



REPORT TO CALGARY POLICE COMMISSION



Public Document

2022 'Pathways to Engagement' Employee Engagement Update

Date

2022 09 28

Commission Role

Information only Approval

Type of Meeting

- Full Commission meeting
 Governance and Personnel (G&P) Sub-Committee
 Finance and Audit (F&A) Sub-Committee
 Complaint Oversight (COC) Sub-Committee
 Anti-Racism Committee

Purpose

Select the appropriate category (below) to explain "why" the Commission is receiving this report and (if applicable) insert a narrative here identifying the report's alignment to the CPS Service Action Plans (Strategic Priority/Objective/Action Plan).

- Obligation under the Police Act
 Update on progress
 Other: (x)

This report aligns with Section A) 3.1 of the 2022 Annual Policing Plan- 'Increase Employee Satisfaction and Engagement'

Recommendations

The report be received for information

Background / Issue

The last few years have brought unprecedented change and uncertainty for law enforcement agencies across Canada. Many jurisdictions are dealing with staffing shortages and member fatigue, while facing increased demands.

In discussions through the Canadian Association of Chiefs of Police (CACP), consistent themes of declining police engagement have emerged across the country from municipal, provincial and federal agencies, regardless of size. These include:

- frontline resourcing challenges,
- increased workload,
- low morale,
- lack of organizational clarity
- increased political criticism of policing

The CPS' benchmarking with other police agencies across Canada on engagement and morale is consistent with the nationwide downward trend. The CPS continues to reach out to other agencies across Canada to discuss comparative results and initiatives as well as to share best practices and innovation. However, the CPS is cognizant of what we can most directly and immediately influence; that is here in Calgary.

2021 RESULTS AND ANALYSIS

Overall, the 2021 CPS Employee Engagement results showed decline in several important areas such as employee morale, fatigue and feeling devalued by the public and CPS leadership.

After receiving the 2021 results, a five-year historic analysis of employee engagement data was initiated. Multiple methods and sources of information were collected to establish an evidence base. The goal of this work was to identify:

- The key themes and root causes of declining employee engagement and morale.
- Current actions and initiatives that will have an impact on employee outcomes in 2022 and gaps for new initiatives.
- Recommendations for successful implementation of actions and initiatives to ensure meaningful change for employees.

An analysis of the evidence suggests CPS has consistently identified the root causes of declining morale and proposed actions to address them, yet employee engagement continues to decline. Staff are clear that not enough action has been taken in previous years to solve the issues raised.

Sworn and civilian employees were invited to participate in employee engagement sessions to provide feedback on engagement themes as well as priorities and recommendations for next steps.

This work identified six key themes. In order of priority to employees, these are:

1. Improve resourcing, workloads, and resiliency.
2. Build Executive/Senior Leadership Team (ELT/SLT) trust and support.
3. Implement fair, efficient, and effective processes.
4. Improve communication and information sharing.
5. Support professional development.
6. Clarify organizational identity and priorities.

Our work in 2022 seeks to organizationally change how we view and address employee engagement in CPS. As Chief Constable Neufeld has stated, it requires ALL of us to participate and take action for organizational change to work.

This includes:

- Dedicating resources to coordinate, communicate, and monitor the performance of initiatives to improve employee outcomes.
- Clarifying organizational priorities to improve workloads and demonstrate value to employees, particularly the frontline.
- Structures to hold the CPS accountable to employees and create meaningful change.
- Conducting purposeful employee engagement, creating opportunities for ongoing feedback, and communicating the results and decision rationale back to employees.

‘PATHWAYS TO ENGAGEMENT’ SIX THEMES

At the CPS we have described our actions to improve employee engagement as ‘Pathways to Engagement.’ In 2022, CPS has a significant number of initiatives in motion to address the six themes. These include:

1. Improve resourcing, workloads, and resiliency:
 - In 2021 - 113 recruits trained and deployed to patrol
 - In 2022 - on track to hire 135 recruits – the most CPS has ever hired in one year.
 - Frontline staffing prioritized through promotions, placements and internal competitions
 - Commitment to reducing calls for service (ongoing):
 - The Call Diversion project
 - The Call Assessment project
 - Make the right call campaign
 - Unwanted guest dispatch criteria
 - Launch of the People Plan: based on employee feedback the plan includes:
 - Wellness and resiliency,
 - Recruitment and training,
 - Career development,
 - Human resources modernization,
 - A diverse, respectful and inclusive workplace

2. Build ELT / SLT trust and support:
 - The Chief and ELT / SLT more visible and vocal in support of members.
 - Attending and supporting major events (Stampede, Red Mile, protests)
 - Staffing of Quick Response Teams as required during events at the Saddledome
 - Senior Officer Patrol Initiative – all senior officers (Inspector through to Chief Constable) to join frontline officers on patrol
 - Prioritize initiatives identified as important by our employees

3. Implement fair, efficient, and effective processes:
 - Significant reform in Professional Standards Section (PSS):
 - Increase efficiency and timeliness of PSS matters
 - Monthly updates on decisions
 - Discipline matrix (under development)
 - Engagement, education and feedback
 - Revisions to Promotions Process
 - Simplified Work History Review process
 - Examples focussed on frontline priorities and less on projects
 - Provide timely feedback
 - Tenure policy has been reviewed, updated and implemented
 - Accommodation process created to ensure more consistency and transparency including Ability Management guidelines.

4. Improve communication and information sharing:
 - Create Pathways to Engagement website to share ongoing work and gather continuous feedback
 - Increase visits to work areas by senior leaders to improve engagement and two-way communication.

- Communications Survey in fall 2022 to better understand needs of employees
 - HR training for Managers / Sergeants to support them in management responsibilities
 - PSS engagement and education with operational areas
5. Support professional development:
- Re-invest in the training budget for 2022.
 - Investigative Skills Education Program (ISEP) running again
 - Career Management Section growth to support lateral career development and promotions
 - New training for frontline supervisors
 - Internal Learning Hub – in house training, requalification's and micro learnings
6. Clarify organizational identity and priorities:
- Our people are our priority: we are the only Police Service in Canada to elevate people related resources to a bureau level overseen by a Deputy Chief
 - Frontline units prioritized for staffing
 - Clear focus on alternative call response and call diversion to improve frontline capacity
 - Our Strategy is our long-term plan that includes our Vision, Mission, Values, Approach and Goals and guides our Service over the next 5-10 years. The CPS will prioritize efforts to achieve our:
 - Mission: As One Team we build community safety and well being through engagement, education, prevention investigation and enforcement
 - Vision: Calgary is safest major city in Canada. We are connected with, committed to and representative of all our communities. We are police leaders in equity, diversity and inclusion. We are the police employer of choice in Canada
 - Annual Policing Plan (APP): developed each year to focus our resources on things that our citizens, our members and our research identify as most important. These contribute to achieving the goals of our strategy:
 - Employee Satisfaction and Engagement
 - Increased Community Safety and Wellbeing
 - Increased Public Trust and Confidence
 - Increased Equity, Diversity and Inclusion
 - Increased Efficiency and Effectiveness

GO FORWARD PLAN

Going forward we acknowledge there may be critics to this work. Criticism is reasonable to expect. We ask critics to have an open mind, to look at our actions and to provide feedback through the many channels for Pathways to Engagement.

Pathways to Engagement is iterative organizational change that we will build on each day. The CPS is committed to actively listening, learning and working with our staff to improve our systems and better meet the needs of all employees.

Specific next steps include:

- Continued broader, more effective and targeted communication
- Continually asking for employee feedback through the Pathways to Engagement website as we implement actions to improve engagement.

- A governance model to create and launch a Working Group (WG) of sworn and civilian Subject Matter Experts (SMEs) to prioritize and action improvements for employees. This WG will report to a CPS Steering Group of senior leaders to ensure transparency, governance, accountability, and regular updates.
- The 2022 CPS Police Employee Survey will be sent to staff in September 2022. We will continue to use the survey to gather feedback from staff and track the CPS performance on employee engagement and morale.

Discussion / Analysis

- Multiple years of CPS Employee Engagement surveys show declining scores
- Analysis of multi year data shows the CPS has clear, comprehensive data and staff who are direct and honest on what the problems are.
- A significant amount has been done in 2022 already with dozens of initiatives underway throughout CPS to improve engagement and communicate more effectively.
- An action plan is being implemented to share initiatives under way, to launch a Working Group of SMEs to action the many issues submitted and create constant feedback loops with staff to further build trust and engagement.

Conclusion

Employee Engagement at the CPS is an urgent challenge. We have consistent quantitative and qualitative data on the root causes of declining employee engagement and morale. Our priority is action.

A significant amount has been done by the CPS in 2022; but there is more work to do. We are committed to long-term improvement in CPS engagement through organizational change.

We will continue to allocate resources, to evolve and improve our action plans through an iterative model of plan / do / check / act with continuous ongoing feedback from staff.

This will guide us where we need to adjust for true long-term improvement in engagement and morale at the CPS.

Attachments (if any)

N/A

Approval signatures

AUTHOR signature:

Sean Fontaine, Business Strategist (2022 09 28)

(Name), (Rank) Date

Strategic Planning, Research and Analysis Strategic Planning and Partnerships Division

REVIEWED BY signature:

(YYYY MM DD)

(Name), (Rank)

Date

(Section)

(Division)

EXECUTIVE SPONSOR signature:



2022 09 28

Paul Cook, Deputy Chief

Date

Bureau of Investigative Support

CHIEF OF POLICE signature:

(YYYY MM DD)

Mark Neufeld, Chief of Police

Date

Office of the Chief