✳ TALENTMAP

Police services use employee engagement to lower crime rates and increase community trust

The ability of police services to successfully and effectively protect the citizens of its communities rests in the hands of its workforce. These officers routinely expend energy and effort in life and death situations to keep the peace and ensure public safety.

A highly engaged police force is more effective in lowering crime rates and increasing community trust, while subsequently reducing administration and operational costs for the organization. The ability to identify factors that impact engagement and performance, and proactively anticipate and rectify issues before they become problems is paramount to the success of any law enforcement agency.

The concept of "employee engagement" surfaced in academic research in the 90's, where it was quickly adopted by leading private-sector firms. Today, a growing number of public and private organizations are looking at employee engagement for its direct and measureable link to positive organizational outcomes.

TalentMap conducted employee engagement surveys with four different police services, including Ottawa Police Services, Royal Canadian Mounted Police, the Police Sector Council Association of Canada, and Edmonton Police Services. The following case studies will demonstrate how measuring and managing employee engagement can positively impact your success and bottom line.

TalentMap offers:

– A Police Service questionnaire aimed at sworn and non-sworn officers

– Benchmark of comparable police services data

– Survey confidentiality, deployment and management

– Detailed written and graphical reports that identify strengths and opportunities

– On-site presentation and interpretation of survey results and key recommendations

Ottawa Police Service

Ottawa Police Service (OPS) recognizes the importance of measuring engagement among its workforce, especially with the implementation of its community mobilization strategy. This philosophy stresses prevention and problem-solving, and requires officers to go the extra mile, be persistent and helpful, and collaborate with community members – in other words, to be fully engaged in their work. This culture shift led OPS to change their survey focus from general satisfaction to employee engagement, with questions aimed at measuring how they could be more collaborative, innovative and flexible in their work.

WHY TALENTMAP?

After looking at several vendors, OPS chose TalentMap to deploy its employee engagement survey. TalentMap offered:

- **Experience:** TalentMap has worked with the public sector and other police organizations of similar size and structure

- **Sector Benchmarks:** TalentMap provides industry benchmarks of comparable police and law enforcement services

- **Customization:** TalentMap offers survey customization, allowing the inclusion of organization-specific topics such as ethics and job mobility

- **Flexibility:** TalentMap was able to adapt its service to OPS' distinctive structure and offer diverse reporting formats

SURVEY RESULTS

Ontario Police Service (OPS) employs 940 sworn and non-sworn members that serve 927,000 residents in 600 neighbourhoods over 2,796 sq. km. Working closely with TalentMap, OPS was able to achieve a response rate of 71% – 19 percentage points higher than their 2009 satisfaction survey. This positive response added credibility and validity to the survey results, and gave OPS executives the confidence to provide pertinent, actionable insight toward corporate planning and improvements. A segmentation analysis provided comparative detailed information that allowed for greater interpretation, including a closer look at the data by directorate, rank, length of service and age. It revealed a variation in member experience in a number of segments, highlighting the need for action planning on multiple levels.

Royal Canadian Mounted Police

Royal Canadian Mounted Police (RCMP) wanted to identify and develop future leaders for its organization. TalentMap was retained to manage and deploy an ongoing 360-degree leadership feedback process for a select group of members.

WHY TALENTMAP?

The RCMP selected TalentMap to help with its 360-degree leadership feedback initiative. TalentMap offered:

– **Experience:** TalentMap has worked with the public sector and has considerable expertise in conducting engagement and 360-degree surveys among police organizations of similar size and structure

– **Sector Benchmarks:** TalentMap provides benchmarks of comparable police and law enforcement agencies

– **Customization and cost-effectiveness:** TalentMap offers customization that is both timely and cost- effective

SURVEY RESULTS

The 360 was used as preparation for a three-day off-site management course to explore leadership and management skills. The program was conducted from spring of 2002 to fall of 2006, and was deployed entirely online. In addition to survey feedback from the participants themselves, TalentMap obtained input from top RCMP leadership, peers, as well as the direct reports of each participant.

Police Sector Council Association of Canada

Police Sector Council Association of Canada (PSCAC) wanted to assess the curriculum of new Constable Recruit training across Canada, and identify common standards and practices across the various training programs. TalentMap worked in partnership with Hay Group to conduct a series of custom workplace surveys targeting nearly 1,500 senior police leaders, heads of learning, line managers and new constable incumbents across Canada.

WHY TALENTMAP?

Working with TalentMap provided the following benefits to the PSCAC:

– **Knowledge:** TalentMap has the expertise and skills to identify strength and weaknesses within the police sector workforce and pinpoint priority areas that need to be addressed by the association and its membership

– **Language Options:** TalentMap was able to conduct and administer the survey online in both official languages

– **Sector Benchmarks:** TalentMap offers benchmarks of comparable police and law enforcement agencies

– **Customization and cost-effectiveness:** TalentMap offers customization that is both timely and cost- effective

SURVEY RESULTS

The survey was conducted in collaboration with a national advisory committee made up of Academy Representatives from across Canada. The goal was to leverage the survey results to advance initiatives related to training, professionalization, and mobility within the policing sector. The survey measured 43 role-related tasks at two different intervals. Respondents were asked to rate their proficiency in each task upon graduating from a police training academy, prior to any specific field and/or other training. After all field and other training were complete, respondents were asked to rate their proficiency again to determine the extent to which they felt the training met their expectations.

Edmonton Police Services

Edmonton Police Services (EPS) wanted to conduct a biennial, comprehensive employee survey that combined engagement, corporate culture, diversity, equity and workplace survey dimensions. EPS enlisted TalentMap, in partnership with TWI Inc., to conduct the survey.

WHY TALENTMAP?

After a review of the market options, TalentMap was chosen to provide EPS's first employee engagement survey. TalentMap offered:

– **Experience:** TalentMap has more than 12 years of experience in conducting engagement surveys, including the measurement of diversity, equity and workplace engagement

– **Sector Benchmarks:** TalentMap offers benchmarks of comparable police and law enforcement agencies

– **Timeliness and cost-effectiveness:** TalentMap was able to exceed customer satisfaction by providing a cost-effective, one-window solution to the client

SURVEY RESULTS

The first survey was administered to 2,216 employees, and had a 60% response rate. Although the response rate was lower than the 80% benchmark, it was considered satisfactory due to its field base, shift work and dispersed geography. TalentMap was able to identify overall engagement levels as well as the key drivers of engagement, which helped focus improvement efforts and create efficiencies along the way. Workplace dimension scores, and discrimination and harassment incidents were also analyzed.

Conclusion

Police service has changed dramatically from the traditional crime-responsive officers of the past. Today's law enforcement is facing ever-changing demands, and feeling the pressure to more effectively manage costs and provide new approaches and better outcomes for citizens. Measuring, managing and improving employee engagement has shown to be the most cost-effective and beneficial way to improve the quality of today's police service and meet the demands of our complex communities.

TalentMap has developed a unique and valuable approach to measuring and improving member/employee engagement for police and law enforcement services across Canada. We offer:

- A specific Police Service questionnaire that speaks to both sworn and non-sworn officers
- Benchmark of comparable police services data
- Survey confidentiality, deployment and management
- Detailed written and graphical reports that identify your strengths and principal areas for improvements
- On-site presentation and interpretation of survey findings and key recommendations

For more information:

TalentMap is actively working with a number of new Police Services. To learn more about how TalentMap can help you unleash the potential of your workforce, contact TalentMap at 888-641-1113, or email: info@talentmap.com.

About TalentMap

A thought leader focused exclusively on workplace culture and engagement measurements and research, TalentMap is passionate about understanding the people behind organizational success: Employees.

Since its start in 1999, TalentMap has conducted tens of thousands of employee engagement survey projects and surveyed more than 14 million employees. Working in partnership with public and private sector organizations of all sizes across North America, TalentMap's deep understanding of methodologies and assumptions unique to different sectors alongside volumes of benchmark data accrued over the years have become valued resources for organizations that value their people.

TalentMap employee engagement survey tools — readily customized from hire to retire — are based on years of research, field experience, and scientific measurement. The company also offers expert consulting services, deployment, data collection, analysis reporting, and post-survey action planning. It's a proprietary workplace intelligence process — developed and delivered by people-oriented people consumed with helping leadership teams and HR professionals create positive organizational change.

FOR MORE INFORMATION, VISIT WWW.TALENTMAP.COM