



Appendix A – Development of the e-Recruitment Requirements





Development of the e-Recruitment Portal Requirements

The requirements documented in this report build upon the information harvested from background data provided by the Police Sector Council, as well as data gathered from Police Services and Police Recruits.

- Review of Previous Studies – these are available for review:
 - Sector Study - 2000
 - Sector Study Update -2005
 - HR Diagnostic - 2007
 - Recruitment Survey - Fall 2008
 - IPSOS Reid Report on Perceptions and Attitudes about Police and Policing as a Career - 2009
 - PSC Environmental Scan - Labour Market Information – 2009
- Requirements Gathering - a summary of the scope and results of each of these activities is presented in the following pages:
 - Recruitment priorities scale survey sent to Human Resource Leads within Police Services across Canada
 - Portal Surf-a-Thon sent to Police Colleges and Academies
 - Portal Target Profiles questionnaire sent to Work Group participants
 - e-Recruitment requirement surveys and follow up interviews

Data Gathering Feedback Received to May 15, 2009

Audience	e-Recruitment Requirement Survey	Recruitment Priorities Scale Survey	Surf-a-thon	Target Profiles
Random Group	27			
HR Leads		24		
Academies			110	
Colleges			12	
Work Group			3	8





e-Recruitment Priorities Scale Survey

The e-Recruitment Priority Scale Survey was Intended to help understand the priorities for the improvement of recruiting efforts within police services across Canada. The survey included a total of 14 questions, and asked respondents to categorize potential improvements as low, medium, or high priority. As well, respondents were asked to give an indication as to whether they were addressing priority now or planning for the future. The identified priorities are used to assess the ability of an e-Recruitment system and model to meet the future needs of police services across Canada.

Survey Results

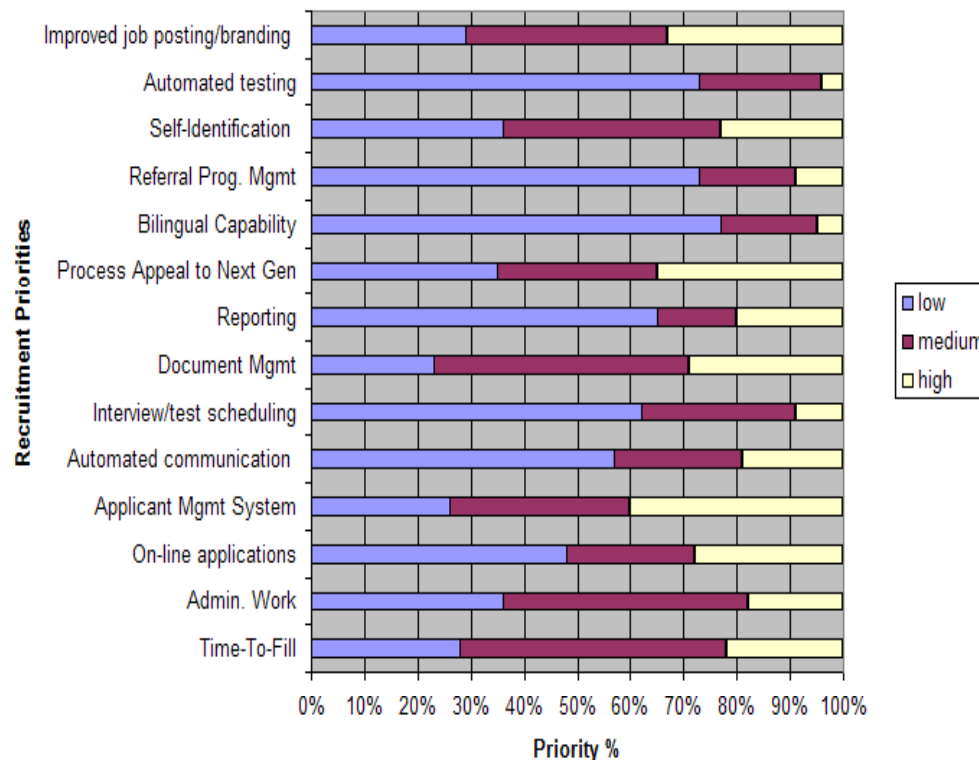
Highest recruitment priorities identified include:

- The requirement for an automated candidate management system and database (40%)
- An application process that appeals to the new generation of potential police applicants (35%)
- Improved job posting and branding capabilities (33%)
- Document Management (29%)

Lowest recruitment priorities identified include:

- The requirement for applicants to be able to apply in either official language (4%)
- Referral program management (5%)
- The requirement for automated testing (9%)

Recruitment Priority Scale Survey





e-Recruitment Priorities Scale Survey - Continued

Additional priorities identified and submitted by various Police Services include:

- Focus on youth
- Marketing through social networking sites
- Social networking background investigations
- Metrics for assessing police vehicle operations
- Standard testing that is easily available and at a low cost
- A province-wide recruitment system
- Bridging cultural barriers to improve diversity representation within the workforce
- Improving the caliber of applicants graduating exclusively from police-oriented vocational training programs (e.g., Foundations)





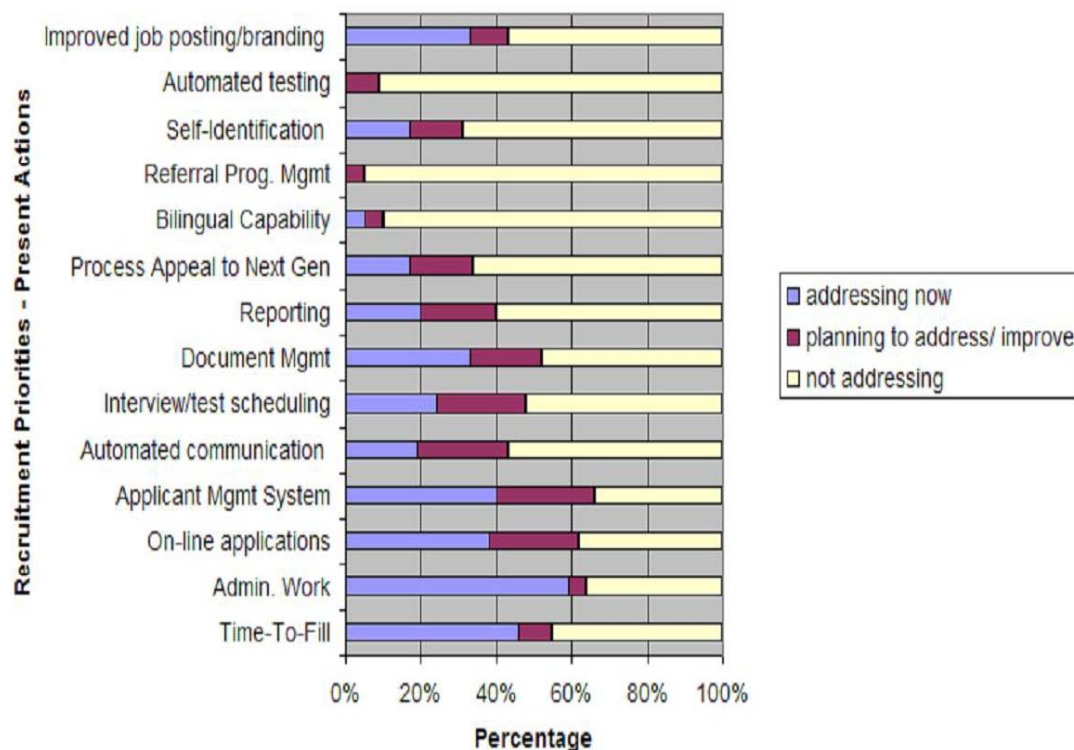
e-Recruitment Priorities Scale Survey - Continued

The survey also identified if the priorities were currently being addressed now or planned to be addressed in the near future.

Top Priorities Being Addressed Now:

- Reducing administrative work
- Reducing time to fill positions
- 40% indicated they are either considering enhancing their applicant tracking and on-line application capabilities or in the midst of implementing

Recruitment Priority Scale Survey Results - Scale Survey





Surf-a-Thon

The Surf-a-Thon was an exercise to gather additional intelligence regarding the needs of potential or current Police Service applicants. Participants included students at Police Academies, Police Study and Police Foundation Colleges, who were asked to explore existing policing and recruiting web-sites, and provide feedback on questions such as:

- What type of content or features and functions are important to potential candidates?
- What do recruits look for in an online experience in general?

The information provided by these key user segments was used to influence prioritization of requirements and information architecture.

Surf-a-Thon Results

Participants (Academies' respondents only) identified the following features as most important to applicants when useful when applying for a policing position:

- | | |
|---|-----|
| • Application Requirements | 56% |
| • What is training like and what does it include? | 56% |
| • What is it like being an officer? | 53% |
| • What are salary and benefits? | 45% |

When asked to identify useful features directly in free form text, the following trends emerged:

- Ride-a-longs were highly recommended.
- It is viewed as important that applicants are able to talk to police officers or recruiters to learn more.
- Recruiting events were deemed helpful, however, this feature did not score highly in the ranking of tasks provided for participants to select from a list (only 15% of respondents identified this as a key item).
- It was recommended that Police Services be up front about the types and length of training that would be required after hiring.
- Users often indicated that “training and job are ‘hard but rewarding’”





Surf-a-Thon Results - Continued

The following were identified by respondents from Academies as reasons that would encourage someone to apply for a career in policing:

- Job security 59%
- Personal satisfaction 58%
- Salary while in training 52%
- Paid police training 51%

Academy respondents skewed heavily toward job security and paid training, with some emphasis on satisfaction. General respondents leaned heavily towards personal satisfaction and involvement, with the factors above significantly lower.

The following feedback was provided regarding Collaboration and Social Networking sites:

- **LinkedIn** does not seem to be on the radar of applicants at all.
- **Facebook** is popular and respondents felt it would be very useful to:
 - Learn about open opportunities across services
 - Get questions answered quickly by experts
 - Learn about training and how to apply
- The three items listed above are all priority requirements that should be included in the PSC Portal
- However, care must be taken when investing in **Facebook** as a requirement
 - Of users who listed Facebook as one of their favourite 3 sites, NONE indicated that they use Facebook for staying connecting with Police related content
 - Significant number responded they do not use Facebook





Surf-a-Thon Results - Online Experience Trends



Content and Type of Content was cited most often as a reason for liking a site

Feature/Function was often quoted for Search type sites or News / Portals, in addition to Content

Rich Content (such as videos, online demos, interactivity/collaboration) is often quoted as reasons why a site is important

Simplicity of website design often identified as an important factor for liking a site

Favorite Sites:

- Search engine : Google
- Social networking : Facebook
- YouTube, News, Sports

The most popular sites as indicated by respondents have some common characteristics that should be emulated in the design of the e-Recruitment portal:

- **Stay current** - Provide relevant, updated content
- **Empower users with information that is relevant** - Important to provide visitors with insight about what policing is like, what it takes to become one, plus how and where to learn more.
- **Consider user created content** - Allow audience to contribute and collaborate.
- **Rich content is important** - Multimedia, video is more compelling than text.
- **Be sure that content and processes can be found easily** - Consider aligning towards the mental model documented as part of requirements spreadsheet.





Target Audience Profiles

Target Audience Profiles are developed to help to understand the information and tools that specific user communities will seek from the portal. Working Committee participants were asked to explore creative ideas around the possibilities of the portal by imagining themselves as a potential user in each one of the target user communities:

- Potential Applicant
- Applicant
- Parent / Counselor
- Police Sector HR Recruiter

Potential Applicant Profile



Name: Justin
Age: 21 years
City/Region: Calgary
Status: Police foundations student

Objectives of Potential Applicant

- Where are the jobs located and what quality of life would I have in those locations?
- What are the benefits of a career in Policing?
 - What are the risks / excitement / dangers?
 - What is the lifespan/lifecycle of a typical career?
 - What would I be doing (i.e., typical duties)?
 - What is the pay scale of police vs other public sector jobs?
 - What opportunities/likelihood for advancement and associated salaries/benefits?
- Looking for high quality demonstrations (video/photo/interactive) of the various and diverse roles in policing
 - E.g. A “day in the life” of a police officer
- What is the difference between municipal, provincial and national policing in Canada?





Target Audience Profiles - Continued

Applicant Profile



Name: Alyssa
Age: 24 years
City/Region: Halifax
Status: Police academy graduate

Objectives of an Applicant

- What are the benefits of a career in Policing?
 - Flexibility/Time Off
 - Excitement & different experiences
 - Opportunity for advancement/growth
- What are the requirements in terms of education and background?
- What is the Hiring Process?
 - What communication can I expect throughout the process?
 - How much does it cost and do I get paid?
 - How long does it take?
- Is your department hiring right now, if so how many in the near future?
- What things in my past will preclude and/or delay me from getting hired?
- Can I get in touch with a Career Development Mentor to assist with resume writing, interviewing and FAQ's?
- Is the application process easy, quick and user friendly?





Target Audience Profiles - Continued

Parent or Guidance Counselor Profile



Name: Rajesh
Age: 48 years
City/Region: GTA
Status: Parent of senior high school student interested in a career in policing

- Background descriptions on what a career in policing entails - where and what roles.
- What the 'profile' of a typical officer is, what type of people make the best candidates.
- How do I find out more information / speak to someone (online or in person)?

Objectives of a Parent or Guidance Counselor

- What guidance/career/education direction should those interested be given?
- What can a candidate do to make themselves more competitive?
 - Tools or tips to prepare someone for the application process
- What are the benefits to a career in Policing?
 - What are the opportunities to diversify during a policing career (e.g. management, specialization, etc.)?
 - Job security?
 - Variety?
 - Pay scale, pension benefits?
- What police Services are in my geographical area, are they hiring?





Target Audience Profiles - Continued

Police Service HR Recruiter Profile



Name: Manon
Age: 45 years
City/Region: Montréal
Status: Recruiter at Service de police de la Ville de Montréal

- What is the profile of people accessing the Portal?
 - What interest is there?
 - Greatest number of hits in the different areas
- What are the standards and stages in hiring that are being used by other agencies?
- Highlight the positives of policing (increased days off to compensate for shift work, varied and exciting, etc.)
- Looking for give honest information on how strict the hiring guidelines are and a listing of the minimum qualifications

Objectives of a Police Service HR Recruiter

- Are there existing candidates meeting my requirements available? Will they relocate?
- Access to pools of people that are suitable for hire with no positions in their department of first choice at this time. (OACP database?)
- Complete candidate portfolio management: education, documents, citizenship, work history, letters of reference, awards
- Access history of applications @ other police services, how they did, how far they got and what they disclosed
- Needs to manage costs for our department for psych and medical
- Communication with Applicants, all requests and questions can come through Portal
- Trends in hiring that may be developing across the country
- Links to local Services' web sites





E-Recruitment Portal Requirements

The requirements identified through the data gathering exercises were organized into three categories. The first of these, the “Interest Phase” represent the requirements that are important at the stage when potential candidates are accessing the portal but have not yet made a decision to apply for a position. The “Common Police Recruitment Process” requirements relate to the functionality that will be required to allow a candidate to submit an application, as well as the related processes that will support the selection of successful candidates, through to on-boarding. The “General Portal Requirements” address more generic requirements that must be satisfied in virtually any portal application. The summary below indicates the number of functional requirements identified in each category.

Interest Phase

Category	No. Requirements
General Info	22
Making Contact	6

General Portal Requirements

Category	No. Requirements
Reporting	5
“Value-added”	4
Additional & Non Functional	22

Common Police Recruitment Process

Category	No. Requirements
Sourcing	
I want to Apply	15
Position Mgmt	6
Screening	14
Selection	6
Assessment	9
On Boarding	3





The Portal Requirements

The requirements documented in the spreadsheet that has been embedded on the prior page are presented as shown below – this image provides only a subset of the information that is included in the spreadsheet for each of the 112 identified functional requirements. For each requirement, a priority was established through an exercise carried out with the Working Group participants. As well, for each of the requirements, the spreadsheet indicates whether each key stakeholder group would “use”, “read”, “contribute” or “coordinate” the related content.

Sample Requirements

Canadian Police Sector Council - Recruitment Portal Requirements										
	Information / Service Requirements	Content vs. Service	Workshop Priority	Advisor / Parent	Potential Applicant	Applicant	Candidate	HR Recruiter	Hiring Authority	PSC / Portal Committee
1.01	Tie into Social Marketing Campaign (Design principles)	Information	H	Use	Use	Use	Use	Use	Use	Contribute
1.02	Information search engine	Service	H	Read	Read	Read	Read	Contribute		Coordinate
1.03	Information on career options in Policing	Information	H	Read	Read	Read	Read	Contribute		Coordinate
1.04	What does a police officer do?	Information	H	Read	Read	Read		Contribute		Coordinate
1.05	Salary and compensation information	Information	H	Read	Read	Read	Read	Contribute		Coordinate
1.06	What are the hours? Vacation? Flex Schedule?	Information	H	Read	Read	Read	Read	Contribute		Coordinate
1.07	Career Advancement Options (Horizontal / Vertical)	Information	H	Read	Read	Read	Read	Contribute		Coordinate
1.08	What Police services are in my geographic area? (Links to local sites)	Information	H	Read	Read	Read	Read	Contribute		Coordinate
1.09	What is it like to work in different units?	Information	H	Read	Read			Contribute		Coordinate
1.10	What is it like to work in rural, urban areas?	Information	H	Read	Read					
1.11	Roadmap re: Local vs. Municipal vs. National	Information	H	Read	Read			Contribute		Coordinate
1.12	What it's like to live in a certain area? (eg Saint John) - quality of life	Information	H	Read	Read	Read	Read			
1.13	What does it take to be a police officer	Information	H	Read	Read	Read	Read	Contribute		Contribute

The complete list of functional requirements and related prioritization are documented in the imbedded file >>>



Portal Requirements

