

Ottawa Police Service
Outreach Recruitment Project
Project Charter

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Current Phase: Project Planning Phase

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PROJECT DEFINITION

Corporate Project Purpose

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

The Ottawa Police Service Business Plan for 2001-2003 states, as part of the Organization's Vision:

"The Police Services Board and the Executive Command have collaboratively identified a view of the Ottawa Police Service as: A partnership within the community which reflects its values and makeup and ensures that peoples' rights, lives, communities, and property are secure."

The OPS Organizational Values include *"being an integral part of our community"*.

The current makeup of the OPS presents challenges in problem-solving within certain cultural, linguistic, or otherwise diverse communities, in that its workforce does not typically reflect the diversity of the community it serves. Current recruitment processes within the OPS have normally resulted in under-representation of certain groups within the community.

On average, 54 new employees are recruited annually by the OPS. The Strategic Staffing Initiative will see this number increase each year until the end of 2005, to meet its 100% Active Staffing Plan, Complement Review and the Just-in-Time Replacement Plan. Over the next three years, as a result of planned retirements and new SSI positions, the OPS plans to hire approximately 292 sworn officers. In addition, the OPS will be hiring 45 civilian members to fill new positions.

A requirement has been identified to increase the representation within the Ottawa Police Service of under-represented groups within sworn, civilian, volunteer and summer student positions.

An opportunity exists to develop a solid Outreach Recruitment Program that will increase the number of representatives of under-represented groups, and to align the resulting efforts with the OPS Strategic Staffing Initiative. The resulting Outreach Recruitment Program would also serve to meet the recommendations of the HR Audit, conducted in 2000, which recommended "...that a proactive strategy be developed to promote/market careers in policing in the Ottawa Region."

Project Goals and Objectives

The overall objective of the Outreach Recruitment Project is to design and implement recruitment strategies that will result in the hiring of staff that will better serve groups that are currently not represented or are under-represented within the Ottawa Police Service. The project will result in the establishment of an Outreach Recruitment Program for on-going operation within the OPS, with the objective to succeed in recruiting OPS employees that will reflect the community's diversity. Specific objectives of the project 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.
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.
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.
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.

Project Strategy

1. A Project Steering Committee will be established to oversee the development and implementation of the Outreach Recruitment Program, and to support resolution of organization-wide issues affecting the Program. Members of the Steering Committee will include Managers and front-line members from across the OPS, representatives of the Ottawa Police and Senior Officers' Associations, and members from the community representative of minority, gay, lesbian, bisexual and trans-gendered groups and women. The role of the Steering Committee will be to provide input and make decisions, where appropriate, on key elements of the Outreach Recruitment Project. The Steering Committee will be co-chaired by the Deputy Chief of Operations, and a member of the community.
2. The Project Team will establish recruitment targets, with a focus on the ability of the OPS to provide service to the diverse communities across the City of Ottawa.

These communities will include visible and linguistic minorities, aboriginals, women, gay, lesbian, bisexual and trans-gendered, and other groups to be identified. Outreach Recruitment targets will be established to reflect the results of the community consultation and internal surveys.

3. Internal representatives of the targeted groups will be enlisted to actively participate in the outreach program. A formal role of “Outreach Recruitment Champion” will be established for these individuals, along with mechanisms for recognition/compensation of Champions for their efforts over and above their normal duties.
4. Identification of established community organizations that represent the target groups will be undertaken, and their active participation will be solicited to support the outreach efforts. Community participants will be asked to assist with the identification of recruitment strategies and to identify Community Outreach Recruitment Champions to work with the OPS champions in reaching target recruitment groups. The community consultation effort will include members of visible minority, aboriginal, women’s and the Lesbian, Gay, Bisexual and Trans-gendered communities. Public consultation will include a youth component to assist with the establishment of long-term strategies to attract future recruits.
5. Specific community groups will be asked to collaborate on efforts to communicate the Outreach Recruitment objectives within their groups.
6. The Project Team will undertake to establish a baseline against which to determine annual strategic recruitment targets from 2003 - 2013, by surveying OPS employees on linguistic abilities and other operationally practical items such as links or relationships with the diverse communities within the City of Ottawa.
7. Internal surveys and focus groups will be conducted with OPS members from visible minority and aboriginal groups, the GLBT community, and women, to establish the factors that encouraged them to join the OPS, as well as to identify the supports that were available to them that helped them to integrate into the OPS environment.
8. Best Practices research will be conducted in the area of outreach recruitment that will include the Canadian policing community, the City of Ottawa, and other agencies. Published studies will also be included in the Best Practices research, to inform the design of the Outreach Recruitment Public Consultation effort.
9. Regular briefings will be provided to the Executive and Senior Management on Outreach Recruitment objectives and strategies, as well as project progress.
10. The Executive and Senior Management will promote Outreach Recruitment objectives and strategies both internally and externally.
11. The Executive and Senior Management will support the efforts of identified Outreach Recruitment Champions and will be accountable to ensure an environment and behaviours across the organization that respect diversity.
12. Links will be established with the City of Ottawa Human Resources Section with the intent of capitalizing on their expertise in the recruitment of civilians, volunteers and students. Efforts will be made to develop the means to share candidate lists for these categories between our two organizations.

13. Mechanisms will be developed to assist potential OPS employees from the target groups with the job application process, job orientation, the Coach Officer Program, career support, and on-going on-the-job support (to include consideration of a mentoring program, among others). Short- and long-term recommendations will be developed for Executive approval. This effort will include a review of existing diversity-related policies.
14. A comprehensive Evaluation Plan and Framework will be developed to measure the success of the Outreach Recruitment Project against its stated objectives. This will include establishing regular reporting of recruitment initiatives and their reflection of the Outreach Recruitment objectives, including reports of retention rates of all recruits hired under the Outreach Recruitment Program.
15. A multi-media external Outreach Recruitment Marketing Plan will be developed to attract job applicants from within the targeted groups.
16. A comprehensive internal Communication and Awareness Plan will be developed to inform OPS employees of the goals, objectives and progress of the Outreach Recruitment Project. The Communication Plan will include an active role for the Executive, Senior Management and Supervisors in promoting the goals of the project. The Outreach Recruitment Communication and Awareness efforts will include an internal Outreach education campaign to encourage and endorse a climate that is welcoming and supportive to visible minorities, aboriginals, women and gays, lesbians, bisexual and trans-gendered employees. In addition, the awareness program will include information on relevant policies as well as expectations of supervisory accountability with respect to nurturing a work environment respectful of diversity.
17. OPS resourcing practices will be reviewed to determine what barriers exist to hiring a diverse workforce. Recommendations will outline required improvements to recruitment practices, including advertising strategies for sworn officers, civilians, students and volunteers. Appropriate changes to supporting staffing tools, processes and measurements will be included in the results of the review.
18. The Constable Selection Process will be reviewed to determine opportunities for improvement, including consideration of the option for the OPS to become a Model 1 Agency. Efforts will be made to determine the feasibility of modifying the Constable Selection Process to support the Outreach Recruitment project goals, including the submission of recommendations to the Ontario Association of Chiefs of Police and the Ministry of Public Safety and Security, where appropriate.
19. Processes will be established to measure and track the success of the outreach efforts by reviewing the current Constable Selection Process and developing means to capture:
 1. the initial number of applicants from target groups,
 2. the number of target applicants that pass the Pre-test Stage and receive a Certificate of Results, and
 3. the number of target applicants that receive offers of employment.
20. The Project Team will establish approaches to meeting the Outreach Recruitment Project=s hiring objectives within the parameters of the Strategic

Staffing Initiative, and identify alternatives if conflicts develop between the two. A formal Risk Assessment will be conducted to ensure that the objectives of both projects can be achieved. This could include identifying initial obstacles and establishing specific checkpoints within the recruitment process that would serve as assessment points to verify that the goals of the two projects are not being compromised.

21. A long-term Outreach Recruitment Strategy will be developed to address the future needs of the OPS organization, by outlining the continuing framework within which all future OPS recruitment should take place. Included in the long-term strategy will be elements to address the promotion of careers in policing to younger target groups, through the schools and other venues.

Critical Success Factors

1. The Outreach Recruitment Project must complement the objectives of the Strategic Staffing Initiative, without compromising its stated goals.
2. Executive and Senior Management support and active participation in identified outreach activities are deemed critical for the success of this project and its profile within the community, as well as its longevity as an operational Program.
3. The assignment of a dedicated, full-time Project Manager to guide the efforts of assigned project resources is essential to meet the project objectives and established schedules.
4. The availability of identified project resources to dedicate time and effort to the project as outlined in the project plan and schedule will be critical in meeting the project's objectives.
5. Active participation and support from community groups in Outreach Recruitment activities is critical for the long-term success of the Program.
6. Ottawa Police and Senior Officers' Association visible support of the project goals and associated communication and awareness components is critical to meeting the project's goals.
7. Consistent and visible Executive and Management support of an OPS culture that is welcoming to visible minorities, aboriginals, women, gay, lesbian, bisexual and trans-gendered employees, with consequences for employee behaviours that are not reflective of the stated values, will be critical for the on-going success of Outreach Recruitment efforts.
8. Communication to OPS employees, the Associations and the community on the goals of the Outreach Recruitment Project, the rationale and expected outcomes will be critical to establish and maintain partnerships that are essential for the project's success.
9. The sequence and timing of communication within the OPS (from Senior Management, to NCO's, then to front-line staff) will be critical in supporting OPS-wide buy-in of the Outreach Recruitment efforts.
10. The identification and assignment of Outreach Recruitment Champions from target groups to liaise with the community and promote careers within the OPS is seen as critical to the success of the initiative. In order to ensure that identified

Champions would be effective in their role, the support of their managers would be essential to provide them with the flexibility and time required to fulfill their role.

11. The establishment of processes and tools to assess the effectiveness of the Outreach Recruitment efforts at appropriate stages of the recruitment process will be critical to the success of the Project.

Project Product Definition

End Products

1. A comprehensive Outreach Recruitment Program focused on the identified target groups;
2. Internal Outreach Recruitment Champions and associated supports;
3. External Community Outreach Recruitment Champions and associated supports;
4. Outreach Recruitment Targets;
5. Short-term Internal Supports for Target Recruits;
6. Outreach Recruitment Assessment and Reporting Tools to support the tracking of target applicants;
7. External Outreach Recruitment Marketing Strategies;
8. Promotional materials, processes and tools to support on-going outreach recruitment efforts;
9. Project Close-out Report that will include recommendations for a long-term Outreach Recruitment strategy.

Key Interim Products

1. Internal Communication and Awareness Plan and delivery;
2. Internal Employee Survey and Inventory results;
3. Best Practices Research results on Outreach Recruitment;
4. Community Consultation Strategy;
5. Community Consultation Results;
6. Proposal for Short- and Long-term Supports for Target Recruits;
7. Project Evaluation Plan.

Project Scope

Project Scope Includes

1. Establishing an operational Outreach Recruitment Program to address new recruits and direct entries;
2. Identifying strategic hiring targets from the identified groups for sworn, civilian, volunteer and student positions;
3. The development of promotional materials, tools and processes to support the Outreach Recruitment efforts;
4. The establishment of assessment tools and processes within the Constable Selection Process to track the effectiveness of the Outreach Recruitment efforts;
5. Development of a communication plan and materials for OPS employees;
6. External Outreach Recruitment Communication Plan.

Project Scope Does Not Include

1. Other service delivery options to improve quality of service to Ottawa communities are outside of the scope of this project.

Schedule of Key Milestones

Target Completion

1. Best Practices Research	March 2003
2. Public Consultation	March 2003
3. Outreach Recruitment Marketing Plan	May 2003
4. Outreach Internal Communication / Awareness Plan	May 2003
5. On-line Recruitment Application – Civilian Component	April 2003
6. Identify Recruitment Targets	June 2003
7. Outreach Assessment Tools	June 2003
8. Needs Assessment for Short and Long-Term Post-Hire Supports for Target Recruits	June 2003
9. On-line Recruitment Application – Sworn Component	August 2003
10. On-line Recruitment Application – Volunteer Component	August 2003
11. Training of Internal OPS and Community Outreach Recruitment Champions	October 2003

Budget Estimate

Consulting Support (Communications Plan, External Research and Project Management Support)	\$ 80,000
Evaluation Planning Support (internal surveys, project evaluation Plan)	\$ 25,000

Marketing and Communications	\$ 38,000
Internal Supports for Outreach Recruitment Champions	<u>\$ 20,000</u>
Total Estimated Budget	\$163,000

Known Constraints

Resources

The identification of Outreach Recruitment Champions is dependent upon stated interest among eligible OPS employees, and is outside of HR's scope of authority.

Other

The Constable Selection Process does not allow for the outside tracking of applicants into the Assessment Process. This constraint supports the need to establish better methods, or additional steps, for tracking the number of targeted individuals that submit applications.

Planning Assumptions

1. For the purposes of project planning, it is assumed that the expected number of applications for OPS positions will not decrease during the period of the Project.
2. It is assumed that employees representative of the target groups exist within the OPS, and that they will be willing to participate as Outreach Recruitment Champions.

Risk Assessment

Schedule Risk

(To be developed as part of the work package and schedule planning).

Budget Risk

(To be developed as part of the work package and schedule planning)

Technical Risk

1. Internal employee surveys intended to establish a baseline against which to measure Outreach Recruitment success may experience a low response rate, or lack of self-identification information, resulting in a lowered ability to track the progress of the Outreach Recruitment efforts. **Probability High, Impact Medium**
2. The planned Web-based recruiting tool may not be capable of meeting the demands of on-line applications and processing, resulting in a loss of potential applicants. **Probability Low, Impact Medium**

Quality Risk

- 1 A lack of awareness within the community of the Outreach Recruitment project goals and strategies will result in misunderstandings and unrealistic expectations of OPS service as a result of Outreach Recruitment efforts. **Probability High, Impact High.**

- 2 A lack of sufficient numbers of available Outreach Recruitment Champions could result in lower levels of contact within the target community groups, with an end result of low numbers of applications from desired groups. **Probability High, Impact High.**
- 3 Low levels of support by supervisors of Internal Outreach Recruitment Champions and the work required to fulfill the role will result in the loss of identified Champions, and ultimately, a failure to achieve the Project’s goals. **Probability High, Impact High.**
- 4 A lack of buy-in by Non-commissioned officers (Sergeants, Staff Sergeants) and supervisors will result in reduced buy-in by front-line staff and a weakened ability for the organization to achieve its outreach recruitment targets and objectives. **Probability Medium, Impact High.**
- 5 The absence of visible leadership and consistent support by the Executive and Senior Management (Superintendents, Inspectors and Directors) with respect to the project goals may result in a failure to achieve the project objectives. **Probability Low, Impact High.**
- 6 A lack of available funds to support OPS Internal Outreach Recruitment Champions as part of the planned recognition mechanism will result in a lower number of champions, jeopardizing the success of the project. **Probability Low, Impact High.**
- 7 A low level of support by the Associations will negatively affect the level of engagement required by all OPS staff to support the success of the project. **Probability Low, Impact High.**

Project Organizational Impacts

Project Planning Team

Name	Organization
Debra Frazer	Executive Co-Sponsor
Deputy Chief Larry Hill	Executive Co-Sponsor
Christine Roy	Business Owner
Syd Gravel	Project Manager
Trish Ferguson	Human Resources
Peter Crosby	West Division Superintendent
Nancy Worsfold	Director, Community Development
Margaret Costin	Manager, Corporate Communication
Nathan Hoedeman	School Resource Officer, COMPAC Recruitment Subcommittee Chair
Peggy Kampouris	Project Management Consultant

Project Steering Committee

Name	Organization
Larry Hill	Deputy Chief, Patrol Operations, Project Executive, Co-Sponsor and Steering Committee Co-Chair
Carl Nicholson	Community Police Action Committee Co-Chair and Steering Committee Co-Chair
Sue O-Sullivan	Deputy Chief, Operations Support
Debra Frazer	Director General, Project Executive Co-Sponsor
To be Determined	Senior Officers' Association Representative
Byron Smith	Ottawa Police Association Representative
Rick Gourlie	GLBT Liaison Committee Representative
Linda Duxbury	Eric Sprott School of Business with a specialty in generational recruitment issues
Insp. John Gardiner	CIS
S/Sgt. Larry Colotelo	Support Services
Const. Denis Hull	Patrol Services
Joycelyn Elgin	Corporate Services
S/Sgt. Bruce Watts	Emergency Operations
To be Determined	Executive Services
S/Sgt. Leo Janveau	Supervision Project
Kendra Campbell/JoAnn Dorey	Administrative Support

Organizations Involved in Project Execution

Internal:

Name	Organization
Syd Gravel	Project Manager, Human Resources
Christine Roy	Director, Human Resources, Project Business Owner
Margaret Costin	Manager, Corporate Communications
Nancy Worsfold	Director, Community Development
Sue Kavanagh	Human Resources
Paul Gallant	Human Resources
Natalya Kuziak	Corporate Planning

External:

Name	Organization
Carl Nicholson	Community Police Action Committee (COMPAC) Representative
Rick Gourlie	GLBT Liaison Committee Representative

Organizations Impacted by the Project

Internal:

All of OPS

External:

Under-represented Ottawa communities

Reporting Relationships

Identified Project Team members will report to Syd Gravel, Project Manager, on all activities related to the Outreach Recruitment Project. Syd Gravel will report directly to the Project Business Owner, Christine Roy. Christine Roy will report to Project Executive Co-Sponsors, Debra Frazer and Deputy Chief Larry Hill.

Potential Project Priority

Project Type: **Strategic**

Potential Priority: **High**

Project Sponsor Responsibilities

The Project Executive Co-Sponsors, Debra Frazer and Deputy Chief Larry Hill, will be responsible for approving the Project Charter, Project Plan and identified key project deliverables.

Completion Criteria

The Outreach Recruitment Project will be complete after the formal launch of the Outreach Recruitment Program and, specifically, upon approval of the completed Project Close-out Report.

SIGN-OFF

Submitted for Planning

Signature

Date

Project Manager:
Syd Gravel

Business Owner:
Christine Roy

Project Co-Sponsors:
Debra Frazer

Deputy Chief Larry Hill

OPS Executive:
Chief Vince Bevan
