Q18Y01	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Not checked	297	26.4	297	26.4
Checked	826	73.6	1123	100.0

Frequency Mi ssi ng = 3

Canadian French (21.21%)

Q18Y02	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Not checked	790	70.3	790	70.3
Checked	333	29.7	1123	100.0

Frequency Mi ssi ng = 3

Parents

Canadian parents

Q18PCAN	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Not checked	185	16.4	185	16.4
Checked	941	83.6	1126	100.0

Canadian English

Q18P01	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Not checked	384	34.2	384	34.2
Checked	739	65.8	1123	100.0

Frequency Mi ssi ng = 3

Canadian French

Q18P02	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Not checked	738	65.7	738	65.7
Checked	385	34.3	1123	100.0

Frequency Mi ssi ng = 3

Workforce Demographics

[Back to Guide](#)

Grandparents

Canadian grandparents

Q18GCAN	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not checked	275	24.4	275	24.4
Checked	851	75.6	1126	100.0

Canadian English

Q18G01	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not checked	491	43.7	491	43.7
Checked	632	56.3	1123	100.0

Frequency Missing = 3

Canadian French

Q18G02	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not checked	742	66.1	742	66.1
Checked	381	33.9	1123	100.0

Frequency Missing = 3

Spouse/partner

Canadian spouse/partner

Q18SCAN	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not checked	312	27.7	312	27.7
Checked	814	72.3	1126	100.0

Canadian English

Q18S01	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not checked	508	45.2	508	45.2
Checked	615	54.8	1123	100.0

Frequency Missing = 3

Canadian French

Q18S02	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not checked	846	75.3	846	75.3
Checked	277	24.7	1123	100.0

Frequency Missing = 3

Workforce Demographics

[Back to Guide](#)

The OPS member affiliation with other ethnic/cultural groups looks as follows:

Group	Self	Parents	Grand-parents	Spouse/partner
Irish (20.87%)	10.2%	13.6%	16.9%	5.3%
Scottish (18.18%)	6.5%	9.2%	11.0%	4.9%
British (n/i elsewhere) (0.82%)	2.8%	5.0%	9.3%	4.0%
French (n/i elsewhere) [Not Available]	2.8%	4.0%	4.1%	2.6%
Italian (4.37%)	2.4%	2.9%	3.4%	2.4%
German (7.27%)	2.3%	4.2%	5.8%	2.4%
English (n/i elsewhere) [Not Available]	1.8%	2.9%	3.9%	2.3%
Metis (0.60%)	1.8%	1.7%	1.7%	1.2%
North American Indian (2.11%)	1.8%	2.4%	2.8%	1.2%
Polish (2.77%)	1.2%	2.6%	2.9%	0.9%
Welsh (1.51%)	1.2%	2.0%	1.5%	0.6%
Dutch (Netherlands) (2.59%)	1.1%	2.0%	1.9%	1.7%
East Indian (2.21%)	0.9%	1.2%	1.2%	0.7%
Portuguese (0.81%)	0.9%	0.8%	0.6%	0.4%
Somali (1.08%)	0.9%	1.1%	0.9%	0.4%
Lebanese (2.36%)	0.8%	0.9%	1.0%	0.4%
Ukrainian (2.08%)	0.8%	1.6%	2.5%	0.9%
American (USA) (0.84%)	0.6%	1.5%	2.7%	0.9%
Chinese (3.96%)	0.6%	0.7%	0.7%	0.6%
Jewish (1.64%)	0.6%	1.0%	1.1%	0.5%
Arab (1.56%)	0.4%	0.7%	0.8%	0.4%
Hungarian (Magyar) (0.72%)	0.4%	0.7%	0.4%	0.4%
Jamaican (0.75%)	0.4%	0.9%	0.8%	0.7%
Spanish (0.85%)	0.4%	0.5%	0.6%	0.5%
Vietnamese (0.80%)	0.4%	0.3%	0.4%	0.1%
South-Asian (1.00%)	0.3%	0.4%	0.3%	0.2%
Haitian (0.60%)	0.2%	0.3%	0.2%	0.3%
Russian (1.03%)	0.2%	0.6%	1.2%	0.4%

Frequency Missing = 3

The lower percentages reported for the spouse/partner is partly due to some OPS members not being in a relationship.

As the OPS members feel increasingly more Canadian (especially English Canadian) over generations, affiliation with British, non-Canadian French, German, Irish and Scottish descent is on the decrease. Nevertheless there is a steady recognition of many ethnic/cultural groups among the OPS members.

Workforce Demographics

[Back to Guide](#)

A third way to look at ethnic/cultural origin is by looking at a broader classification. This gives a good overview sense of where most OPS members reside:

Own ethnic origin, specified

ORIGI NY	Percent	Cumul ati ve Percent
Bri ti sh I sl es	8.4	8.4
French	1.1	9.6
Abori gi nal	1.2	10.8
North Ameri can	82.3	93.1
Cari bbean	0.3	93.4
European	4.3	97.7
Afri can	0.2	97.9
Arab	0.6	98.5
Asi an	1.5	100.0
Oceani a	0.0	100.0

Parent ethnic origin, specified

ORIGI NP	Percent	Cumul ati ve Percent
Bri ti sh I sl es	12.7	12.7
French	1.6	14.3
Abori gi nal	1.4	15.7
North Ameri can	73.6	89.3
Cari bbean	0.6	89.9
Lati n/Central /S-Ameri can	0.0	89.9
European	7.1	96.9
Afri can	0.5	97.4
Arab	0.9	98.3
Asi an	1.7	100.0
Oceani a	0.0	100.0

Grandparent ethnic origin, specified

ORIGI NG	Percent	Cumul ati ve Percent
Bri ti sh I sl es	19.0	19.0
French	1.5	20.6
Abori gi nal	1.6	22.1
North Ameri can	65.7	87.9
Cari bbean	0.5	88.4
European	8.5	96.9
Afri can	0.3	97.2
Arab	1.1	98.3
Asi an	1.7	100.0



Count Me In! OPS Census Revealed

Workforce Demographics

[Back to Guide](#)

Spouse/partner ethnic origin, specified

ORIGINS	Percent	Cumul ative Percent
-----	-----	-----
British Isles	9.8	9.8
French	1.7	11.5
Aboriginal	0.9	12.4
North American	79.4	91.8
Caribbean	0.5	92.4
Latin/Central /S-American	0.0	92.4
European	5.7	98.1
African	0.1	98.2
Arab	0.6	98.8
Asian	1.2	100.0
Oceania	0.0	100.0

Frequency Missing = 120284

For these tables all checked ethnic/cultural groups were counted, rather than the number of people who responded affirmatively. This effectively takes into account multiple origins.

The OPS members are by far North American, with second origin being the British Isles and European groups.

⇒ It will be helpful to have all the OPS members identified by broad ethnic/cultural classification as defined by Statistics Canada, all ten of which are represented in the OPS. Noted language proficiency within each of these may prove extremely valuable in the field.



Count Me In! OPS Census Revealed

Workforce Demographics

[Back to Guide](#)

Reason for asking Q18:

- This question will help us understand part of the composition of our workforce.
- There are various laws (Police Services Act) and policies (Police Services Board) and processes (OPS Business Plan) that speak to the need to reflect the community we serve. This will allow us to assess our success in meeting these requirements.
- By broadening the question beyond our own personal background, we are able to identify the significant diversity that members of our organization are linked to.

Benefit to us:

- We take pride in our heritage. Through our ethnic/cultural origins we are able to be a role model for our community and contribute in various ways to the organization or community.

Other possible benefits:

- We are regularly asked how much diversity our organization has, which we were not able to answer up to now. This question will allow us to have a much clearer understanding.
- If we see that there is a gap in our connection to the community, we can address that by putting effort into recruiting for qualified members in communities that are not fully addressed yet by our member constitution.
- We are likely more diverse than we claim to be. The community needs to be reassured of our connection with them. When we can show this connectivity to and awareness of the diverse community we serve, the overall relationship with the community will be improved through our front-line services. People like to know that they are understood; this identification will allow them to see that we do understand and that our members are well connected with many aspects of the community.

Workforce Demographics

[Back to Guide](#)

19. [Are you a Canadian citizen?](#)

Canadian citizenship among the OPS members is only slightly higher than that of the population of Ottawa-Hull. However, the OPS also hires citizens who have permanent resident or landed immigrant status as well.

Q19	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Yes (94.76%)	1090	98.7	1090	98.7
No (5.24%)	14	1.3	1104	100.0

Frequency Missing = 22

Reason for asking Q19:

- We have been able to attract significant talent – both sworn and civilian – because of our citizenship requirements. This question will allow us to understand the make-up of our organization in comparison to other workplaces.

Benefit to us:

- This question will assist in planning and policy purposes.



Count Me In! OPS Census Revealed

Workforce Demographics

[Back to Guide](#)

20a) If "No" under 19), are you a permanent resident (landed immigrant) of Canada?

Almost all survey participants who are not Canadian citizens at present have permanent-resident status.

Q20A	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Canadian citizen (94.76%)	1096	97.3	1096	97.3
Permanent resident (4.23%)	26	2.3	1122	99.6
Not permanent resident (1.01%)	4	0.4	1126	100.0

Reason for asking Q20a):

- We have been able to attract significant talent – both sworn and civilian – because of our citizenship requirements. This question will allow us to understand the make-up of our organization in comparison to other workplaces.

Benefit to us:

- This question will assist in planning and policy purposes.

Workforce Demographics

[Back to Guide](#)

20b) If “Yes” under 20a), when did you become a permanent resident?

Permanent residence among the OPS members follows a different trend over time than that of the population of Ottawa-Hull. It appears that the OPS relied strongly on immigrants prior to 1971, after which it slowly tapered off and started to pick up again in this century.

The numbers in the below table also include the OPS members who are Canadian citizens at present, but who were permanent residents before.

Q20B	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Pre-1971 (28.26%)	45	41.3	45	41.3
1971-1975 (7.51%)	19	17.4	64	58.7
1976-1980 (7.51%)	16	14.7	80	73.4
1981-1985 (10.33%)	8	7.3	88	80.7
1986-1990 (10.33%)	4	3.7	92	84.4
1991-1995 (17.58%)	3	2.8	95	87.2
1996-2000 (17.54%)	6	5.5	101	92.7
2000-2005 (3.41%)	8	7.3	109	100.0

Reason for asking Q20b):

- We have been able to attract significant talent – both sworn and civilian – because of our citizenship requirements. This question will allow us to understand the make-up of our organization in comparison to other workplaces.

Benefit to us:

- This question will assist in planning and policy purposes.

Workforce Demographics

[Back to Guide](#)

21. Members of visible minorities means persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour. Based on this definition, do you consider yourself to be a visible minority person?

Fewer OPS members consider themselves to be a visible minority than the population in the City of Ottawa. The OPS may wish to continue to address this situation.

Q21	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not visible minority (82.03%)	972	92.0	972	92.0
Visible minority (17.97%)	84	8.0	1056	100.0
Frequency Missing = 70				

Reason for asking Q21:

- This question will help us understand part of the composition of our workforce.
- There are various laws (Police Services Act) and policies (Police Services Board) and processes (OPS Business Plan) that speak to the need to reflect the community we serve. This will allow us to assess our success in meeting these requirements.
- By broadening the question beyond our own personal background, we are able to identify the significant diversity that members of our organization are linked to.

Benefit to us:

- We take pride in our heritage. Through our membership status we are able to be a role model for our community and contribute in various ways to the organization or community.
- The more we know about our composition, the more we can point out the potential opportunities there are for us to learn more about different communities and cultures from our fellow members.

Other possible benefits:

- As we become more aware of the diversity within our organization, our members can increasingly use the talent within to connect with the communities we work with and improve our relationship with the communities we are committed to serve.
- This will assist in investigations such as specific drug operations or projects, such as *Project Cody* where our Vietnamese-speaking officers were crucial to the local investigation.

Workforce Demographics

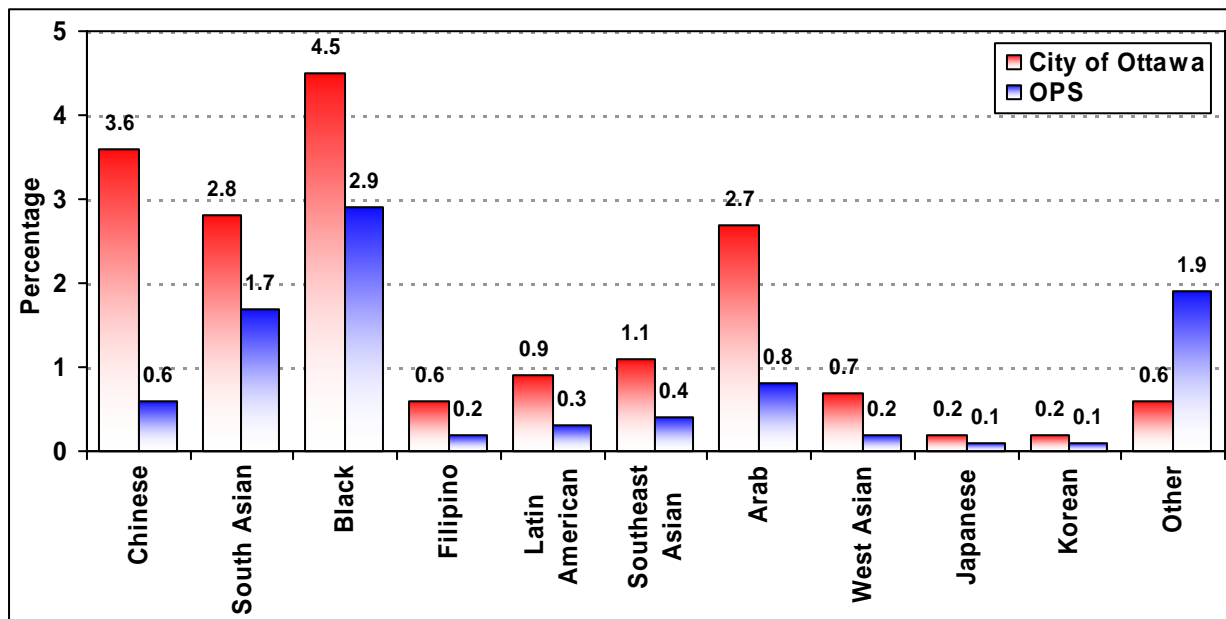
[Back to Guide](#)

22. [Please indicate your group membership from the options below.](#)

Most of the OPS members are white (85.57%), which is very similar to the population in the City of Ottawa (82.03%). The 3.54% difference between the white OPS members versus the community should be put in perspective:

- Out of the total OPS workforce, there are about 40 more white people than non-white people, than the corresponding ratios that exist in the City of Ottawa.
- Stated otherwise, there are about 40 fewer non-white people than white people in the OPS when compared with the ratios in the City of Ottawa.

In addition, this number may be *overstated* due to the fact that 7.1% of the survey participants did not complete this question. This may be because of possible sensitivity with regards to membership to a visible minority group. We may speculate that more than one out of every five of these people is non-white and chose to not indicate their group membership.





Count Me In! OPS Census Revealed

Workforce Demographics

[Back to Guide](#)

Let's investigate the non-white group membership a little further. The graph above displays the distribution of the 14.43% non-whites in the OPS and the 17.97% non-whites in the City of Ottawa, hence all percentages are low.

Note how the paired bars follow the same trend-line over the tops of the bars, indicating an excellent representation among the non-white groups as far as ratios are concerned. This highlights that the OPS has a high degree of success in achieving a balance when recruiting employees to represent the community that they serve. The only exception to this trend is perhaps the Chinese group. The relatively large percentage in the *Other* category to the right of the graph is likely offset by aboriginal OPS members.

An imbalance of 40 employees effectively means about four members for each of the 11 non-white groups on average. This number may vary from one group to the next, depending on the percentage difference within each paired bar. (The average difference is 3.54%.)

If we assume that the number of white OPS members will not change, then roughly speaking, every percentage of difference between two bars in a pair culminates into the addition of three more OPS member of that group to even out the statistics between the OPS and the City of Ottawa. This conservative guideline may be effective to apply in practice. If the same downward alignment of white members than the upward alignment of non-white members will become in effect, this addition needs to be halved to one or two members per percentage difference among non-white group membership.

Workforce Demographics

[Back to Guide](#)

Most OPS members classify themselves as belonging to one racial group.

Number of groups membership

Q22A	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
0	80	7.1	80	7.1
1	1025	91.3	1105	98.4
2	17	1.5	1122	99.9
3	1	0.1	1123	100.0

Frequency Mi ssi ng = 3

Nineteen OPS members offered additional group memberships (see the technical report for details). This further suggests that ethnic/cultural grouping and group membership such as those listed in the graph above can be interpreted in more than one way, and that the census survey is able to pick up on this variation.

Reason for asking Q22:

- This question will help us understand part of the composition of our workforce.
- There are various laws (Police Services Act) and policies (Police Services Board) and processes (OPS Business Plan) that speak to the need to reflect the community we serve. This will allow us to assess our success in meeting these requirements.
- By broadening the question beyond our own personal background, we are able to identify the significant diversity that members of our organization are linked to.

Benefit to us:

- We take pride in our heritage. Through our group membership we are able to be a role model for our community and contribute in various ways to the organization or community.

Other possible benefits:

- This will assist in areas such as homicide and other investigations (e.g., in the past four years, members from specific cultural communities have assisted *Major Crime* in investigative areas).

Workforce Demographics

[Back to Guide](#)

23. Aboriginal peoples means persons who are North American Indian, Métis or Inuit. Based on this definition, do you consider yourself to be of Aboriginal ancestry?

It appears that aboriginal people are slightly over-represented in the OPS when compared to the ratio in the City of Ottawa. Most of these people are either North American Indians, or Métis.

Q23AR	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
Not Aborigi nal (98.87%)	914	92.3	914	92.3
Aborigi nal (1.13%)	76	7.7	990	100.0
Frequency Mi ssi ng = 136				

Q23B	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
North American Indian (59.01%)	42	55.3	42	55.3
Métis (29.33%)	32	42.1	74	97.4
Inui t (5.10%)	2	2.6	76	100.0
Frequency Mi ssi ng = 1050				

Reason for asking Q23:

- This question will help us understand part of the composition of our workforce.
- There are various laws (Police Services Act) and policies (Police Services Board) and processes (OPS Business Plan) that speak to the need to reflect the community we serve. This will allow us to assess our success in meeting these requirements.
- By broadening the question beyond our own personal background, we are able to identify the significant diversity that members of our organization are linked to.

Benefit to us:

- We take pride in our heritage. Through our membership status we are able to be a role model for our community and contribute in various ways to the organization or community.
- If you are an Aboriginal person, the organization recognizes the unique position you bring as a member of one of Canada's First Nations.

Other possible benefits:

- The future challenges faced in our community with a rapidly growing urban Aboriginal population will be made easier with access to in-house personnel who may be able to contribute to a better understanding and approach.

Workforce Demographics

[Back to Guide](#)

24. [Do you consider yourself to be a person with a disability?](#)

Disability among OPS members compare realistically with that of people of working age in Ontario.

Q24	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not disabled (89.00%)	989	93.7	989	93.7
Disabled (11.00%)	66	6.3	1055	100.0

Frequency Missing = 71

Diversity

Looking at the different questions addressing diversity *together*, one can get a sense of the people at risk of being discriminated against for being a member of a minority group at the OPS.

A total of 17.9% of OPS members self-qualified for being a member of a visible minority, non-white group, aboriginal group, or having a disability of some sort. By conventional standards, this can put them at larger risk for being discriminated against than other members. However, the strength of this figure may offer a counter-balance from a human equity perspective, as some might argue that the mere size of this group shows that it is beginning to lose its minority status.

INEQUITY	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not checked	924	82.1	924	82.1
Checked	201	17.9	1126	100.0

Reason for asking Q24:

- This will help us understand part of the composition of our workforce.
- There are various laws (Police Services Act) and policies (Police Services Board) and processes (OPS Business Plan) that speak to the need to reflect the community we serve. This will allow us to assess our success in meeting these requirements.
- By broadening the question beyond your own personal background, we are able to identify the significant diversity that members of our organization are linked to.

Benefit to us:

- Our organization wants to become the policing Employer of Choice for All. This includes understanding and respecting people who may have disabilities and can contribute fully to the organization.

Workforce Demographics

[Back to Guide](#)

25. What is your religion?

Most OPS members identify with a religion. Similar to the population in the City of Ottawa, about half of the OPS members who practise a religion, are Roman Catholic. However the ratio of Protestant to other Christian differs from that of the Ottawa population in general.

Q25A	Frequency	Percent	Cumulative Frequency	Cumulative Percent
No religion (15.69%)	160	14.7	160	14.7
Buddhist (1.20%)	7	0.6	167	15.4
Christian Orthodox (2.06%)	15	1.4	182	16.7
Christian, n/i elsewhere (1.83%)	142	13.1	324	29.8
Hindu (1.06%)	5	0.5	329	30.3
Jewish (1.46%)	6	0.6	335	30.8
Muslim (5.15%)	13	1.2	348	32.0
Protestant (27.57%)	195	17.9	543	50.0
Roman Catholic (43.28%)	494	45.4	1037	95.4
Sikh (0.32%)	18	1.7	1055	97.1
Other (0.38%)	29	2.7	1084	99.7
Multiple chosen (?%)	3	0.3	1087	100.0

Frequency Missing = 39

Reason for asking Q25:

- This question will help us understand part of the composition of our workforce.
- There are various laws (Police Services Act) and policies (Police Services Board) and processes (OPS Business Plan) that speak to the need to reflect the community we serve. This will allow us to assess our success in meeting these requirements.

Other possible benefits:

- Many people are identifying themselves in terms of their religion or culture. By knowing the religious diversity of our workforce, it will allow us to tap into internal knowledge about religious or cultural questions we may face during our operations. We have to look at ways of collecting information from groups such as Muslims and Sikhs, for whom religion is an important cultural attribute in order to create a welcoming workplace, and whereby we can provide appropriate police services.

Workforce Demographics

[Back to Guide](#)

26. What language(s) can you speak well enough to conduct a conversation?

Apart from the fact that all OPS members are able to speak English, half of them can also speak French well enough to conduct a conversation. A small number (34) of OPS members indicated that they don't speak English well enough to conduct a conversation. Post-hoc research indicates that while these employees do speak English at work, they don't feel that they have proficiency in English.

Spoken English & French (38.90% French)

Q26A2	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not checked	568	50.6	568	50.6
Checked	555	49.4	1123	100.0

Frequency Missing = 3

⇒ The 34 employees may benefit from employee support to become proficient in English. This may be a concrete Outreach activity that will be appreciated by OPS members and the community alike.

In addition to English and French for half of the OPS members, as much as 11.5% of them are capable of conducting a conversation in a language other than English or French. This is an asset that may prove valuable in the day task of OPS members. Eighteen OPS members can speak more than one language beyond English and/or French.

Spoken other languages

Q26A3R	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Not checked	994	88.5	994	88.5
1 listed	111	9.9	1105	98.4
2 listed	12	1.1	1117	99.5
3 listed	5	0.4	1122	99.9
4 listed	1	0.1	1123	100.0

Frequency Missing = 3

⇒ Identified dual (or even multiple) language proficiency is an asset that may prove valuable in the day task of OPS members.

Workforce Demographics

[Back to Guide](#)

Spoken language specifics are provided in the next series of tables. Note first the tabled number of people who can speak the specified language and second the names of the language proficiency that is available within the OPS.

Spoken **Aboriginal**, specified

Q26B1	Frequency
Not checked	1120
1 listed	2
2 listed	1
Frequency Missing = 3	

Q26B1A	Frequency
Algonquin; some Cree	1
Frequency Missing = 1125	

Spoken **African**, specified

Q26B2	Frequency
Not checked	1112
1 listed	11
Frequency Missing = 3	

Q26B2A	Frequency
Afrikaans	2
Ndebele	1
Somali	5
Frequency Missing = 1118	

Spoken **Asiatic**, specified

Q26B3	Frequency
Not checked	1114
1 listed	8
2 listed	1
Frequency Missing = 3	

Workforce Demographics

[Back to Guide](#)

Q26B3A	Frequency
Cantonese	1
Cantonese; Mandari n	1
Japanese	1
Tami l	1
Vi etnamese	3

Frequency Mi ssi ng = 1119

Spoken **European**, specified

Q26B4	Frequency
Not checked	1038
1 listed	71
2 listed	11
3 listed	2
4 listed	1

Frequency Mi ssi ng = 3

Q26B4A	Frequency
Arabi c	7
Arabi c; Pushtu; Afgani	1
Croati an	3
Dutch	4
Dutch; Spani sh	1
Fi ni sh	1
Gael i c	1
German	7
Hungari an	1
Hungari an; German	1
Il l egi bl e - Hebrew	1
It al i an	11
It al i an; Greek	1
It al i an; Spani sh	3
It al i an; Turki sh; Al bani an	1
Latvi an	1
Pol i sh	4
Portuguese; Spani sh	1
Portuguese	4
Romani an	1
Romani an; Hungari an	1
Russi an	2
Russi an; Ukrai ni an	1
Sl ovak; Czech; Russi an; Pol i sh	1
Some Arabi c	1
Spani sh	20
Spani sh; Portuguese	1
Swi ss; German	1
Ukrai ni an	1

Frequency Mi ssi ng = 1042



Count Me In! OPS Census Revealed

Workforce Demographics

[Back to Guide](#)

Spoken **Indo-Iranian**, specified

Q26B5	Frequency
Not checked	1111
1 listed	8
3 listed	4
Frequency Missing = 3	

Q26B5A	Frequency
Hindi	1
Hindi ; Punjabi ; Urdu	3
Hindi ; Urdu; Kannada	1
Punjabi	2
Somali	1
Frequency Missing = 1118	

Spoken **Physical Ability**, specified

Q26B6	Frequency
Not checked	1114
1 listed	8
2 listed	1
Frequency Missing = 3	

Q26B6A	Frequency
American Sign Language	2
American sign language; LSQ	1
Sign language	4
Frequency Missing = 1119	

Workforce Demographics

[Back to Guide](#)

Spoken **Other**, specified

Q26B7	Frequency
Not checked	1114
1 listed	9
Frequency Missing = 3	

Q26B7A	Frequency
Creole	1
French Creole	1
Latin American Spanish	1
Patwa	1
Tagalog	1
Frequency Missing = 1121	

⇒ Language-wise the OPS members truly speak of diversity in the workplace. It will be interesting to see the breakdown of spoken language across different organizational demographics and work activities.

Reason for asking Q26:

- We want to begin to develop an accurate inventory of the language skills within OPS.
- Responses to this question can be compared with responses from the Canada Census to help us understand how much alignment we are with these skills compared to the community we police.

Benefit to us:

- If we speak an additional language, we may be able to work on projects or investigations where we can use this competence.

Other possible benefits:

- In the future, when we understand the scope of languages spoken by our members, we will be able to create a voluntary inventory such that investigators and OPS personnel can have access to members who are able to assist in another language.
- If we can provide direct service in people's first language, we will be much more responsive to the needs of victims.
- If we can tap more efficiently into in-house talent, we will be able to tackle investigations and crime in areas that previously suffered from our lack of knowledge.

Workforce Demographics

[Back to Guide](#)

27. What language(s) do you use on a regular basis in your job at OPS?

The use of English on the job as indicated in the table below may be under-reported because the two language options are not mutually exclusive. Even so, languages used regularly in the workplace by the OPS members likely reflect the needs when working in the community, rather than the general trend in Ottawa-Hull. For example, in some offices employees may speak French or another language with colleagues all day.

Q27	Frequency	Percent	Cumulative Frequency	Cumulative Percent
English only (90.68%)	710	64.1	710	64.1
English & French (3.07%)	397	35.9	1107	100.0

Frequency Missing = 19

Reason for asking Q27:

- The need to provide services in languages other than English and French is increasing in Ottawa. It is essential that we understand the in-house talent we have to respond to such needs.

Benefit to us:

- If we speak an additional language, we may be able to work on projects or investigations where we can use our competence.

Other possible benefits:

- If we can provide direct service in people's language, we will be much more responsive to the needs of victims.
- If we can tap more efficiently into in-house talent, we will be able to tackle investigations and crime in areas that previously suffered from our lack of knowledge.
- In the future, when we understand the scope of languages spoken by our members, we will be able to create a voluntary inventory such that investigators and OPS personnel can have access to members who are able to assist in another language.

Workforce Demographics

[Back to Guide](#)

28. [Have you ever used any of these languages in your job at OPS?](#)

As much as 13.4% of the OPS members have used a language(s) other than English or French on the job. This percentage points to a need that even exceeds that of language capability (see question 26).

Q28A	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
0	973	86.6	973	86.6
1	116	10.3	1089	97.0
2	25	2.2	1114	99.2
3	4	0.4	1118	99.6
4	3	0.3	1121	99.8
6	1	0.1	1122	99.9
7	1	0.1	1123	100.0

Frequency Mi ssi ng = 3

Used language specifics are provided in the next series of tables. Note first the number of people who have used the specified language on the job before and second the names of those languages.

Used other **Aboriginal** [Not Available]

Q28A1	Frequency
Not checked	1118
l isted	5

Frequency Mi ssi ng = 3

Q28A1A	Frequency
Al gonqui n	1
Inukti l l ut	1
Mi i kmaq	1

Frequency Mi ssi ng = 1123

Workforce Demographics

[Back to Guide](#)

Used other **African** [Not Available]

Q28A2	Frequency
Not checked	1109
1 listed	13
2 listed	1
Frequency Missing = 3	

Q28A2A	Frequency
Somali	6
Somali; Bantu translation	1
	1
Frequency Missing = 1118	

Used other **Asiatic** [Not Available]

Q28A3	Frequency
Not checked	1100
1 listed	22
2 listed	1
Frequency Missing = 3	

Q28A3A	Frequency
Chinese	1
Chinese community meetings	1
Chinese; Japanese	1
Tamil	1
Vietnamese	3
interviewing victim or witness through interpreter translation with language line	1
	1
	1
Frequency Missing = 1115	

Workforce Demographics

[Back to Guide](#)

Used other European [Not Available]

Q28A4	Frequency
Not checked	1034
1 listed	79
2 listed	9
4 listed	1
Frequency Missing = 3	

Q28A4A	Frequency
Arabi c	8
Arabi c; Pol i sh; Spani sh; Itali an	1
Croat ian	3
Dutch	1
Dutch; Spani sh	1
French	1
German	10
Hungari an	1
Itali an	8
Itali an; Greek	1
Itali an; Spani sh	4
Latvi an	1
Pol i sh	4
Pol i sh; French	1
Pol i sh; Russi an	1
Portuguese	3
Romani an	1
Russi an	5
Si gn Language	1
Slovak; Czech; Russi an; Pol i sh	1
Spani sh	29
Spani sh, Portuguese	1
Ukrai ni an	2
bas i c Spani sh	1
i l l e g i b l e	1
i n t e r v i e w i n g v i c t i m o r w i t n e s s	1
t h r o u g h i n t e r p r e t e r	1
t r a n s l a t i o n	1
Frequency Missing = 1032	

Workforce Demographics

[Back to Guide](#)

Used other **Indo-Iranian** [Not Available]

Q28A5	Frequency
Not checked	1110
1 listed	9
3 listed	4
Frequency Missing = 3	

Q28A5A	Frequency
.	1
Hi ndi	1
Hi ndi ; Punj abi ; Urdu	2
Hi ndi ; Vrdu ; Kannada	1
Punj abi	3
Punj abi ; Hi ndi ; Vrdu	1
cal l s	1
Frequency Missing = 1116	

Used **Physical Ability** [Nt Avibl]

Q28A6	Frequency
Not checked	1105
1 listed	18
Frequency Missing = 3	

Q28A6A	Frequency
.	1
Ameri can Si gn Language	3
Si gn	3
Si gn Language	6
deaf-mute - spoke by writing notes	1
hand si gns for deaf	1
hand si gns/si gnals	1
Frequency Missing = 1110	

Workforce Demographics

[Back to Guide](#)

Used other **Additional** [Not Available]

Q28A7	Frequency
Not checked	1102
1 listed	20
2 listed	1
Frequency Missing = 3	

Q28A7A	Frequency
.	2
Arabi c	1
French	9
French Creol e	1
French occasi onal l y	2
French on occasi on	1
French-l i mi t ed	1
Gael i c	1
German	2
Patwa	1
Si gn	1
Tagal og	1
Frequency Missing = 1103	

⇒ The OPS members use a diversity of languages in the workplace. It will be interesting to see the breakdown of language use across different organizational demographics and work activities.

Reason for asking Q28:

- The need to provide services in languages other than English and French is increasing in Ottawa. It is essential that we understand the in-house talent we have to respond to such needs.

Benefit to us:

- If we speak an additional language, we may be able to work on projects or investigations where we can use our competence.

Other possible benefits:

- If we can provide direct service in people's language, we will be much more responsive to the needs of victims.
- If we can tap more efficiently into in-house talent, we will be able to tackle investigations and crime in areas that previously suffered from our lack of knowledge.
- In the future, when we understand the scope of languages spoken by our members, we will be able to create a voluntary inventory such that investigators and OPS personnel can have access to members who are able to assist in another language.



Count Me In! OPS Census Revealed

Workforce Demographics

[Back to Guide](#)

Concluding Workforce Demographics

Overall the typical OPS member is portrayed as a white, heterosexual, married, religious and educated Gen X-er with children. His/her training background likely lies in the social sciences and related fields (with seven out of every 50 members studying further), while they bring at least one additional skill (which can vary considerably) to the job. Nine out of ten OPS members see themselves as being Canadian, and virtually all are Canadian citizens. However half of the members identify with more than one ethnic/cultural group, which reveals the emotional component associated with group affiliation. Women, members of the GLBTTQ community, aboriginals, disabled and visible minorities are well represented within the OPS. The average OPS member is well-versed in English, French and/or perhaps a third language.

By way of conclusion, no, inclusion

[Back to Guide](#)

The above concludes a first cut at the census results, which will be useful for all key stakeholders of the OPS. Demographic trends and patterns within the OPS were explored and compared with that of the community it serves on a question-by-question basis. Implications of the findings within each question were offered, with possible recommendations and next steps. Some of these may be implemented immediately, while others can be introduced in phases.

It is hoped that these revelations will form the needed empirical support for multiple initiatives within different sections of the OPS, and stimulate further strategies and action plans to make the OPS the best workplace it can be to serve its community by excellence. The reader is encouraged to see these results as a beginning rather than an end, and invest in further analysis and thinking to make the OPS the best workplace it can be, while serving the community to the fullest.

In taking the lead, some implications and recommendations with regards to the Outreach Recruitment Project (led by Staff Sergeant Syd Gravel) are provided in this research report. We look forward to tailoring the census findings to your specific needs as well.

[Back to Guide](#)

Implications and recommendations for ORP

1. Child and dependent care

The OPS members are dominantly invested in family life, with about two-thirds of the OPS members being involved in the care of children (see question 6). The number of hours spent per week on care, if applicable, is considerable, roughly averaged at 29 hours per week for childcare and 10 hours per week for dependent care. These numbers include both male and female OPS members.

When putting dependent care in context with other activities outside of work, 34.37% of the OPS members revealed their involvement in the former. We suspect that in this context, the care of children may not consistently have been interpreted as being part of dependent care (see question 7 in comparison to questions 6 and 8), indicating that 34.37% may paint a conservative picture for dependent care if taken in a broad sense. In any event, the issue of dependent care within the context of outreach recruitment poses for interesting questions and demands a strategic focus. For example, inferential statistical analyses reveal the following:

Row variable (in black, read horizontally) and column variable (in blue, read vertically)

Free time activities: Dependent care

I am Canadian (34.72%) [City of Ottawa]

	columns		Total
	Not checked	Checked	
Not checked	72 <i>1.0922</i> 6.39 9.74 74.23	667 <i>0.103</i> 59.24 90.26 64.82	739 65.63
Checked	25 <i>2.0855</i> 6.46 25.77	362 <i>0.1966</i> 32.15 93.54 35.18	387 34.37
	97 8.61	1029 91.39	1126 100.00

rows

Meaning: The dep.-care ratio between Cnds & non-Cnds is 65:35 vs. 74:26, while the Cdn ratio between members without & with kids is 10:90 vs. 6:94

Meaning: 59.24% of members are Canadian and without dependent care

Statistics outside cells pertain to one specific characteristic, e.g., no dep. care

When comparing rows (horizontally) or columns (vertically), always make sure that the percentages add up to 100.

A low probability value (close to 0) shows the two variables affect each other

Statistic	DF	Value	Prob
Chi-Square	1	3.477	0.062

**Leans towards statistical significance
Criterion for significance: $p < 0.05$**

* The chi-square value in each cell of the table above indicates the strength of the contribution that cell makes to the significance reported below the table. For example, the value of 2.0855 in the bottom left cell (non-Canadian members who provide dependent care) attributes most to the differences found between cells/rows/columns. Chi-square is the name of a statistical technique.

[Back to Guide](#)

OPS members providing dependent care are mostly Canadian. Conversely, those who indicated that they are non-Canadian, comparatively tend to provide less dependent care than those who are Canadian.

Free time activities: Dependent care

		Canadian parents		
Frequency	Cell Chi-Square	Not checked	Checked	Total
Percent	Row Pct			
Col Pct				
Not checked	132 0.9225 11.72 17.86 71.35	607 0.1814 53.91 82.14 64.51	739	65.63
Checked	53 1.7616 4.71 13.70 28.65	334 0.3463 29.66 86.30 35.49	387	34.37
Total	185 16.43	941 83.57	1126	100.00

Statistic	DF	Value	Prob
Chi-Square	1	3.212	0.073

Free time activities: Dependent care

		Canadian grandparents		
Frequency	Cell Chi-Square	Not checked	Checked	Total
Percent	Row Pct			
Col Pct				
Not checked	180 0.0013 15.99 24.36 65.45	559 0.0004 49.64 75.64 65.69	739	65.63
Checked	95 0.0025 8.44 24.55 34.55	292 0.0008 25.93 75.45 34.31	387	34.37
Total	275 24.42	851 75.58	1126	100.00

Statistic	DF	Value	Prob
Chi-Square	1	0.005	0.944

[Back to Guide](#)

However, this tendency reduces to be similar to that of Canadians with each older generation (see the percentage marked in bold in each table). This means that dependent care given by the OPS members is not more frequent when parents and grandparents are non-Canadian, but rather stems from other avenues than ethnicity or culture.

Free time activities: Dependent care

Frequency Cell Percent Row Pct Col Pct	Canadian spouse/partner		
	Not checked	Checked	Total
Not checked	236 4.7638 20.96 31.94 75.64	503 1.8259 44.67 68.06 61.79	739 65.63
Checked	76 9.0969 6.75 19.64 24.36	311 3.4868 27.62 80.36 38.21	387 34.37
Total	312 27.71	814 72.29	1126 100.00

Statistic	DF	Value	Prob	
Chi-Square	1	19.173	0.001	Statistically significant

Note how dependent care is minimal where the OPS members have indicated that their spouse is non-Canadian. One in every five OPS members who provide dependent care has a spouse who is non-Canadian. This decreases to a ratio of one in three where the OPS members do not provide dependent care. It might well be that dependent care required through ethnic or cultural affiliation is taken care of through marital relationships.

[Back to Guide](#)

If dependent-care provision is not significantly linked to ethnicity or culture, let's investigate further within the realm of the census survey. Put together in the most frequent combinations, the types of dependent care look as follows:

Q08GR	Frequency	Percent	Cumul ative Frequency	Cumul ative Percent
No dependent care	63	8.3	63	8.3
Other non-fami ly only	20	2.6	83	10.9
Other mul ti ple care	23	3.0	106	13.9
Other fami ly only	33	4.3	139	18.2
Chi ldren+other fami ly	34	4.5	173	22.7
El ders only	51	6.7	224	29.4
Chi ldren+el ders	85	11.1	309	40.5
Chi ldren only	454	59.5	763	100.0

Frequency Mi ssi ng = 363

This alternate breakdown confirms that dependent care is dominantly focused on children. A number of cross tabulations between the types of dependent care and other census questions were run to determine what significantly ($p < 0.05$) characterises the OPS members who provide dependent care:

Dependent care and employer status

- **Most OPS members who don't provide dependent care are civilians.**
- **Constables provide more care to elders than other OPS members.**
- **Sworn members (again, notably constables) provide more care to children than civilians.**
- **Dependent care is no different among the OPS members with or without supervisory status.**
- **OPS members with part-time (term or permanent) agreements are more involved with elder care than others.**
- **OPS work hours (regular and overtime paid) are not significantly associated with the need or provision of dependent care. It is not known whether the current OPS employment structure allows for such flexibility and whether these OPS members have other sources of income to support dependent care.**

Dependent care and demographics

- **OPS members with children as only dependents are dominantly between the ages of 35 and 44 years, and married**
- **Those providing either elder care or care to non-family members are older OPS employees, and often single.**
- **Members who currently don't provide dependent care, are typically in the 25 to 34 age group, and either single or married.**
- **Provision of dependent care is no different for OPS members whose partner is an OPS member, or not.**



Count Me In! OPS Census Revealed

[Back to Guide](#)

- Gender mattered greatly for dependent care: twice as many female OPS members reported to provide no dependent care than male OPS members.
- Childcare is dominantly provided by male OPS members.
- Compared to other care provision, elder care is slightly more provided by female OPS members.

2. *Human equity*

The OPS would do well by focusing their recruitment efforts on prospective employees in the youngest age category, and by preparing for the exit of the baby boomers in the next 10 years with the majority of their workforce now representing Generation X.

Demographics

In order for the OPS to be prepared in their people management, a deeper understanding of the workforce demographics is vital. From question 13 we know that for every two females in the OPS there are three males. However, this ratio changes significantly when we consider rank.

For example, among civilian members, the ratio of male to female is 25.82%:71.18%. The opposite is found for sworn members, where 77.17% of these employees are male and 22.83% are female. Given this benchmark for sworn members, note how the ratio among the different ranks vary by looking at the comparative column percentages (the last figure in each cell) from one column to the next.

⇒ A revealing trend is that male dominance among sworn members increases with rank. However, an acting role among NCOs provides some relief with respect to gender.

[Back to Guide](#)

Gender [City of Ottawa]

Rank [Internal OPS]

Frequency Cell Chi-Square Percent Row Pct Col Pct	Civilian (27.10%)	Special Constbl (3.73%)	Constbl (52.13%)	NCO [May include Acting NCO] 14.44%	Acting NCO (?)	Sr Offcr /Directr [May include Act Sr Offcr/ Dir] (2.60%)	Acting Sr Offcr /Directr (?)	Total
Male (52.49%)	94 70.363 8.72 14.57 25.82	21 0.0798 1.95 3.26 63.64	342 16.197 31.73 53.02 74.35	144 20.097 13.36 22.33 86.75	14 0.6092 1.30 2.17 73.68	26 2.4532 2.41 4.03 81.25	4 1.0786 0.37 0.62 100.00	645 59.83
Female (47.51%)	270 104.81 25.05 62.36 74.18	12 0.1188 1.11 2.77 36.36	118 24.127 10.95 27.25 25.65	22 29.936 2.04 5.08 13.25	5 0.9075 0.46 1.15 26.32	6 3.6542 0.56 1.39 18.75	0 1.6067 0.00 0.00 0.00	433 40.17
Total	364 33.77	33 3.06	460 42.67	166 15.40	19 1.76	32 2.97	4 0.37	1078 100.00

Statistic	DF	Value	Prob
Chi-Square	6	276.041	0.001

Statistically significant

Frequency Missing = 48

In addition, the following was found:

- The rank of **Constable** approaches half of the OPS workforce. This results in a very flat organizational structure with regards to employee numbers, despite the hierarchy offered by other ranking levels.
- There are three females for every one male civilian.
- For every five to six female constables there is one female NCO.
- For every five male constables there are two male NCOs.

Sexual Orientation)

While non-heterosexual (bear in mind that non-heterosexuality includes not only members who are either gay, lesbian or bisexual, but also those who are two-spirited or questioning) occurs slightly more among sworn members than civilians, the difference was not statistically significant. Non-heterosexuality was not found to be OPS rank specific, nor affected by number of hours worked per week, nor different from heterosexual colleagues with regards to their age and to the number of dependents that they care for. As to be expected, their marital status differ significantly from that of heterosexuals in that fewer are married and more live together but are not legally married (i.e., common law). Heterosexuals and non-heterosexuals share the same ratio of their partners being also an OPS member, or not.

[Back to Guide](#)

By comparison, the highest educational level of non-heterosexuals seems to significantly lie more towards the two extremes than that of heterosexuals, where the educational spread is more even. Slightly more non-heterosexuals are non-Canadian. The ethnicity of their parents and grandparents does not have a significant impact on the sexuality of OPS members. Non-heterosexuals have more non-Canadian spouses by comparison, and most are Canadian citizens.

Sexual orientation is often treated as a stand-alone matter when diversity or human equity is considered. The latter concept usually includes issues such as race (being non-Caucasian or non-white), being a visible minority and/or having a disability of some sort. However, whereas only 17.24% of heterosexuals checked being at risk of potential human inequity by virtue of these characteristics, as much as 39.02% of non-heterosexuals indicated this. Compare the following percentages:

Sexual orientation [Cndn Population]

People typically risking human inequity

Frequency Cell Percent Row Pct Col Pct	Not checked	Checked	Total
Heterosexual (98.30%)	864 0.0863 79.63 97.19	180 0.3916 16.59 91.84	1044 96.22
Non-heterosexual (1.70%)	25 2.1983 2.30 2.81	16 9.9709 1.47 8.16	41 3.78
Total	889 81.94	196 18.06	1085 100.00

Statistic	DF	Value	Prob
Chi-Square	1	12.647	0.001

Statistically significant

Further investigation reveals where these differences lie. By comparison more non-heterosexuals are not only aboriginals, but also disabled people. The classification of *disability* includes members who either have, or consider themselves to be disadvantaged in employment by (perceived) reason of a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment.

[Back to Guide](#)

Sexual orientation [Cndn Population]

Distribution of potential human inequity risk

Frequency Cell Chi-Square Percent Row Pct Col Pct	No mi nor i ty/di s- abi li ty	Abori - gi nal	Non- whi te	Vi si bl e mi nori ty	Di sabl ed	Total
Heterosexual (98.30%)	864 0.0863 79.63 97.19	51 0.1543 4.70 91.07	4 0.1367 0.37 80.00	68 0.0015 6.27 95.77	57 0.3409 5.25 89.06	1044 96.22
Non-heterosexual (1.70%)	25 2.1983 2.30 60.98 2.81	5 3.9302 0.46 12.20 8.93	1 3.4816 0.09 2.44 20.00	3 0.0375 0.28 7.32 4.23	7 8.6795 0.65 17.07 10.94	41 3.78
Total	889 81.94	56 5.16	5 0.46	71 6.54	64 5.90	1085 100.00

Heterosexuals are dominantly Roman Catholic (46.64%), Protestant (18.40%), non-religious (13.92%), or Christian (not included elsewhere) (13.05%). By contrast, non-heterosexuals (members who are either gay, lesbian, bisexual, two-spirited or questioning) are more versatile in their religious affiliation by being either non-religious (32.50%), Roman Catholic (25.00%), Christian (not included elsewhere) (10.005%), or Jewish, Protestant, Sikh or Other (each 7.50%). Lastly, the types of languages (English, English and French, English and other, or English, French and other) that these two groups speak are not significantly different.

Diversity

The above breakdown of diversity into the number of OPS members being at a larger risk for being discriminated against in itself deserves further investigation.

INEQUIT	Frequency	Percent	Cumulati ve Frequency	Cumulati ve Percent
No mi nori ty/di sabi li ty	924	82.1	924	82.1
Abori gi nal	56	5.0	980	87.0
Non-whi te	6	0.5	986	87.6
Vi si bl e mi nori ty	74	6.6	1060	94.1
Di sabl ed	66	5.9	1126	100.0



Count Me In! OPS Census Revealed

[Back to Guide](#)

The 17.9% of OPS members who self-indicated to be at risk of potential discrimination represent a similar rank distribution as those who did not self-indicate that they belong to any minority or disability. However, aboriginals appear to be over-represented among civilians and under-represented among NCOs, while disabled members tend to be over-represented in the rank of NCO.

Significantly more OPS members with minority/disability put in long weekly hours (65+) for regular pay than other members, especially if they belong to a visible minority. It is not known from the findings whether this tendency is self-imposed, or whether good reasons exist that need follow-up by the organization. This pattern is not picked up for overtime paid work.

Interestingly, fewer OPS members with minority/disability have no dependents living with them than regular members, although the distribution of dependents is very comparable between the two groups. Similarly, the two groups don't differ with regards to their age, although visible minorities cluster in the age category of 25 to 34 years, and disabled people are heavily represented by the two oldest age categories. In addition, they don't differ significantly on the basis of their marital status, nor on whether their partner also is an OPS member, or not.

We have already noted that the minority/disability group is significantly more non-heterosexual than regular OPS members. Looking at the former group in more depth, the findings confirm that this occurrence lies mostly within the disabled group, rather than with the other three categories of minority/disability.

The minority/disabled group tends to be slightly less highly educated. Comparatively, visible minorities have a high representation of elementary school, many aboriginals have a trades certificate or diploma, and many disabled people have a college certificate or diploma with few having a university degree post bachelor. Note that these highlights don't state where most of the OPS members in each group lie, but merely where specific groups differ from the norm.

Not surprisingly, significantly fewer minorities/disabled people have indicated that they are Canadian than other members. This is further underscored by the ethnicity of their parents, grandparents and spouse. Of these members, most are visible minorities (see the table below).

[Back to Guide](#)

Distribution of potential human inequity risk

I am Canadian (34.72%) [City of Ottawa]

Frequency Cell Percent Row Pct Col Pct	Not checked	Checked	Total
No minority/disability	55 7.6018 4.88 5.95 56.70	869 0.7166 77.18 94.05 84.45	924 82.06
Aboriginal	5 0.0064 0.44 8.93 5.15	51 0.0006 4.53 91.07 4.96	56 4.97
Non-white	3 11.929 0.27 50.00 3.09	3 1.1245 0.27 50.00 0.29	6 0.53
Visible minority	28 73.359 2.49 37.84 28.87	46 6.9153 4.09 62.16 4.47	74 6.57
Disabled	6 0.0174 0.53 9.09 6.19	60 0.0016 5.33 90.91 5.83	66 5.86
Total	97 8.61	1029 91.39	1126 100.00

Statistic	DF	Value	Prob
Chi-Square	4	101.673	0.001

Statistically significant

However, minority/disability status is not impacted by Canadian citizenship, a prominent characteristic of the OPS members. Religious affiliation largely impacts on the minority/disability of OPS members. Many of these members (notably the visible minorities) are Muslim and Sikh, with comparatively few being Protestant.



Count Me In! OPS Census Revealed

[Back to Guide](#)

Lastly, OPS members are strongest in English only, or in English and French. By contrast, the majority of Aboriginals speak English and French. Visible minorities are equally spread among English only, English and French, English and another language, and English, French and another language. Disabled people speak dominantly English.

⇒ Language capability provides for opportunities to connect seemingly opposing groups on the basis of sexuality, diversity, and more.



Count Me In! OPS Census Revealed

[Back to Guide](#)

Appendix A: Origin of Baseline Statistics



Count Me In! OPS Census Revealed

[Back to Guide](#)

q01 Division **[Data internal to OPS]**

- 1 Executive services (3.08%)
- 2 Support services (17.10%)
- 3 Criminal investigation services (14.85%)
- 4 Emergency operations (7.87%)
- 5 Corporate services (13.37%)
- 6 Patrol services, West division (13.96%)
- 7 Patrol services, Central division (16.04%)
- 8 Patrol services, East division (13.31%)
- 9 Other (0.41%)

q02a Location **[Data internal to OPS]**

- 1 474 Elgin (49.41%)
- 2 245 Greenbank Rd. (18.38%)
- 3 3343 St-Joseph Blvd (8.34%)
- 4 95 Abbeyhill Rd. (3.08%)
- 5 4561 Bank St. (6.80%)
- 6 Provincial Court House [\[161 Elgin St.\]](#) (5.50%)
- 7 Ottawa International Airport [\[50 Airport Rd.\]](#) (1.30%)
- 8 A Community Police Centre [\[Addresses unknown\]](#) (?%)
- 9 Other [\[May include CPC\]](#) (7.28%)

q02a9a Location: Other, specified

q03a Status: Rank **[Data internal to OPS]**

- 1 Civilian (27.10%)
- 2 Special Constable (3.73%)
- 3 Constable (52.13%)
- 4 NCO [\[May include Acting NCO\]](#) (14.44%)
- 5 Acting NCO (?%)
- 6 Sr. Officer/Director [\[May include Acting Sr. Officer/Dir\]](#) (2.60%)
- 7 Acting Sr. Officer/Director (?%)

q03b Supervisor **[Data internal to OPS]**

- 1 No (82.96%)
- 2 Yes (17.04%)

q04 Status: FT/PT, permanent/term **[Data internal to OPS]**

- 1 FT permanent [\[May include FT term\]](#) (95.21%)
- 2 FT term [\[May include PT term\]](#) (4.79%)
- 3 Other (?%)
- 4 PT permanent (?%)
- 5 PT term (?%)



Count Me In! OPS Census Revealed

[Back to Guide](#)

q05a Paid hours: Regular [Data Adjusted from Ottawa-Hull CMA]

- 1 none
- 2 < 5 hours (5.59%)
- 3 5 - 14 hours (4.43%)
- 4 15 - 24 hours (5.78%)
- 5 25 - 34 hours (16.68%)
- 6 35 - 44 hours (46.36%)
- 7 45 - 54 hours (9.56%)
- 8 55 - 64 hours (7.74%)
- 9 65 - 74 hours (3.87%)
- 10 75+ (0.00%)

For the City of Ottawa, the reference hours used in the national census data differ from the OPS census.

[No hours worked (3.37%)]

- 1 1-19 hours (8.86%)
- 2 20-29 hours (7.12%)
- 3 30-39 hours (26.23%)
- 4 40 hours (28.70%)
- 5 41-49 hours (10.23%)
- 6 50 hours or more (15.49%)

q05b Paid hours: Overtime [Data Not Available]

- 1 None
- 2 < 5 hours
- 3 5 - 14 hours
- 4 15 - 24 hours
- 5 25 - 34 hours
- 6 35 - 44 hours
- 7 45 - 54 hours
- 8 55 - 64 hours
- 9 65 - 74 hours
- 10 75+

q06a Childcare [Based on Ottawa-Hull CMA Population]

- 1 None (61.51%)
- 2 < 5 hours (9.82%)
- 3 5 - 14 hours (10.46%)
- 4 15 - 29 hours (7.49%)
- 5 30 - 59 hours (5.36%)
- 6 60+ hours (5.37%)

q06b Dependent care [Based on Ottawa-Hull CMA Population – specified in census data as *Care for Seniors*]

- 1 None (82.44%)
- 2 < 5 hours (11.52%)
- 3 5 - 14 hours (3.88%)
[3.68% for 5 – 9 hours, and 2.36% for 10 or more hours]
- 4 15 - 29 hours (0.59%)
- 5 30 - 59 hours (1.18%)
- 6 60+ hours (0.39%)



Count Me In! OPS Census Revealed

[Back to Guide](#)

q06c House/yard maintenance **[Based on Ottawa-Hull CMA Population]**

- 1 None (9.19%)
- 2 < 5 hours (24.65%)
- 3 5 - 14 hours (34.39%)
- 4 15 - 29 hours (19.72%)
- 5 30 - 59 hours (8.92%)
- 6 60+ hours (3.12%)

q06d Volunteering on behalf of OPS **[Data Not Available]**

- 1 None
- 2 < 5 hours
- 3 5 - 14 hours
- 4 15 - 29 hours
- 5 30 - 59 hours
- 6 60+ hours

q06e Volunteering – other **[Data Not Available]** **[Based on National Survey on Giving, Volunteering and Participating from 2000, the average annual hours contributed by volunteers was 162, or, 3.12 hours per week.]**

- 1 None
- 2 < 5 hours
- 3 5 - 14 hours
- 4 15 - 29 hours
- 5 30 - 59 hours
- 6 60+ hours

q07a Number of free time activities **[Data Not Available]**

q07a1 Free time activities: Dependent care (??%)

q07a2 Free time activities: Religious needs (??%)

q07a3 Free time activities: Personal medical needs (??%)

q07a4 Free time activities: Volunteering/community activities (??%)

q07a5 Free time activities: Hobbies (??%)

q07a6 Free time activities: Physical fitness (??%)

- 0 Not checked
- 1 Checked

q07a7 Free time activities: Other **[Not Available]**

- 0 Not checked
- 1 1 listed
- 2 2 listed
- 3 3 listed
- 4 4 listed
- 5 5 listed
- 6 6 listed

q07a7a Free time activities: Other, specified



Count Me In! OPS Census Revealed

[Back to Guide](#)

q08a Number of dependents cared for [Data Not Available]

q08a1 Care for children (%)

q08a2 Care for elders (%)

q08a3 Care for immediate family member (%)

q08a4 Care for friend (%)

q08a5 Care for dependent with special needs (%)

0 Not checked

1 Checked

q08a6 Care for other [Not Available]

0 Not checked

1 1 listed

2 2 listed

3 3 listed

4 4 listed

5 5 listed

6 6 listed

q08a6a Dependents cared for: Other, specified

q09a Number of dependents [Based on Ontario portion of Ottawa-Hull CMA – All Family Structure Types]

q09a1 Have <6 years old (22.33%)

q09a2 Have 6-14 years old (37.81%)

q09a3 Have 15-17 years old (11.88%)

q09a4 Have 18-29 years old (22.90%)

q09a5 Have 30+ years old (5.08%)

0 Not checked

1 Checked

q09a1a Number <6 years old [Not Available]

q09a2a Number 6-14 years old [Not Available]

q09a3a Number 15-17 years old [Not Available]

q09a4a Number 18-29 years old [Not Available]

q09a5a Number 30+ years old [Not Available]

q10a1 Care provider: Spouse/partner (%)

q10a2 Care provider: Other relative (%)

q10a3 Care provider: Sitter/neighbour (%)

q10a4 Care provider: Nanny (%)

q10a5 Care provider: Childcare facility (%)

q10a6 Care provider: Eldercare facility (%)

q10a7 Care provider: Other (%)

1 Never

2 Infrequently

3 Regularly

4 Most of the time

5 Always



Count Me In! OPS Census Revealed

[Back to Guide](#)

q10a7a Care provider: Other, specified

q11 Working age group [Based on Ontario portion of Ottawa-Hull CMA – Persons in the Ottawa labour force, not the general Ottawa population]

- 1 <24 years (16.44%)
- 2 25 - 34 years (22.91%)
- 3 35 - 44 years (27.54%)
- 4 45 - 54 years (22.58%)
- 5 55 - 64 years (8.86%)
- 6 65+ years (1.67%)

q12a Marital status [Based on Ontario portion of Ottawa-Hull CMA – Persons in the Ottawa labour force, not the general Ottawa population]

- 1 Single (30.28%)
- 2 Married (53.12%)
- 3 Separated (3.18%)
- 4 Common law (7.39%)
[Presented as separate yes/no question in Canada-City of Ottawa Census]
- 5 Divorced (5.09%)
- 6 Widowed (0.93%)

q12b Partner OPS status [Data Not Available]

- 1 Not OPS member
- 2 OPS member

q13a Gender [Based on Ontario portion of Ottawa-Hull CMA – Persons in the Ottawa labour force, not the general Ottawa population]

- 1 Male (52.49%)
- 2 Female (47.51%)

q13b Trans-gender [Data Not Available] [Results from the Ottawa GLBT wellness study indicate that within the Ottawa GLBT sample, each group was represented as follows: Gay 51%, Lesbian 31%, Bisexual 8%, Transgender 4%, and Non-Response/Other 5%.]

[Combining these percentages with that of *sexual orientation* in q14 results in trans-gendered people to be 4% of the 1.7% of the Canadian people claiming to not be *heterosexual*.]

- 1 Not trans-gendered (99.93%)
- 2 Trans-gendered (0.07%)

q14 Sexual orientation [Based on Canadian Population] [Estimated from information published in <http://www.statcan.ca/Daily/English/040615/d040615b.htm>.]

- 1 Heterosexual (98.30%)
- 2 Gay (0.65%)
- 3 Lesbian (0.35%)
- 4 Bisexual (0.70%)
- 5 Two-spirited (?%)
- 6 Questioning (?%)

[Back to Guide](#)

q15a Highest education [Based on Ontario portion of Ottawa-Hull CMA – Persons in the Ottawa labour force, not the general Ottawa population]

- 1 Elementary school (1.52%) [Adjusted to split “Less than High School Diploma based on ratio observed in other census tables]
- 2 Secondary school (22.87%) [Adjusted data to reflect those with diplomas plus those without – see above]
- 3 Trades certificate or diploma (7.40%)
- 4 College, w/o cert or dip (3.97%) [Adjusted to split “Some Post-Secondary” (13.15%) between college and university based on ratio observed in other census tables]
- 5 College, w/ cert or dip (19.36%)
- 6 University, first degree not completed (11.39%) [Adjusted data – see above, plus category Certificate/Diploma Below Bachelor’s]
- 7 University, first degree completed (20.75%)
- 8 University degree, post-bachelor (3.03%)
- 9 University masters degree (7.79%)
- 10 University doctorate degree (1.93%)

q15b Highest field of study/training [Based on Ontario portion of Ottawa-Hull CMA – Persons in the Ottawa labour force, not the general Ottawa population]

The classification key from StatCan that is specific to the 11 categories from the comparison data can be found at:

<http://www12.statcan.ca/english/census01/Products/Reference/dict/appendices/app013.pdf>.

- 1 Educational, recreational and counseling services (8.06%)
- 2 Fine and applied arts (3.86%)
- 3 Humanities and related fields (8.76%)
- 4 Social sciences and related fields (15.61%)
- 5 Commerce, management and business administration (19.73%)
- 6 Agricultural, biological, nutritional, and food sciences (3.75%)
- 7 Engineering and applied sciences (8.64%)
- 8 Applied science technologies and trades (15.72%)
- 9 Health professions and related technologies (8.92%)
- 10 Mathematics, computer and physical sciences (7.04%)
- 11 No specialization (0.10%)

q16a Number of certification/skills [Data Not Available]

q16a1 Types of certification/skills 1-3 [Some listed more]

q17 School attendance [Based on Ontario portion of Ottawa-Hull CMA]

- 1 No (80.79%)
- 2 Yes, PT (12.13%)
- 3 Yes, FT (7.08%)



Count Me In! OPS Census Revealed

[Back to Guide](#)

q18y Diversity of own ethnic origin

[Based on City of Ottawa]

q18y00 Canadian (34.72%)

q18y01 Canadian English (23.53%)

q18y02 Canadian French (21.21%)

q18y03 American (USA) (0.84%)

q18y04 Arab (1.56%)

q18y05 British (n/i elsewhere) (0.82%)

q18y06 Chinese (3.96%)

q18y07 Dutch (Netherlands) (2.59%)

q18y08 East Indian (2.21%)

q18y09 English (n/i elsewhere) [Not Available]

q18y10 French (n/i elsewhere) [Not Available]

q18y11 German (7.27%)

q18y12 Haitian (0.60%)

q18y13 Hungarian (Magyar) (0.72%)

q18y14 Irish (20.87%)

q18y15 Italian (4.37%)

q18y16 Jamaican (0.75%)

q18y17 Jewish (1.64%)

q18y18 Lebanese (2.36%)

q18y19 Metis (0.60%)

q18y20 North American Indian (2.11%)

q18y21 Polish (2.77%)

q18y22 Portuguese (0.81%)

q18y23 Russian (1.03%)

q18y24 Scottish (18.18%)

q18y25 Somali (1.08%)

q18y26 South-Asian (1.00%)

q18y27 Spanish (0.85%)

q18y28 Ukrainian (2.08%)

q18y29 Vietnamese (0.80%)

q18y30 Welsh (1.51%)

0 Not checked

1 Checked

q18y31 Other (16.62%)

0 Not checked

1 1 listed

2 2 listed

3 3 listed

4 4 listed

5 5 listed

6 6 listed

originy Own ethnic origin, specified

The classification key from StatCan that is used to group the ethnic origin of OPS members can be found at:

<http://www12.statcan.ca/english/census01/Products/Reference/dict/appendices/app003.pdf>



Count Me In! OPS Census Revealed

[Back to Guide](#)

q18p Diversity in ethnic origin of parents [Data Not Available]

- q18p01 Canadian English
- q18p02 Canadian French
- q18p03 American (USA)
- q18p04 Arab
- q18p05 British (n/i elsewhere)
- q18p06 Chinese
- q18p07 Dutch (Netherlands)
- q18p08 East Indian
- q18p09 English (n/i elsewhere)
- q18p10 French (n/i elsewhere)
- q18p11 German
- q18p12 Haitian
- q18p13 Hungarian (Magyar)
- q18p14 Irish
- q18p15 Italian
- q18p16 Jamaican
- q18p17 Jewish
- q18p18 Lebanese
- q18p19 Metis
- q18p20 North American Indian
- q18p21 Polish
- q18p22 Portuguese
- q18p23 Russian
- q18p24 Scottish
- q18p25 Somali
- q18p26 South-Asian
- q18p27 Spanish
- q18p28 Ukrainian
- q18p29 Vietnamese
- q18p30 Welsh

- 0 Not checked
- 1 Checked

q18p31 Other

- 0 Not checked
- 1 1 listed
- 2 2 listed
- 3 3 listed
- 4 4 listed
- 5 5 listed
- 6 6 listed

originp Ethnic origin of parents, specified



Count Me In! OPS Census Revealed

[Back to Guide](#)

q18g Diversity in ethnic origin of grandparents [Data Not Available]

- q18g01 Canadian: English
- q18g02 Canadian: French
- q18g03 American (USA)
- q18g04 Arab
- q18g05 British (n/i elsewhere)
- q18g06 Chinese
- q18g07 Dutch (Netherlands)
- q18g08 East Indian
- q18g09 English (n/i elsewhere)
- q18g10 French (n/i elsewhere)
- q18g11 German
- q18g12 Haitian
- q18g13 Hungarian (Magyar)
- q18g14 Irish
- q18g15 Italian
- q18g16 Jamaican
- q18g17 Jewish
- q18g18 Lebanese
- q18g19 Metis
- q18g20 North American Indian
- q18g21 Polish
- q18g22 Portuguese
- q18g23 Russian
- q18g24 Scottish
- q18g25 Somali
- q18g26 South-Asian
- q18g27 Spanish
- q18g28 Ukrainian
- q18g29 Vietnamese
- q18g30 Welsh
 - 0 Not checked
 - 1 Checked

- q18g31 Other
 - 0 Not checked
 - 1 1 listed
 - 2 2 listed
 - 3 3 listed
 - 4 4 listed
 - 5 5 listed
 - 6 6 listed

origing Ethnic origin of grandparents, specified



Count Me In! OPS Census Revealed

[Back to Guide](#)

q18s Diversity in ethnic origin of spouse/partner [Data Not Available]

- q18s01 Canadian: English
- q18s02 Canadian: French
- q18s03 American (USA)
- q18s04 Arab
- q18s05 British (n/i elsewhere)
- q18s06 Chinese
- q18s07 Dutch (Netherlands)
- q18s08 East Indian
- q18s09 English (n/i elsewhere)
- q18s10 French (n/i elsewhere)
- q18s11 German
- q18s12 Haitian
- q18s13 Hungarian (Magyar)
- q18s14 Irish
- q18s15 Italian
- q18s16 Jamician
- q18s17 Jewish
- q18s18 Lebanese
- q18s19 Metis
- q18s20 North American Indian
- q18s21 Polish
- q18s22 Portuguese
- q18s23 Russian
- q18s24 Scottish
- q18s25 Somali
- q18s26 South-Asian
- q18s27 Spanish
- q18s28 Ukrainian
- q18s29 Vietnamese
- q18s30 Welsh
 - 0 Not checked
 - 1 Checked

- q18s31 Other
 - 0 Not checked
 - 1 1 listed
 - 2 2 listed
 - 3 3 listed
 - 4 4 listed
 - 5 5 listed
 - 6 6 listed

origins Ethnic origin of spouse/partner, specified



Count Me In! OPS Census Revealed

[Back to Guide](#)

q19 Canadian citizenship **[Based on Ontario portion of Ottawa-Hull CMA]**

- 1 Yes (94.76%)
- 2 No (5.24%)

q20a Permanent resident **[Based on Ontario portion of Ottawa-Hull CMA]**

- 0 Canadian citizen (94.76%)
- 1 Permanent resident (4.23%)
- 2 Not permanent resident (1.01%)

q20b Years of permanent residence **[Based on Ontario portion of Ottawa-Hull CMA]** **[Distribution based on population who have emigrated to Canada]**

- 1 Pre-1971 (28.26%)
- 2 1971-1975 (7.51%) **[Adjusted data from 1971-1980 (15.02%)]**
- 3 1976-1980 (7.51%) **[Adjusted data from 1971-1980 (15.02%)]**
- 4 1981-1985 (10.33%) **[Adjusted data from 1981-1990 (20.66%)]**
- 5 1986-1990 (10.33%) **[Adjusted data from 1981-1990 (20.66%)]**
- 6 1991-1995 (17.58%)
- 7 1996-2000 (17.54%) **[Adjusted data from 1996-2001 (20.46%)]**
- 8 2001-2005 (3.41%) **[Estimate for 2001 when Census last taken]**

q21 Visible minority **[Based on City of Ottawa]**

- 1 Not visible minority (82.03%)
- 2 Visible minority (17.97%)

[Q22a based on City of Ottawa]

q22a Number of groups membership **[Data Not Available]**

- q22a01 Group member of White (82.03%)
- q22a02 Group member of Chinese (3.62%)
- q22a03 Group member of South Asian (2.84%)
- q22a04 Group member of Black (4.54%)
- q22a05 Group member of Filipino (0.64%)
- q22a06 Group member of Latin America (0.85%)
- q22a07 Group member of Southeast Asian (1.14%)
- q22a08 Group member of Arab (2.67%)
- q22a09 Group member of West Asian (0.66%)
- q22a10 Group member of Japanese (0.20%)
- q22a11 Group member of Korean (0.19%)
- 0 Not checked
- 1 Checked



Count Me In! OPS Census Revealed

[Back to Guide](#)

q22a12 Group member of other denomination (3.53%)

- 0 Not checked
- 1 1 listed
- 2 2 listed
- 3 3 listed
- 4 4 listed
- 5 5 listed
- 6 6 listed

q22a12a Group membership: Other, specified

q23a Aboriginal **[Based on City of Ottawa]**

- 1 Not Aboriginal (98.87%)
- 2 Aboriginal (1.13%)

q23b Aboriginal type **[Based on City of Ottawa]**

- 1 North American Indian (0.67%) **[59.01% of Aboriginal]**
- 2 Metis (0.31%) **[29.33% of Aboriginal]**
- 3 Inuit (0.06%) **[5.10% of Aboriginal]**

q24 Disabilities **[Data Not Made Available for 2001 Census]**

- 1 Not disabled
- 2 Disabled (15%) **[Of entire Ottawa population, not working age]**
[Alternative: within working age persons in Ontario (11%)]

q25a Religion **[Based on City of Ottawa]**

- 1 No religion (15.69%)
- 2 Buddhist (1.20%)
- 3 Christian Orthodox (2.06%)
- 4 Christian, n/i elsewhere (1.83%)
- 5 Hindu (1.06%)
- 6 Jewish (1.46%)
- 7 Muslim (5.15%)
- 8 Protestant (27.57%)
- 9 Roman Catholic (43.28%)
- 10 Sikh (0.32%)
- 11 Other (0.38%)
- 12 Multiple chosen (?%)

q25a11a Religion: Other, specified **[Data Not Available]**



Count Me In! OPS Census Revealed

[Back to Guide](#)

[Q26 based on Ontario portion of Ottawa-Hull CMA]

q26a1 Spoken languages: English (95.62%)

q26a2 Spoken languages: English & French (38.90%) [Statistic only available as % persons who can speak French]

- 0 not checked
- 1 checked

q26a3 Spoken languages: Other

- 0 Not checked
- 1 1 listed
- 2 2 listed
- 3 3 listed
- 4 4 listed
- 5 5 listed
- 6 6 listed

q26b1 Spoken languages: Aboriginal (0.05%)

q26b2 Spoken languages: African (0.19%)

q26b3 Spoken languages: Asiatic (5.63%)

q26b4 Spoken languages: European (16.84%)

q26b5 Spoken languages: Indo-Iranian (3.28%)

q26b6 Spoken languages: Physical Ability (0.17%)

q26b7 Spoken languages: Other (2.37%)

- 0 Not checked
- 1 1 listed
- 2 2 listed
- 3 3 listed
- 4 4 listed
- 5 5 listed
- 6 6 listed

q26b1a Spoken languages: Aboriginal, specified

q26b2a Spoken languages: African, specified

q26b3a Spoken languages: Asiatic, specified

q26b4a Spoken languages: European, specified

q26b5a Spoken languages: Indo-Iranian, specified

q26b6a Spoken languages: Physical ability, specified

q26b7a Spoken languages: Other, specified

q27 Languages used regularly in job at OPS [Based on Ontario portion of Ottawa-Hull CMA]

- 1 English only (90.68%)
- 2 English & French (3.07%) [These do not sum to 100% because there are five other categories used in the census: French only (5.08%), Non-official language only (0.78%), English & non-official (0.30%), French & non-official (0.02%), and English, French & non-official (0.07%).]



Count Me In! OPS Census Revealed

[Back to Guide](#)

q28a Number of other languages used in job at OPS [Data Not Available – Statcan only reports use of non-official languages in a single category]

q28a1 Spoken other Aboriginal

q28a2 Spoken other African

q28a3 Spoken other Asiatic

q28a4 Spoken other European

q28a5 Spoken other Indo-Iranian

q28a6 Spoken other Physical Ability

q28a7 Spoken other Additional

0 Not checked

1 1 listed

2 2 listed

3 3 listed

4 4 listed

5 5 listed

6 6 listed

q28a1a OPS Language: Aboriginal, specified

q28a2a OPS Language: African, specified

q28a3a OPS Language: Asiatic, specified

q28a4a OPS Language: European, specified

q28a5a OPS Language: Indo-Iranian, specified

q28a6a OPS Language: Physical Ability, specified

q28a7a OPS Language: Other, specified

End of survey questions



Count Me In! OPS Census Revealed

[Back to Guide](#)

Appendix B: Count me in: Copy of Original Survey



Count Me In

[Back to Guide](#)

A) Why Conduct A Census?

The purpose of this Workforce Census is to collect information about our workforce so that we can better understand how to serve the needs of our employees and our organization. The results of this Census will provide OPS with the ability to identify the demographic characteristics of our employee population. This information will in turn be used to develop and implement specific programs, policies, and practices that support its employees. The Census results will also help the organization to better address the needs of the community, develop its workforce, recruit new employees and conduct succession planning.

B) Why Should YOU Participate?

It is critical that we are all "counted in." In order for OPS to better serve the needs of its employees, it is important that we get an accurate and honest indication of who our employees are and what characteristics they bring to the workforce. The more employees respond to this survey, the more accurate we can be in terms of understanding the composition and needs of our workforce.

c) How Is My Privacy Protected?

The information you provide will be analyzed by an external consulting firm (TWI Inc). The information you provide is anonymous and will be kept strictly confidential by the external consulting company who will process the results. No individual results will be made available to OPS. Your responses will be combined with the responses of other OPS employees and reported in aggregate form only.

d) Who Can I Contact for More Information?

If you would like more information or require assistance with completing this form, please visit the *Census Zone* on the Intranet or contact Staff Sergeant Syd Gravel at ext. 2905 or by e-mail.

e) What Should I Do with My Completed Survey?

Place the completed CENSUS in the envelope addressed to TWI Inc. and seal the envelope for mailing. You can either: Mail your Census through any off site Canada Post mail box or simply deposit it into the internal mail process within OPS. The OPS mailroom will package the envelopes in batches so that the batches can be sent by courier to TWI Inc.

[Back to Guide](#)

We are collecting information to understand the composition of our workforce. This information will help us to better meet the needs of our employees, our organization and the communities in which we operate.

All of the information that is collected is anonymous. Individual results will be kept strictly confidential by the external consulting company who will process the results. Your responses will be combined with the responses of other OPS employees and reported in aggregate form only.

The following questions ask you to provide information about characteristics that impact on your life at work. Please respond as accurately as possible by checking the appropriate box.

Organizational Demographics

1. What division do you currently work in?

- Executive Services
- Support Services
- Criminal Investigation Services
- Emergency Operations
- Corporate Services
- Patrol Services, West Division
- Patrol Services, Central Division
- Patrol Services, East Division

2. At what Police station or building do you currently work most of the time?

- 474 Elgin St.
- 245 Greenbank Rd.
- 3343 St-Joseph Blvd.
- 95 Abbeyhill Dr.
- 4561 Bank St.
- Provincial Court House
- Ottawa International Airport
- A Community Police Centre
- Other *(Please specify)* _____

3. What is your status with the OPS?

- | | |
|--|------------------------------|
| <input type="checkbox"/> Civilian | <u>Are you a supervisor?</u> |
| <input type="checkbox"/> Special Constable | <input type="checkbox"/> No |
| <input type="checkbox"/> Constable | <input type="checkbox"/> Yes |
| <input type="checkbox"/> NCO (sergeants, staff sergeants) | |
| <input type="checkbox"/> Acting NCO (sergeants, staff sergeants) | |
| <input type="checkbox"/> Sr. Officer/Director | |
| <input type="checkbox"/> Acting Sr. Officer/Director | |

4. Are you working full-time or part-time, and on a permanent or contract basis?

(Full time: 35-40 hours or more per week; Part time: less than 35 hours per week)

- | | |
|---|---|
| <input type="checkbox"/> Full-time, permanent | <input type="checkbox"/> Part-time, permanent |
| <input type="checkbox"/> Full-time, term | <input type="checkbox"/> Part-time, term |
| <input type="checkbox"/> Other arrangements | |

Work Activities

[Back to Guide](#)

5. Last week, how many hours did you spend working for pay?

Regular/required duty

- None
- Less than 5 hours
- 5 to 14 hours
- 15 to 24 hours
- 25 to 34 hours
- 35 to 44 hours
- 45 to 54 hours
- 55 to 64 hours
- 65 to 74 hours
- 75 hours or more

Overtime for OPS

- None
- Less than 5 hours
- 5 to 14 hours
- 15 to 24 hours
- 25 to 34 hours
- 35 to 44 hours
- 45 to 54 hours
- 55 to 64 hours
- 65 to 74 hours
- 75 hours or more

6. Last week, how many hours did you spend doing the following unpaid activities?

Looking after children

(e.g., bathing, playing, driving, helping)

- None
- Less than 5 hours
- 5 to 14 hours
- 15 to 29 hours
- 30 to 59 hours
- 60 hours or more

Other dependent care

(e.g., personal care, assistance of any type, keeping company)

- None
- Less than 5 hours
- 5 to 14 hours
- 15 to 29 hours
- 30 to 59 hours
- 60 hours or more

Housework, yard work or home maintenance

(e.g., meals, laundry, shopping, lawn)

- None
- Less than 5 hours
- 5 to 14 hours
- 15 to 29 hours
- 30 to 59 hours
- 60 hours or more

Volunteering on behalf of OPS

(e.g., United Way campaign, Boys and Girls Club events, Flatfooters)

- None
- Less than 5 hours
- 5 to 14 hours
- 15 to 29 hours
- 30 to 59 hours
- 60 hours or more

Volunteering outside of OPS

(e.g., charitable organizations, coaching children's sports)

- None
- Less than 5 hours
- 5 to 14 hours
- 15 to 29 hours
- 30 to 59 hours
- 60 hours or more

7. How do you spend your time outside work?

(You may check more than one category.)

- Dependent care
- Religious needs
- Personal medical needs
- Volunteering/community activities
- Hobbies
- Physical fitness
- Other *(Please specify)* _____

Children and Other Dependents

[Back to Guide](#)

8. Who do you provide dependent care for?

(You may check more than one category.)

- No dependent care responsibilities *(Skip to question 10)*
- Children
- Elders
- An immediate family member (other than child or elder indicated above)
- Friend (other than child or elder indicated above)
- Dependents with special needs
- Other *(Please specify)* _____

9. How old are the dependents living with you?

(You may check more than one category.)

- No dependents are living with me *(Skip to question 10)*
- Younger than 6 years Number of dependents: _____
- 6 to 14 years Number of dependents: _____
- 15 to 17 years Number of dependents: _____
- 18 to 29 years Number of dependents: _____
- 30 years or older Number of dependents: _____

10. In the past 12 months, how often did someone else provide dependent care while you work?

(Please check only one frequency for each of the categories in the left-hand column.)

	Never	Infrequently	Regularly	Most of the time	Always
Spouse/partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other relative	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sitter/neighbour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Nanny	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Childcare facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Eldercare facility	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other <i>(Please specify)</i> _____	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Workforce Demographics

[Back to Guide](#)

11. What age group do you belong to?

- 24 years or younger
- 25 to 34 years
- 35 to 44 years
- 45 to 54 years
- 55 to 64 years
- 65 years or older

12. Which of the following best describes your marital status?

- | | |
|--|--|
| <input type="checkbox"/> Never legally married (<i>single</i>) | <u>Is your partner also an OPS member?</u> |
| <input type="checkbox"/> Legally married (<i>and not separated</i>) | <input type="checkbox"/> No |
| <input type="checkbox"/> Separated, but still legally married | <input type="checkbox"/> Yes |
| <input type="checkbox"/> Common Law (<i>living together but not legally married</i>) | |
| <input type="checkbox"/> Divorced | |
| <input type="checkbox"/> Widowed | |

13. What is your gender?

- | | |
|---------------------------------|--------------------------------|
| <input type="checkbox"/> Male | <u>Are you trans-gendered?</u> |
| <input type="checkbox"/> Female | <input type="checkbox"/> No |
| | <input type="checkbox"/> Yes |

14. What is your sexual orientation?

- Heterosexual
- Gay
- Lesbian
- Bisexual
- Two-spirited
- Questioning

15. a) What is your highest level of education?

- Elementary school
- Secondary school
- Trades certificate or diploma
- College, without trade or college certificate or diploma
- College, with trade certificate/diploma
- College, with college certificate/diploma
- University, with first degree not completed
- University, first degree completed
- University degree post-bachelor
- University masters degree
- University degree in medicine, dentistry, veterinary medicine or optometry
- University doctorate degree

b) What was the major field of study or training of your highest level of education?
(*e.g., accounting, carpentry, civil engineering, history, legal secretary, welding, etc.*)

Specify: _____

16. What specific certification/skills do you bring to the workplace?

(*e.g., dog trainer, Certified Accountant, professional photographer, first aid*)

a. _____ b. _____ c. _____

Workforce Demographics

[Back to Guide](#)

17. In the past nine months, did you attend a school, college, or university?

- No
- Yes, part-time
- Yes, full-time

18. Please indicate the ethnic/cultural group(s) to which you, your parents, your grandparents, and your spouse/partner belong:

The list alphabetically reflects the dominant ethnic origins in Ottawa-Hull. Should the applicable ethnic/cultural group not be listed, please specify in the space provided below.

(You may check more than one category.)

You

- Canadian
 - English
 - French
- American (USA)
- Arab
- British, *not included elsewhere*
- Chinese
- Dutch (Netherlands)
- East Indian
- English, *not included elsewhere*
- French, *not included elsewhere*
- German
- Haitian
- Hungarian (Magyar)
- Irish
- Italian
- Jamaican
- Jewish
- Lebanese
- Métis
- North American Indian
- Polish
- Portuguese
- Russian
- Scottish
- Somali
- South-Asian
- Spanish
- Ukrainian
- Vietnamese
- Welsh
- Other *(Please specify)* _____

Your Parents

- Canadian
 - English
 - French
- American (USA)
- Arab
- British, *not included elsewhere*
- Chinese
- Dutch (Netherlands)
- East Indian
- English, *not included elsewhere*
- French, *not included elsewhere*
- German
- Haitian
- Hungarian (Magyar)
- Irish
- Italian
- Jamaican
- Jewish
- Lebanese
- Métis
- North American Indian
- Polish
- Portuguese
- Russian
- Scottish
- Somali
- South-Asian
- Spanish
- Ukrainian
- Vietnamese
- Welsh
- Other *(Please specify)* _____

Workforce Demographics

[Back to Guide](#)

(You may check more than one category.)

Your Grandparents

- Canadian
 - English
 - French
- American (USA)
- Arab
- British, *not included elsewhere*
- Chinese
- Dutch (Netherlands)
- East Indian
- English, *not included elsewhere*
- French, *not included elsewhere*
- German
- Haitian
- Hungarian (Magyar)
- Irish
- Italian
- Jamaican
- Jewish
- Lebanese
- Métis
- North American Indian
- Polish
- Portuguese
- Russian
- Scottish
- Somali
- South-Asian
- Spanish
- Ukrainian
- Vietnamese
- Welsh
- Other (*Please specify*) _____

Your Spouse/Partner

- Canadian
 - English
 - French
- American (USA)
- Arab
- British, *not included elsewhere*
- Chinese
- Dutch (Netherlands)
- East Indian
- English, *not included elsewhere*
- French, *not included elsewhere*
- German
- Haitian
- Hungarian (Magyar)
- Irish
- Italian
- Jamaican
- Jewish
- Lebanese
- Métis
- North American Indian
- Polish
- Portuguese
- Russian
- Scottish
- Somali
- South-Asian
- Spanish
- Ukrainian
- Vietnamese
- Welsh
- Other (*Please specify*) _____

19. Are you a Canadian citizen?

- Yes
- No

20. a) If "No" under 19), are you a permanent resident (landed immigrant) of Canada?

- Yes
- No

b) If "Yes" under 20a), when did you become a permanent resident?

- Before 1971
- 1971-1975
- 1976-1980
- 1981-1985
- 1986-1990
- 1991-1995
- 1996-2000
- 2001-2005

Workforce Demographics

[Back to Guide](#)

21. Members of visible minorities means persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.

Based on this definition, do you consider yourself to be a visible minority person?

- No
- Yes

22. Please indicate your group membership from the options below.

(You may check more than one category.)

- White
- Chinese
- South Asian (e.g., East Indian, Pakistani, Sri Lankan, etc.)
- Black
- Filipino
- Latin American
- Southeast Asian (e.g., Cambodian, Indonesian, Laotian, Vietnamese, etc.)
- Arab
- West Asian (e.g., Afghan, Iranian, etc.)
- Japanese
- Korean
- Other *(Please specify)* _____

23. Aboriginal peoples means persons who are North American Indian, Métis or Inuit.

Based on this definition, do you consider yourself to be of Aboriginal ancestry?

- No
- Yes, I'm:
 - North American Indian
 - Métis
 - Inuit

24. Persons with disabilities refers to persons who have a long-term or recurring physical, mental, sensory, psychiatric, or learning impairment and who:

- a. consider themselves to be disadvantaged in employment by reason of that impairment, or
- b. believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment,

and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Based on this definition, do you consider yourself to be a person with a disability?

- No
- Yes

25. What is your religion?

- No religion
- Buddhist
- Christian Orthodox
- Christian, *not included elsewhere*
- Hindu
- Jewish
- Muslim
- Protestant
- Roman Catholic
- Sikh
- Other *(Please specify)* _____

Workforce Demographics

[Back to Guide](#)

26. What language(s) can you speak well enough to conduct a conversation?

(You may check more than one category.)

- English only
- Both English and French
- Other language(s): *(Please indicate below.)*

Aboriginal languages

(e.g., Algonquian, Athabaskan, Iroquian)

Specify: _____

African languages

(e.g., Somali, Bantu, Niger-Congo languages)

Specify: _____

Asiatic languages

(e.g., Chinese, Japanese, Korean, Lao, Malay, Tagalog, Tamil, Vietnamese)

Specify: _____

European languages

(e.g.: Arabic, Croatian, Hebrew, Italian, Spanish, Polish, Greek, Turkish)

Specify: _____

Indo-Iranian languages

(e.g., Bengali, Gujarati, Hindi, Kurdish, Punjabi, Urdu)

Specify: _____

Languages related to physical disability

(e.g., Braille, Sign language)

Specify: _____

Other languages, *not included above*

Specify: _____

27. What language(s) do you use on a regular basis in your job at OPS?

- English only
- Both English and French

28. Have you ever used any of these languages in your job at OPS?

(You may check more than one category.)

Aboriginal languages

(e.g., Algonquian, Athabaskan, Iroquian)

Specify: _____

African languages

(e.g., Somali, Bantu, Niger-Congo languages)

Specify: _____

Asiatic languages

(e.g., Chinese, Japanese, Korean, Lao, Malay, Tagalog, Tamil, Vietnamese)

Specify: _____

European languages

(e.g.: Arabic, Croatian, Hebrew, Italian, Spanish, Polish, Greek, Turkish)

Specify: _____

Indo-Iranian languages

(e.g., Bengali, Gujarati, Hindi, Kurdish, Punjabi, Urdu)

Specify: _____

Languages related to physical disability

(e.g., Braille, Sign language)

Specify: _____

Other languages, *not included above*

Specify: _____



[Back to Guide](#)

***Thank you for completing the OPS
“Count Me In” Workforce Census and
for helping us to better serve you,
our employees, our organization and
our community!***