

MEMBER CENSUS AND SURVEY 2020

Waterloo Regional Police Service

Ipsos Presentation

2021-02-03

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What We Did



Online survey among **509 WRPS members**, including

- 8 Senior Leaders
- 16 Inspectors or Directors
- 32 Staff Sergeants or Managers or Supervisors of a Unit
- 52 Sergeants or Team Leads or Supervisors of a Platoon
- 379 Constables or Civilians



Fieldwork from **October 19th to November 15th, 2020**. Average interview lasted **47 minutes**.



Where appropriate, results are compared to those from the previous WRPS member census and survey conducted in **March-April 2014**.



Since all WRPS members were invited to participate, the **surveys are considered a census**. Therefore, it is not appropriate to reference a measure of sampling error such as a margin of error or credibility interval.

Ten Key Findings

1

WRPS membership is more reflective of the community it serves today – but there is still room to improve.

Compared to 2014, there is greater gender balance and a more representative distribution of ethnicity and sexual orientation. Visible minorities and those not born in Canada are still under-represented.

2

Job satisfaction is widespread and stronger than ever.

Satisfaction with one's job is up significantly to 85% (+6 points since 2014). Members are more likely to say they're working in the position they want, to believe career opportunities exist, and to aspire towards management or senior leadership.

3

Strong support for Board direction, as Strategic Business Plan influence continues to grow.

A majority (71%) support the direction of the Board and know what their unit's priorities are (96%). While still a minority, a growing proportion (45%, +12) acknowledge that the Strategic Business Plan influences their daily work and decisions.

4

A better place to work.

Compared to 2014, more members believe WRPS is an ethical organization (80%, +11), that it's free from harassment (78%, +7), and that there are opportunities for development for all members (57%, +37). Concerns remain about transparency of promotions and disciplinary process, but improvements have been noted.

5

High workloads, staffing issues make many feel unable to give their best.

A majority (58%) disagree that staffing levels are adequate. As such, one in four (27%) believe the amount of work they have to do is unreasonable, and four in ten (41%) disagree that the workload is shared fairly. Four in ten (41%) also feel rushed, disagreeing that they have sufficient time to provide the quality of work they would like to.

Ten Key Findings *(continued)*

6

Greater attention being paid to mental health and work-life balance.

The WRPS has made great strides in its promotion of wellness and mental health in the workplace. More agree that mental health is a priority for them (95%, +5), their supervisor (78%, +21), and the WRPS (61%, +21), and that the Service provides sufficient support for mental wellbeing (71%, +20).

7

Members feel more equipped to cope, but work-life challenges remain.

Fewer say their mental health is negatively impacted by stressful situations on the job (53%, -14), their workload (47%, -12), and other factors. However, work still impacts sleep (59%), eating habits (49%), self-care routines (44%), home life (40%), and relationships (32%). Desire to build on mental health supports by enhancing physical/nutrition supports in the future.

8

Communications challenges as some struggle to get the information they need.

Overall satisfaction with internal communications is relatively high (81%), but only 58% say they always/mostly get the information they need, and just 62% rate their manager's communication skills as excellent or good.

9

Better informed about WRPS, but some are skeptical about information credibility.

While one in three (34%) members feels ill-informed about what's going on in the organization, on balance, one in two (50%) feel more knowledgeable compared to last year. One in four (26%) have some skepticism about the credibility of information received from the WRPS.

10

Training for direct reports hampered by staffing, shift schedules.

Roughly one third in management positions say they encounter challenges when scheduling training for their direct reports, usually related to staffing levels/workload demand and shift schedule logistics.

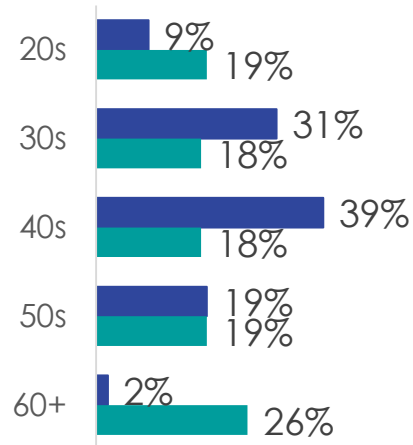
Member Census



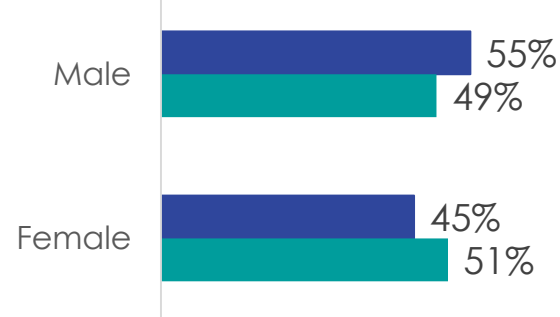
Member Demographics vs. Kitchener-Cambridge-Waterloo

Member census results vs. Statistics Canada 2016 census results for Kitchener-Cambridge-Waterloo CMA

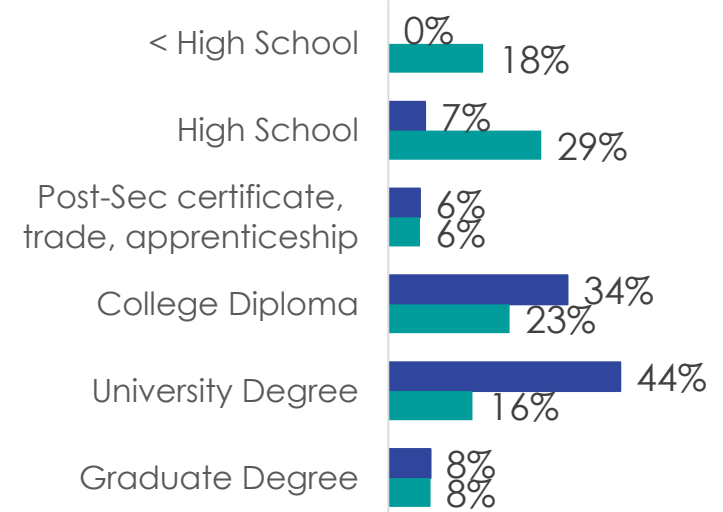
Age



Gender Identity

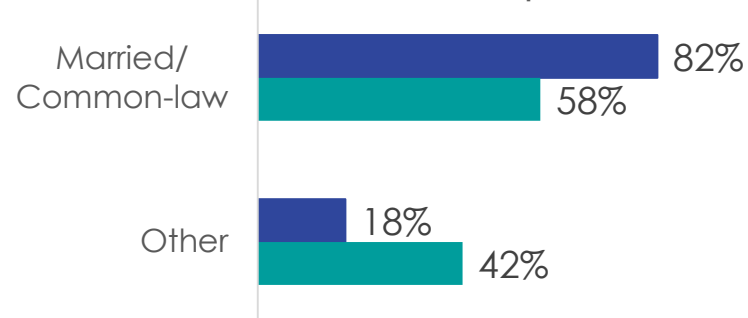


Education

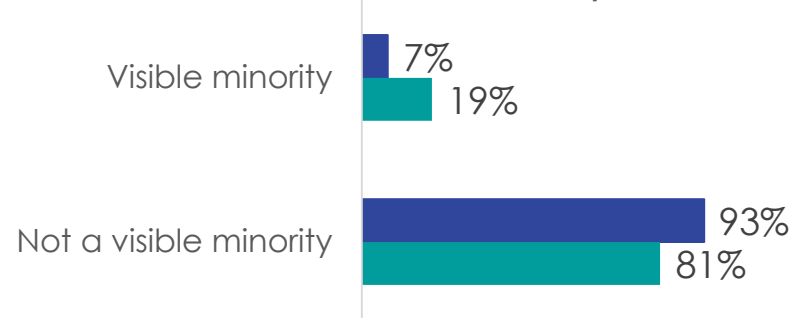


WRPS
Kitchener-Cambridge-Waterloo CMA

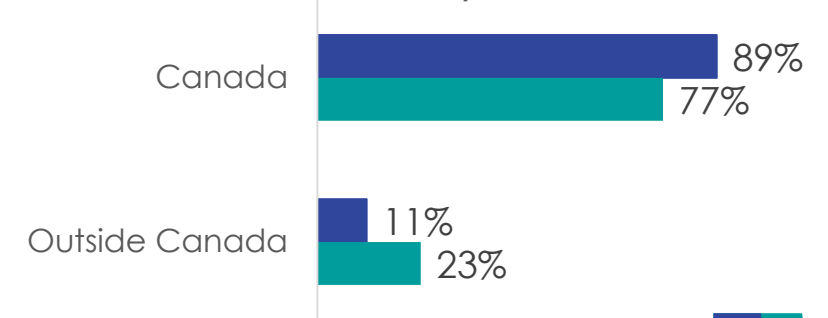
Relationship Status



Visible Minority

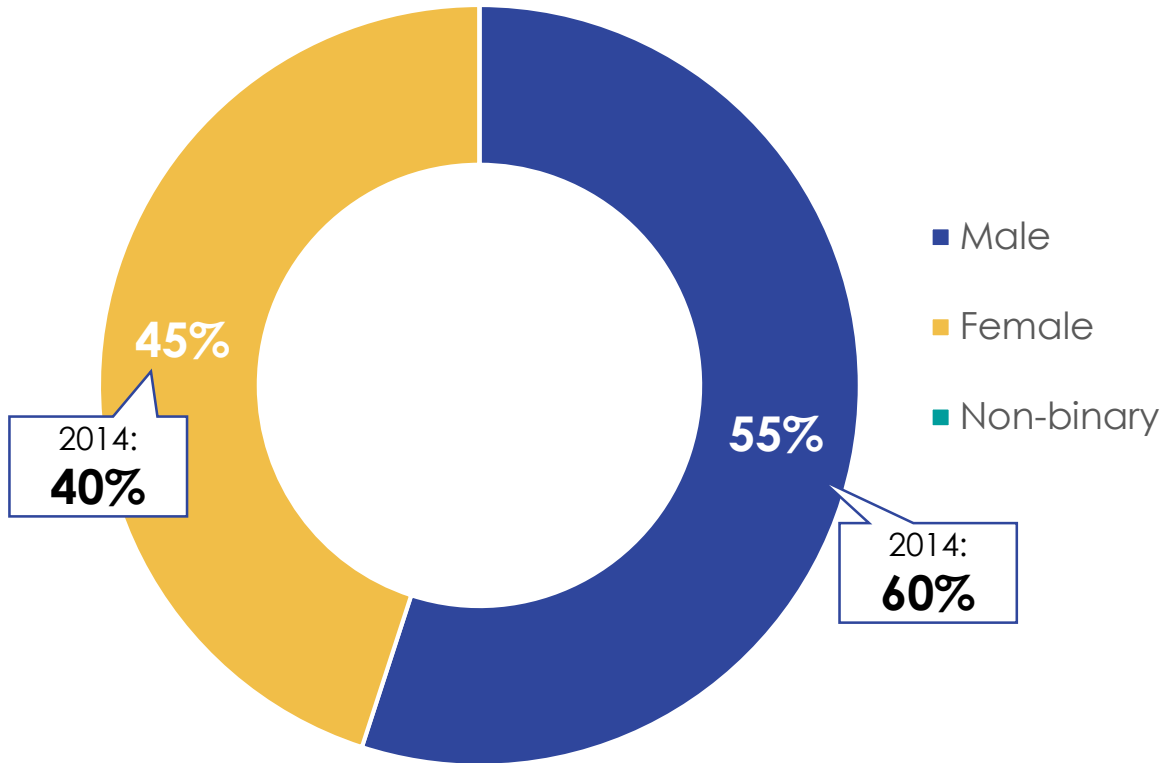


Country of Birth

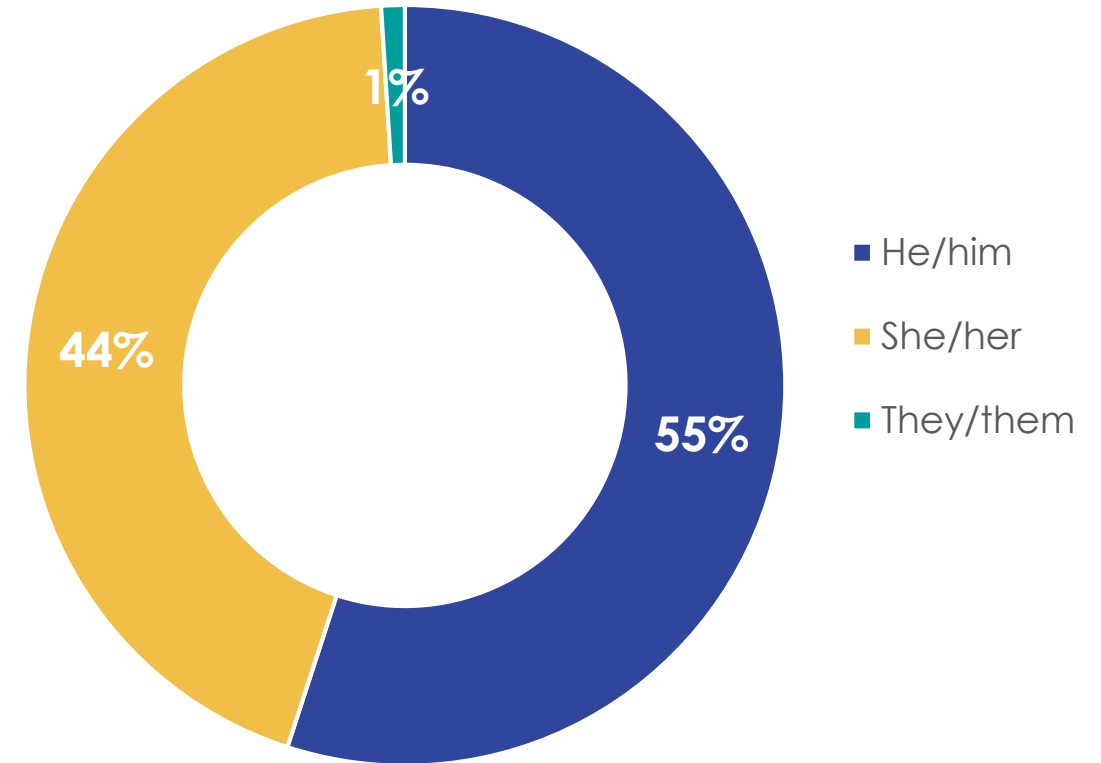


Gender Identity and Personal Pronouns

GENDER IDENTITY



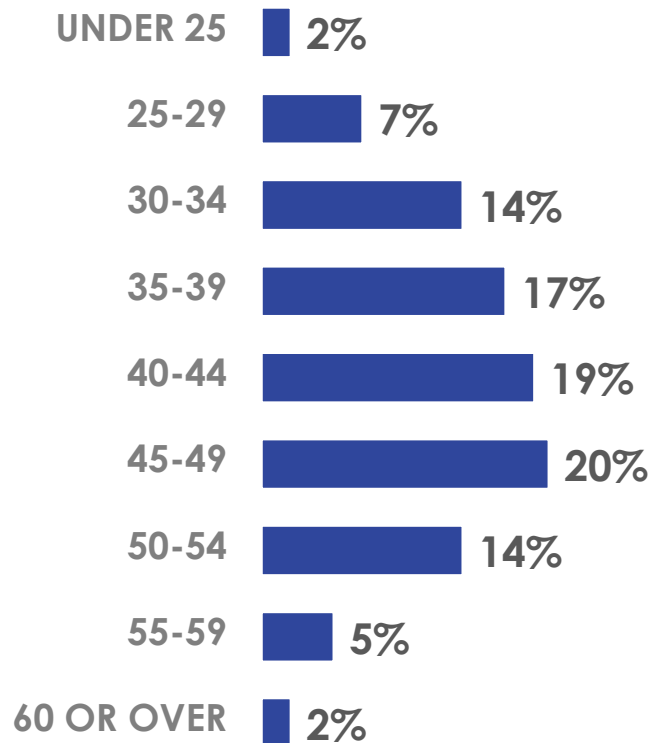
PERSONAL PRONOUNS



1. Please indicate your gender identity. Base: All Answering (n=487)
2. What personal pronouns do you prefer? Base: All Answering (n=485)

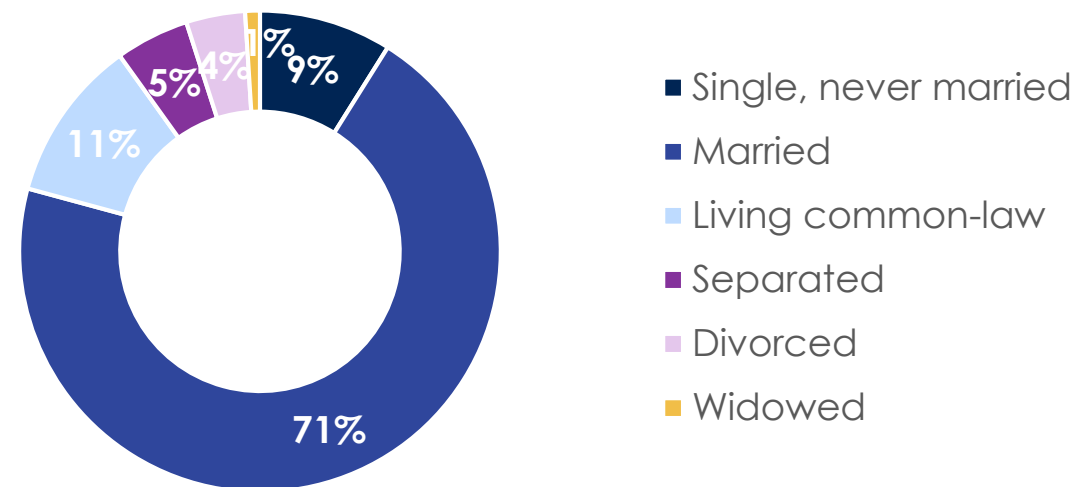
Age, Relationship Status, LGBTQ2S+ Identity

CURRENT AGE

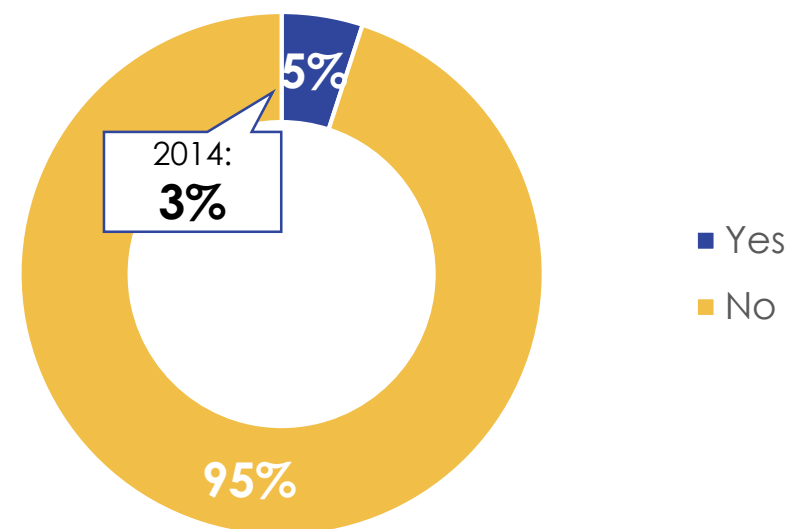


	2014	2020
20s	12%	9%
30s	31%	31%
40s	40%	39%
50s	18%	19%
60+	1%	2%

RELATIONSHIP STATUS



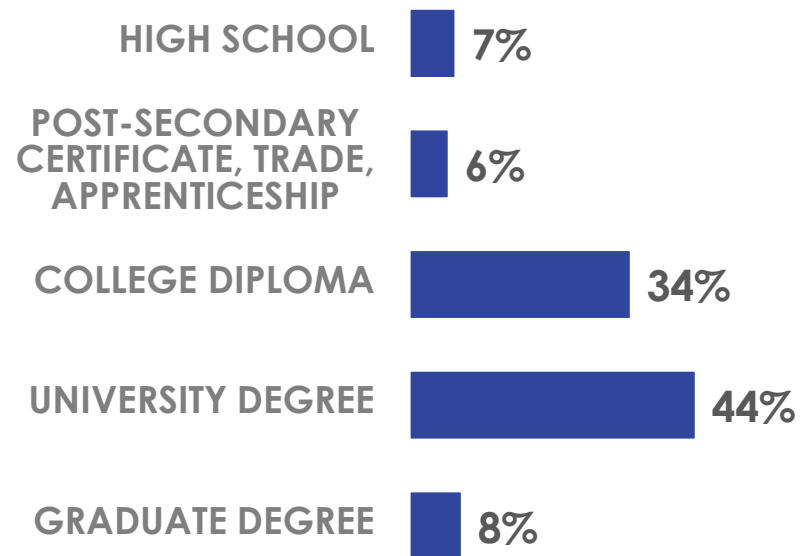
LGBTQ2S+ IDENTITY



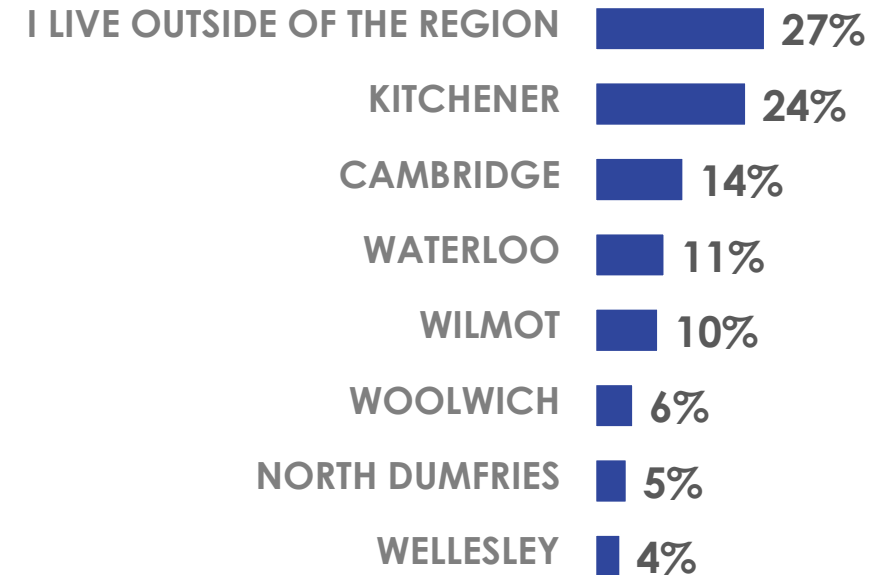
3. What is your current age in years? Base: All Answering (n=487)
 4. What is your relationship status? Base: All Answering (n=483)
 17. Do you identify as LGBTQ2S+? Base: All Answering (n=482)

Education and Residence

HIGHEST LEVEL OF EDUCATION COMPLETED



CITY OR TOWNSHIP

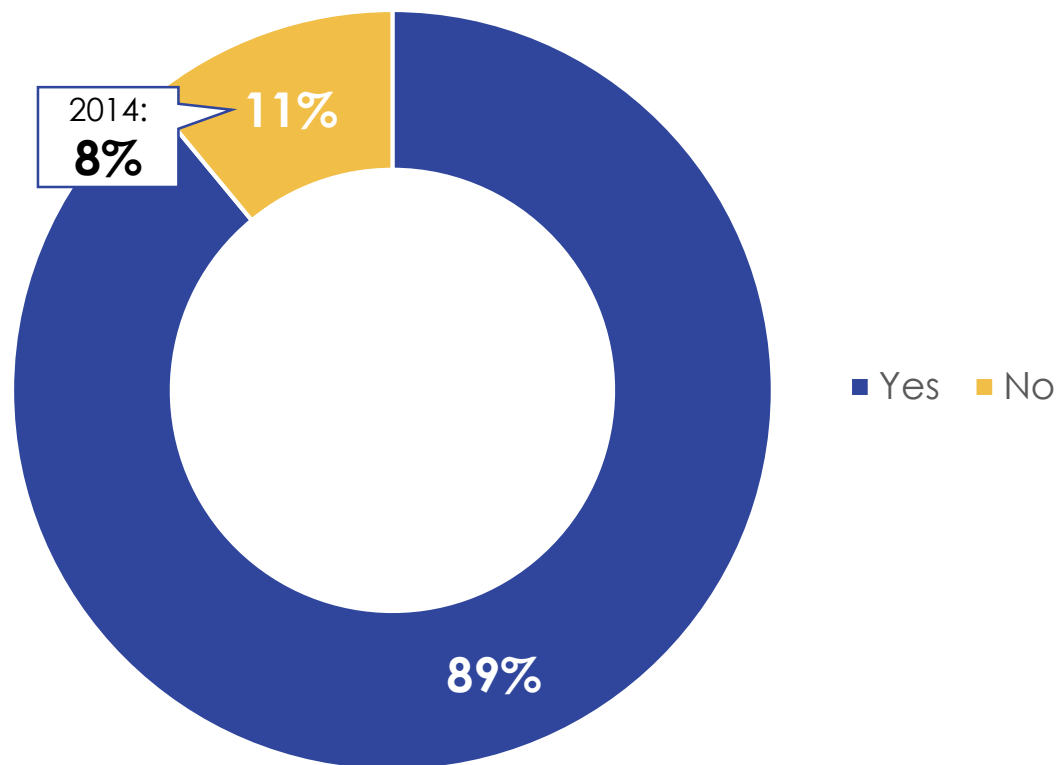


5. What is your highest level of education completed? Base: All Answering (n=484)

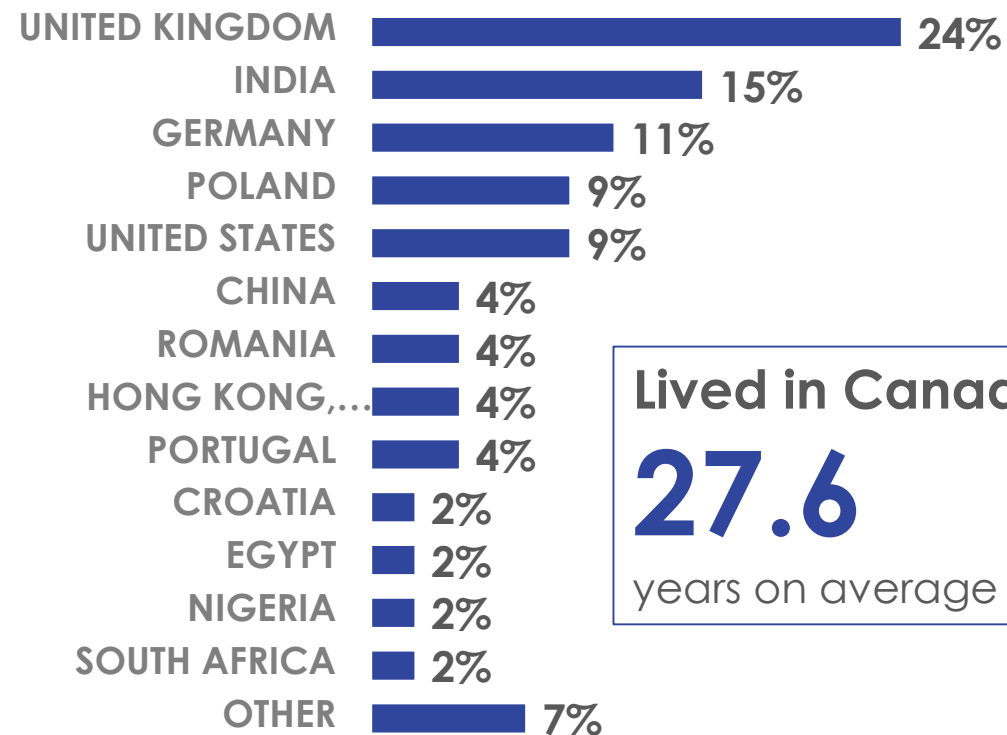
6. In which city or township do you currently reside? Base: All Answering (n=484)

Where Born

BORN IN CANADA



COUNTRY OF BIRTH



Lived in Canada

27.6

years on average

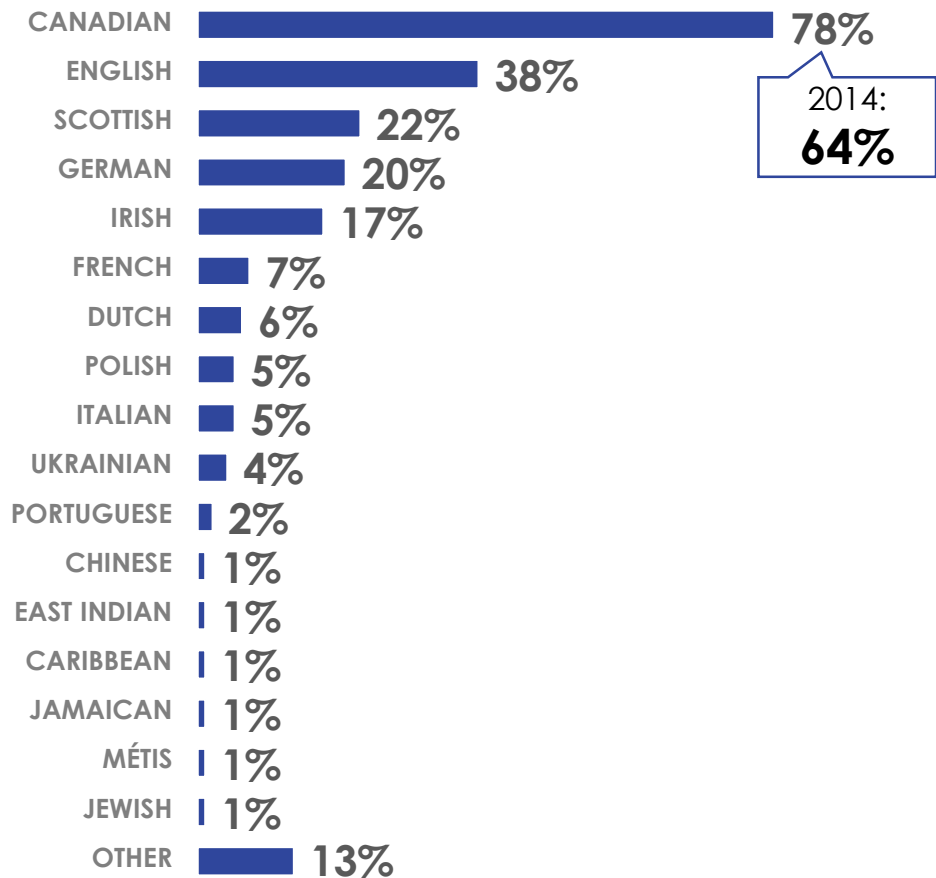
7. Were you born in Canada? Base: All Answering (n=486)

8. In which country were you born? Base: Born outside Canada (n=46)

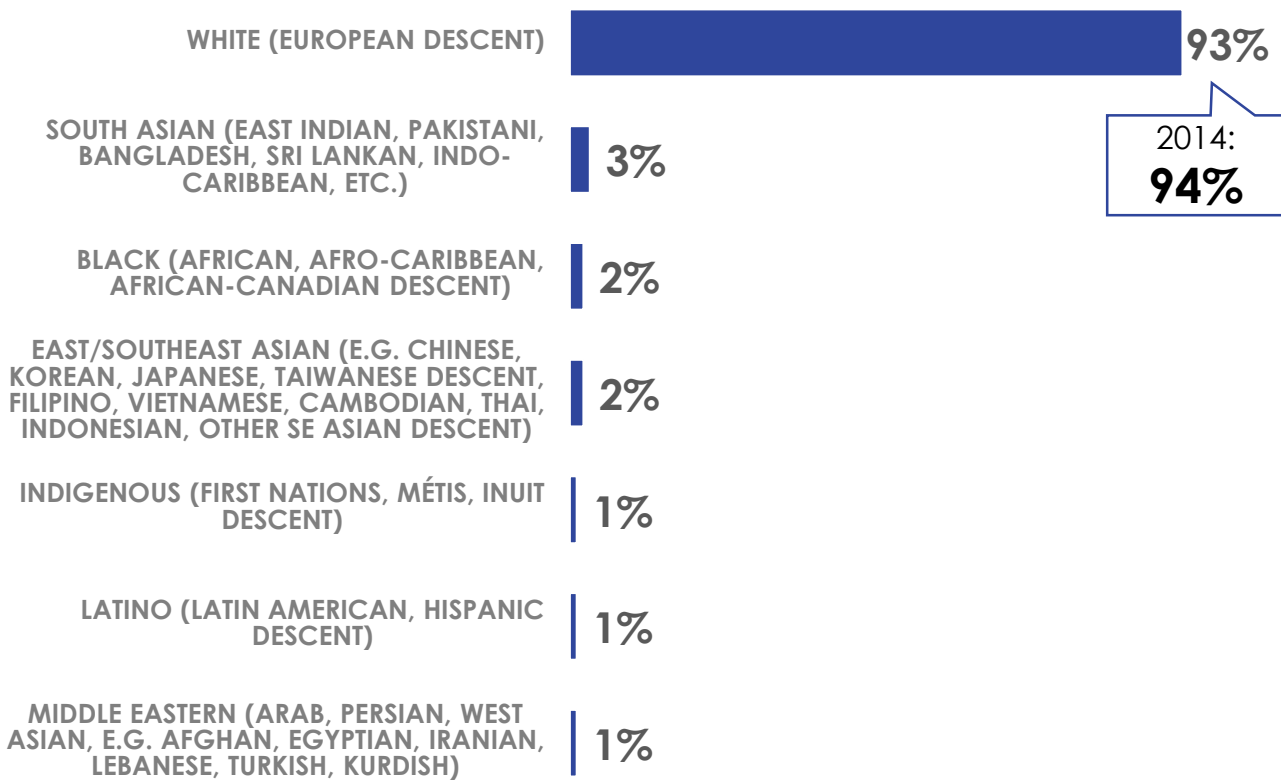
9. What is the total number of years you have been living in Canada? Base: Born outside Canada (n=52)

Ethnic Origins and Racial Background

ETHNIC ORIGINS



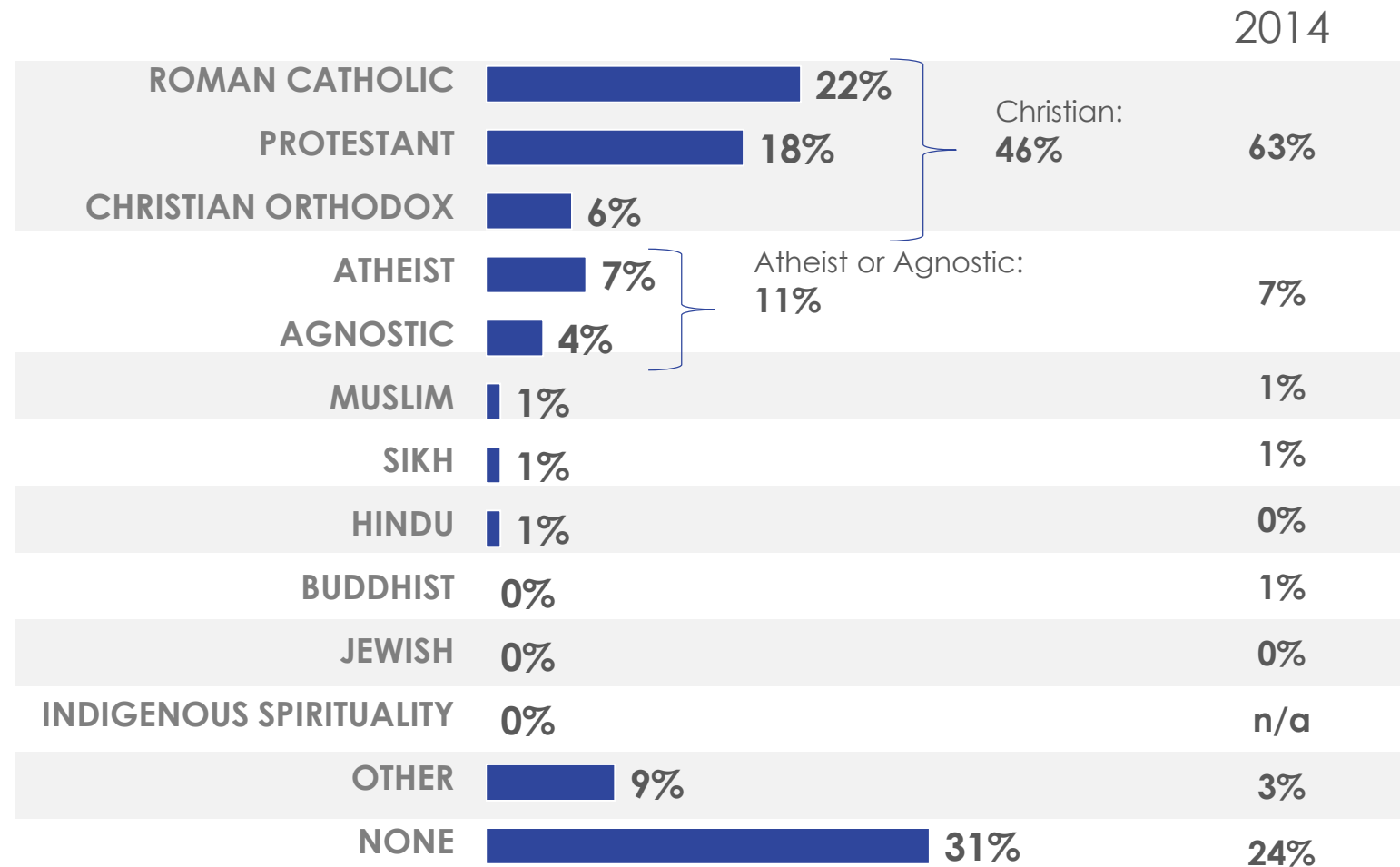
RACIAL BACKGROUND



10. What are your ethnic origins? Please select all that apply. Base: All Answering (n=484)

11. In our society, people are often described by their race or racial background. Which race category best describes you? Select all that apply. Base: All Answering (n=483)

Religion



12. What religion, if any, would you consider yourself a part of?
Base: All Answering (n=480)

Main Language

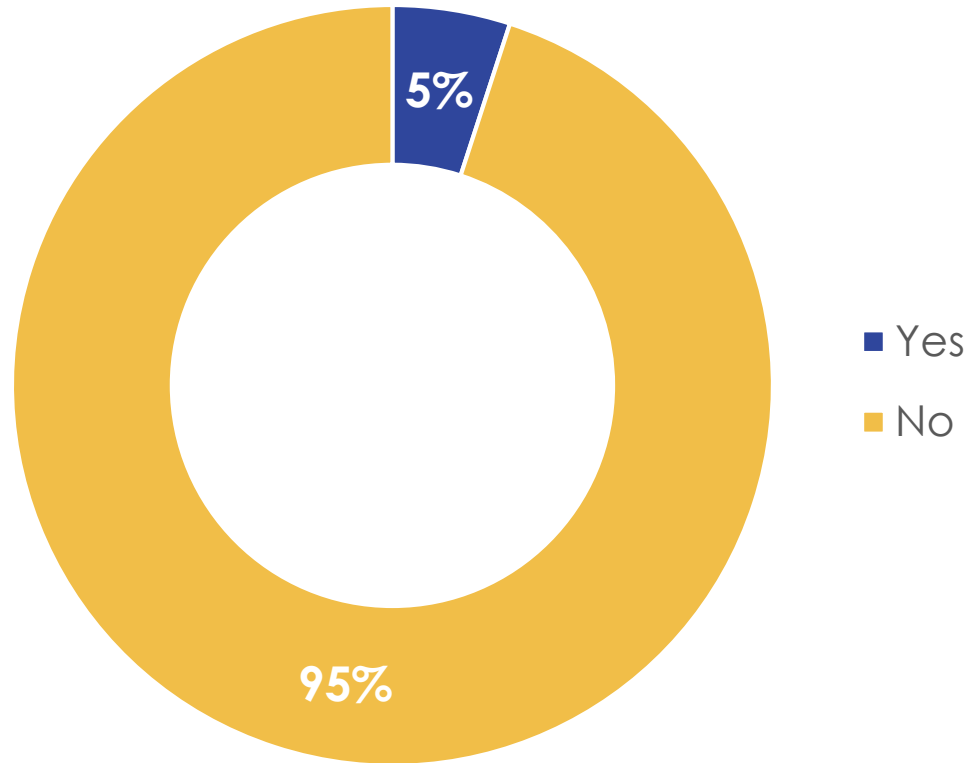


13. What was your first language spoken? Base: All Answering (n=486)

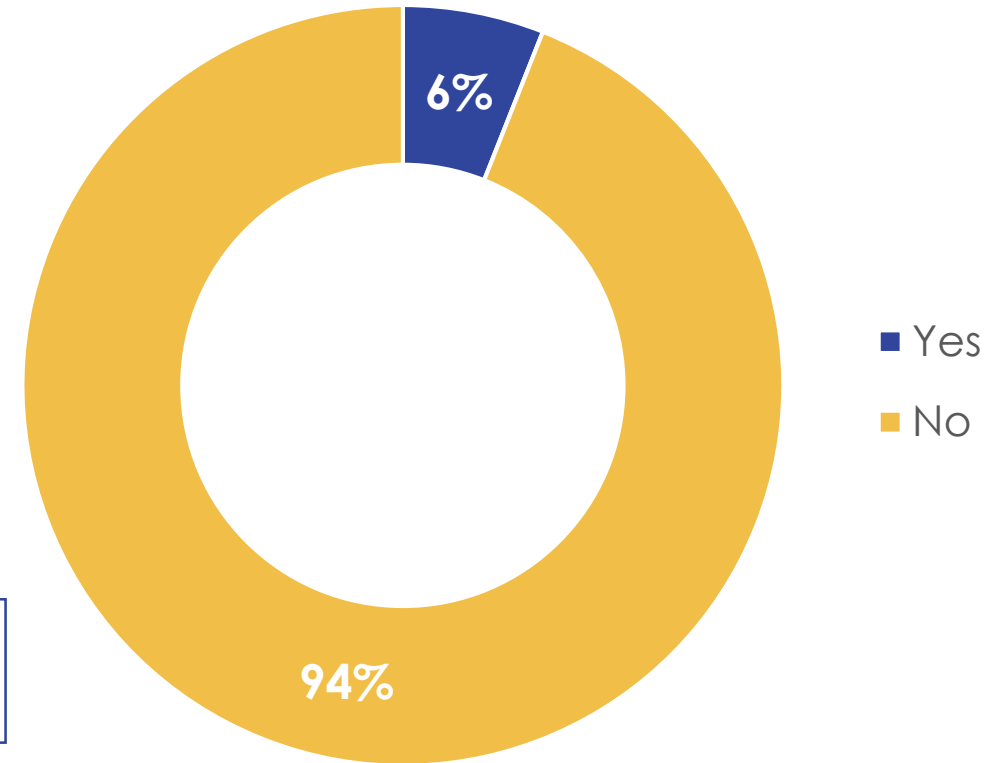
14. What language is spoken most often at home? Base: All Answering (n=483)

Disability or Chronic Illness

A MENTAL DISABILITY OR CHRONIC ILLNESS



A PHYSICAL DISABILITY OR CHRONIC ILLNESS

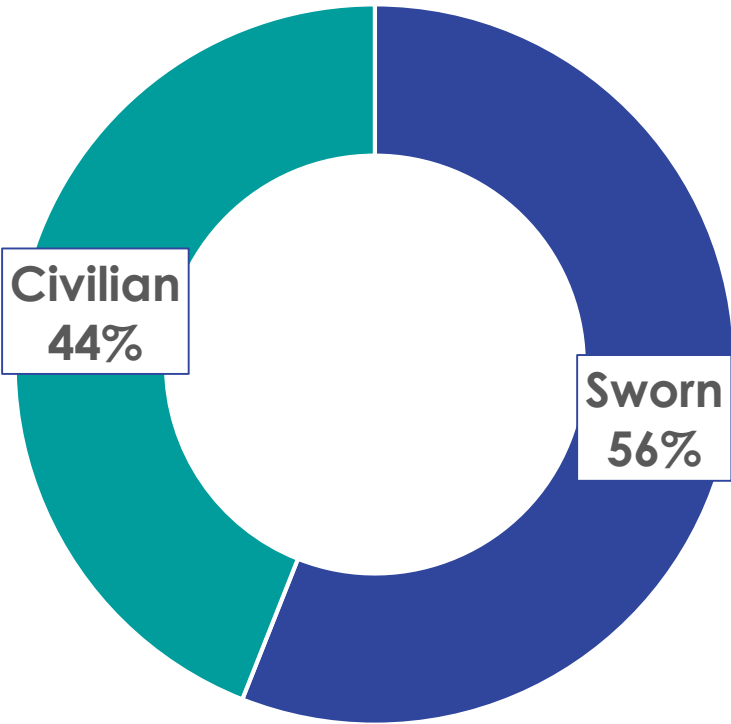


2014:
4%
(Any disability)

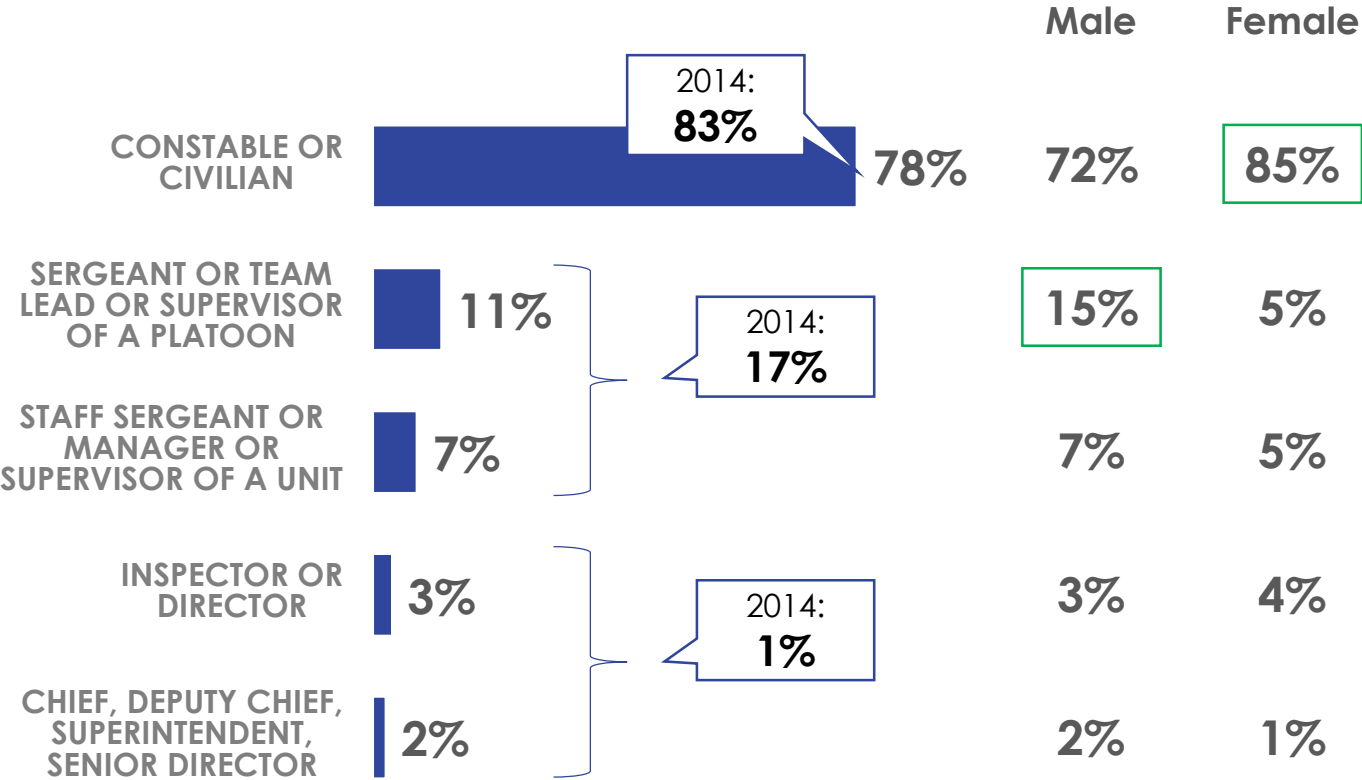
16. Are you living with a disability or chronic illness that limits activity?
Base: All Answering (n=479)

Membership Type and Position

TYPE OF MEMBER



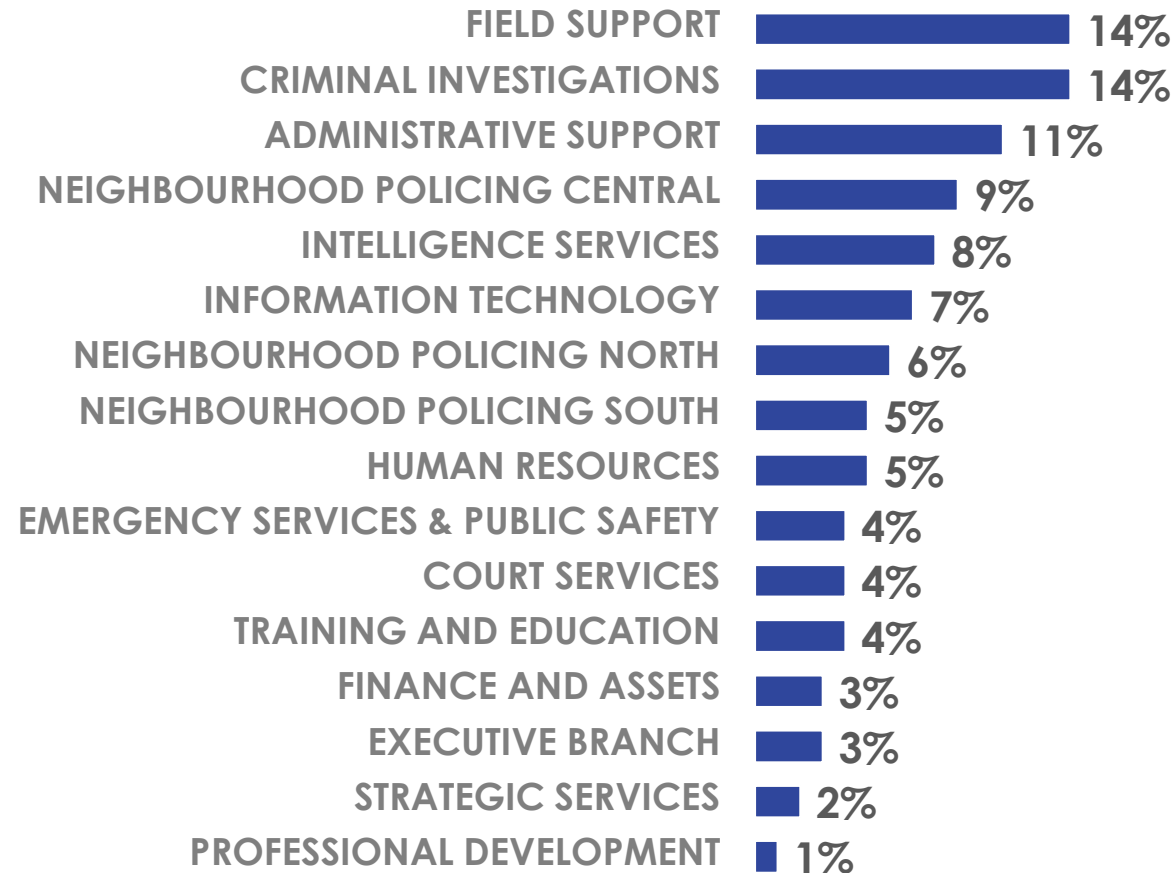
POSITION



19. What type of member are you with the WRPS? Base: All Answering (n=487)
 20. What is your position within the Service? Base: All Answering (n=487)

 = result is significantly higher than result in opposite column

Area of the Service Currently Working In

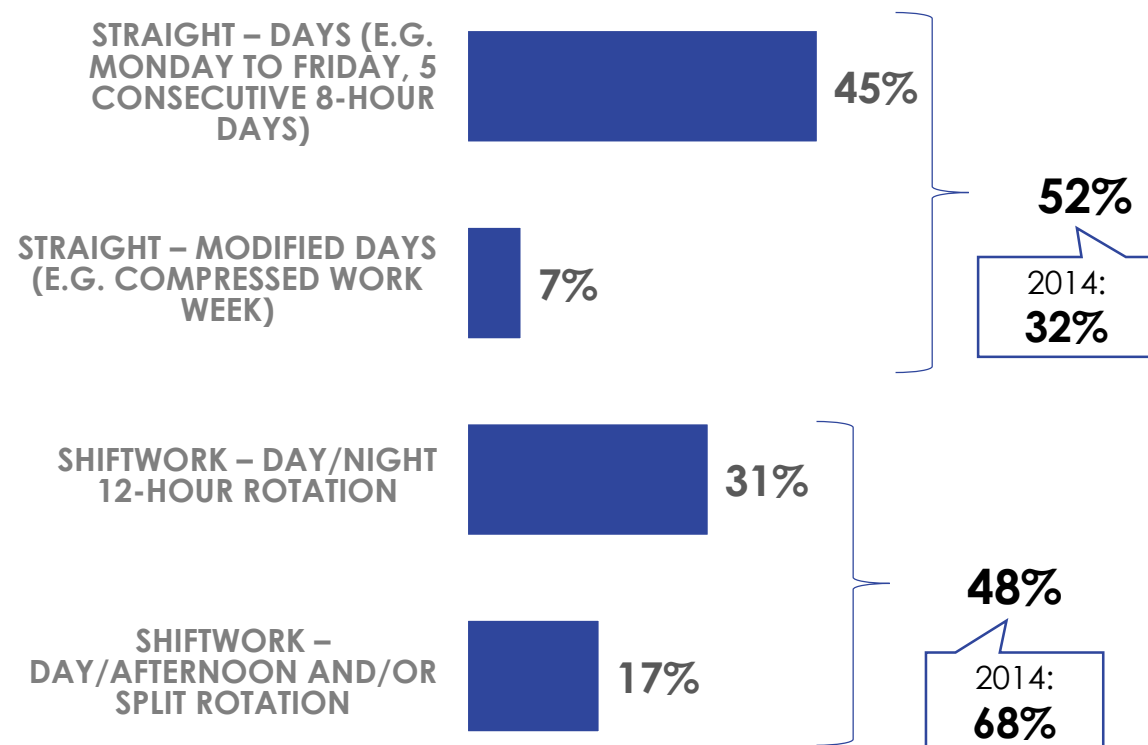


21. What area of the Service do you currently work in?

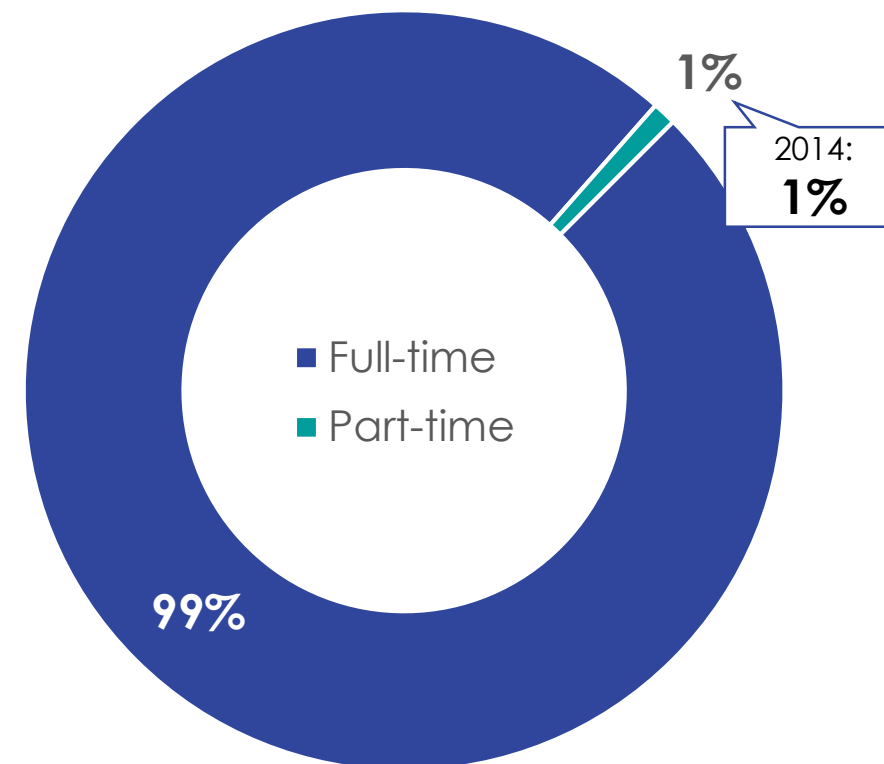
Base: All answering except Chief, Deputy Chief, Superintendent, Senior Director (n=474)

Schedule and Work Hours

SCHEDULE



ARE YOU...

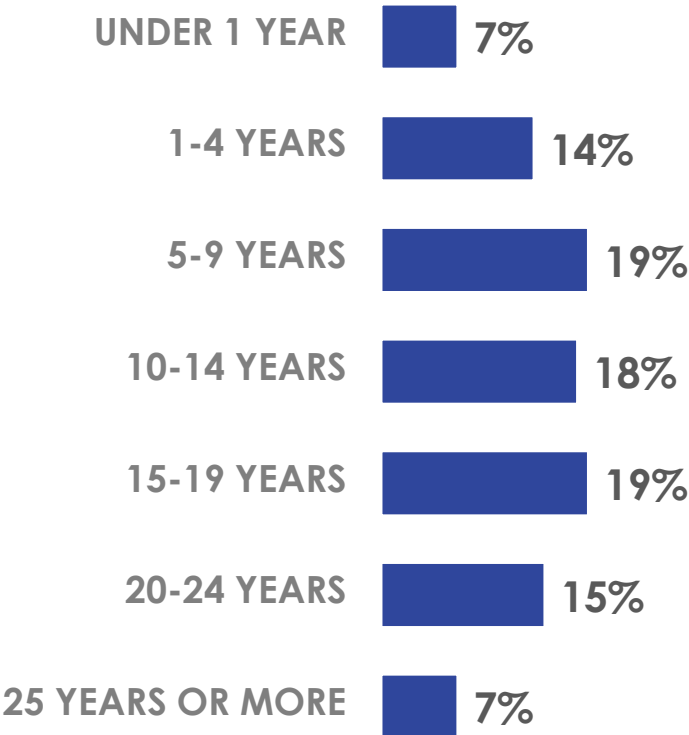


22. What is your schedule? Base: All Answering (n=485)

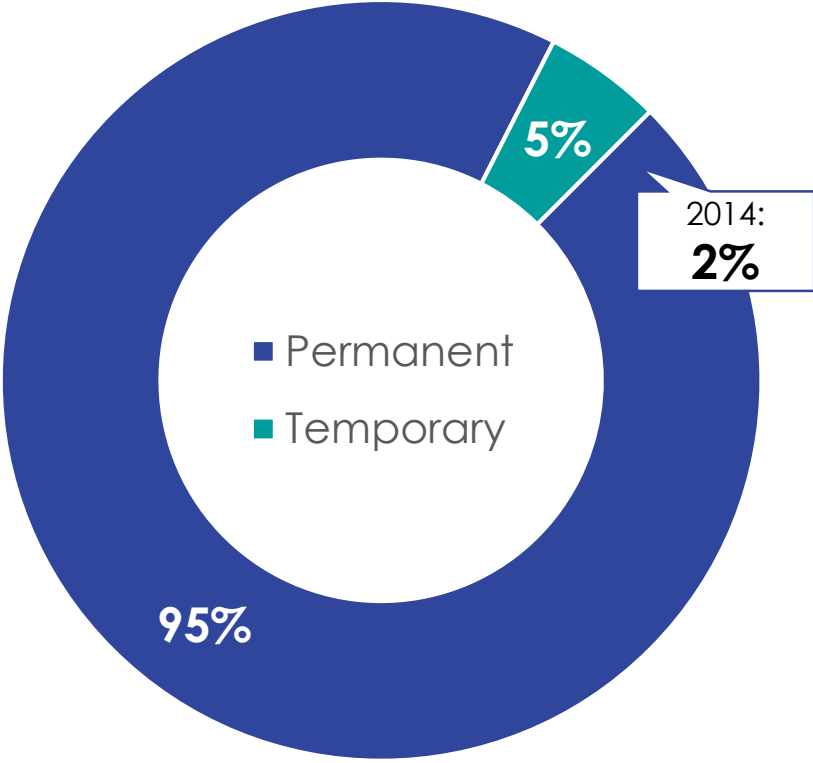
24. Do you work full-time or part-time hours? Base: All Answering (n=484)

Length of Service and Employment Type

LENGTH OF SERVICE



ARE YOU...



23. What is your length of service? Base: All Answering (n=485)
 25. Are you a permanent member of WRPS or a temporary member? Base: All Answering (n=482)

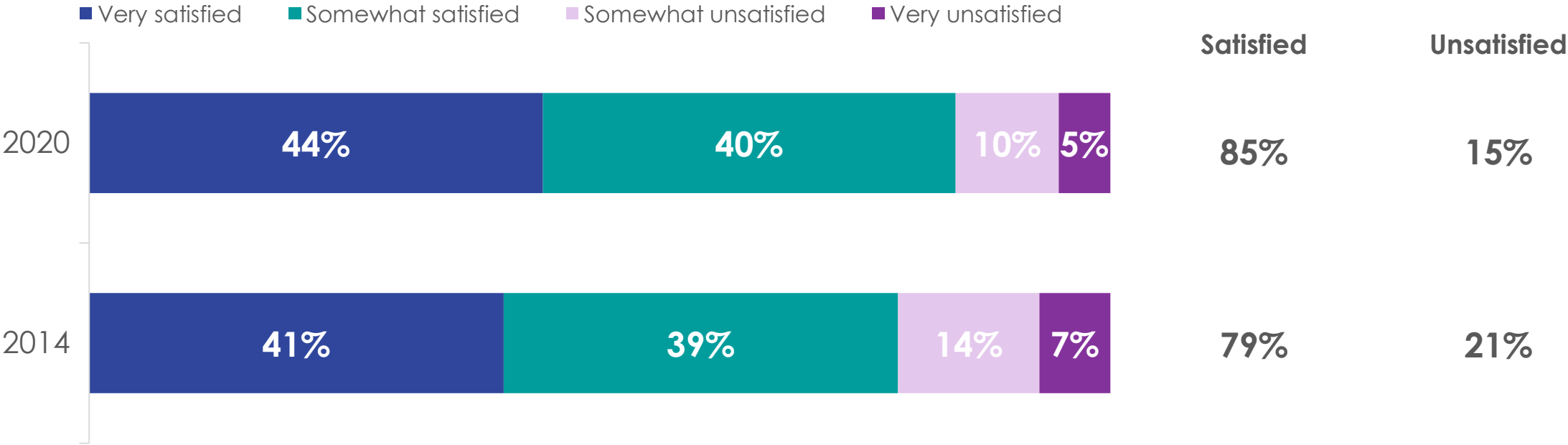
Member Survey



WORK OPINIONS, PROMOTER SCORES, AND MISSION / VISION / VALUES



Satisfaction with Current Position

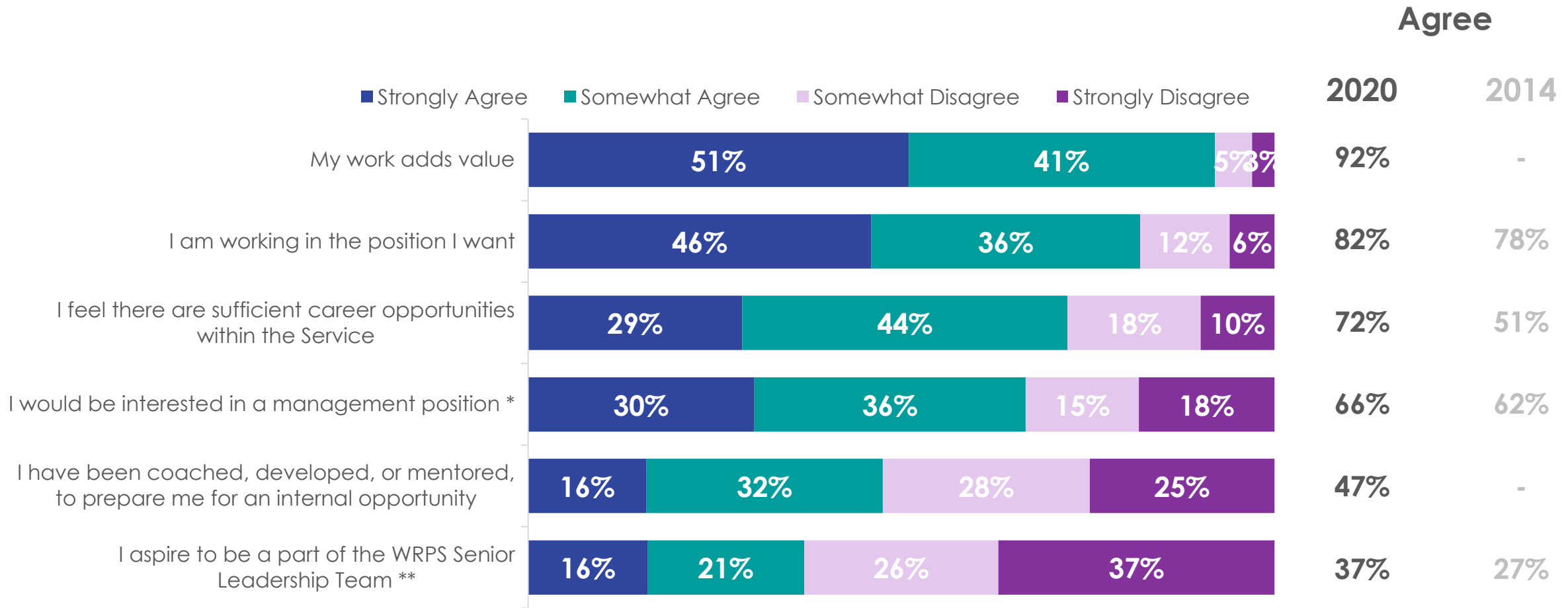


26. Overall, how satisfied are you with your current position in the Service?
Base: All Answering (n=509)





Perceptions of Current Role



* Statement shown to Constables or Civilians only

** Statement shown to Sergeants, Team Leads, Platoon Supervisors, Constables or Civilians

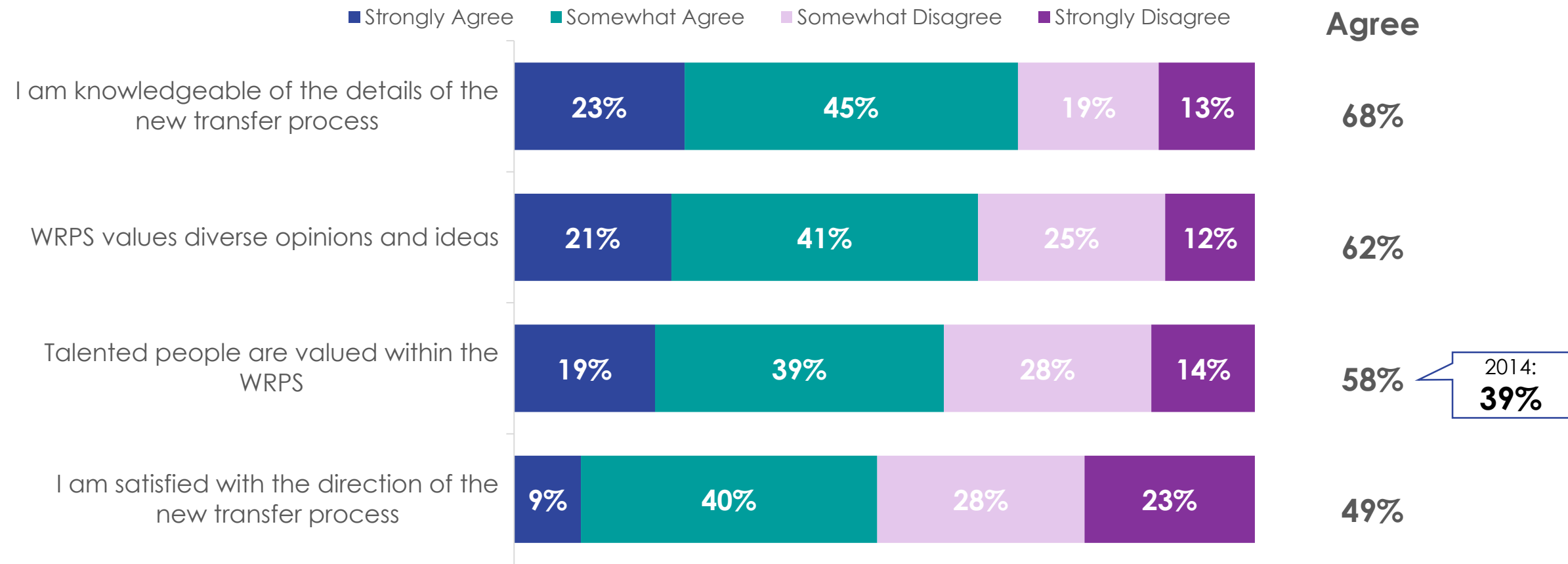
27. Thinking of opportunities at the WRPS, to what extent do you agree or disagree with the following?

Base: All Answering (n=507)





Perceptions of Opportunities at WRPS

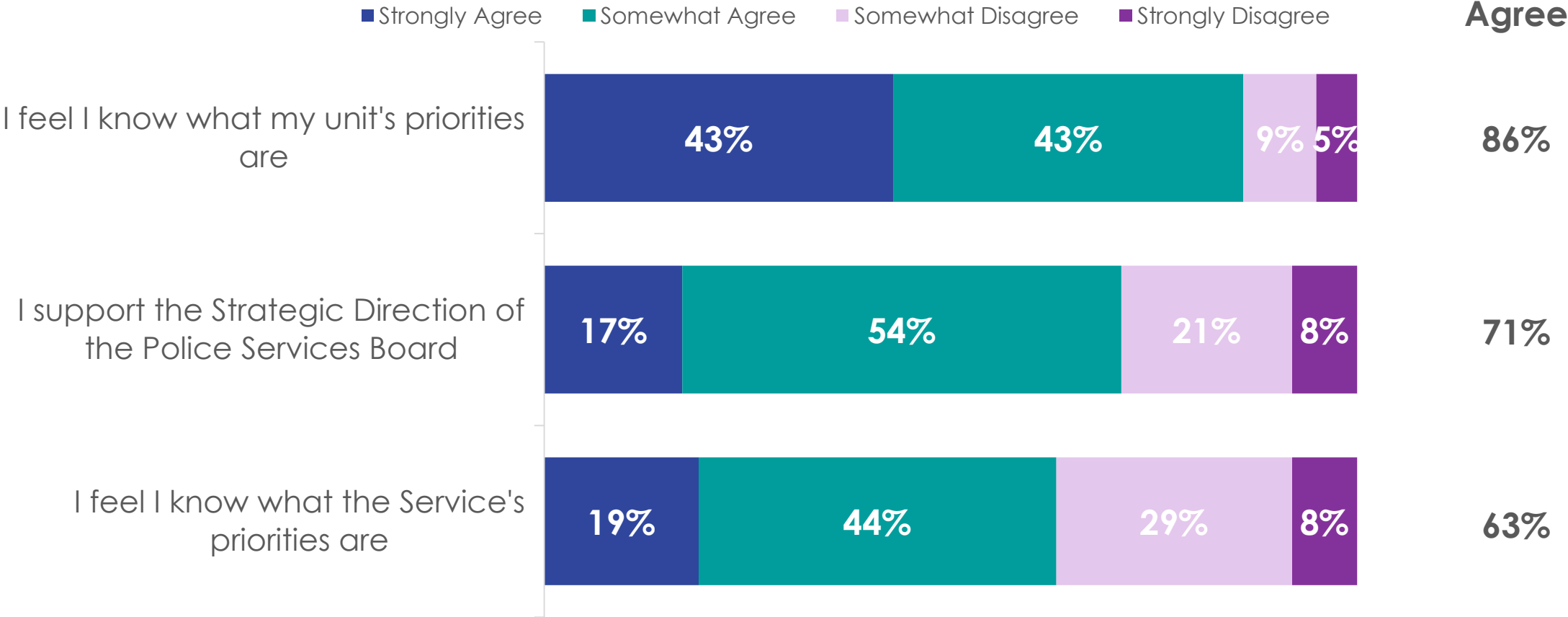


27. Thinking of opportunities at the WRPS, to what extent do you agree or disagree with the following?
Base: All Answering (n=507)
23 – © Ipsos





Direction of WRPS

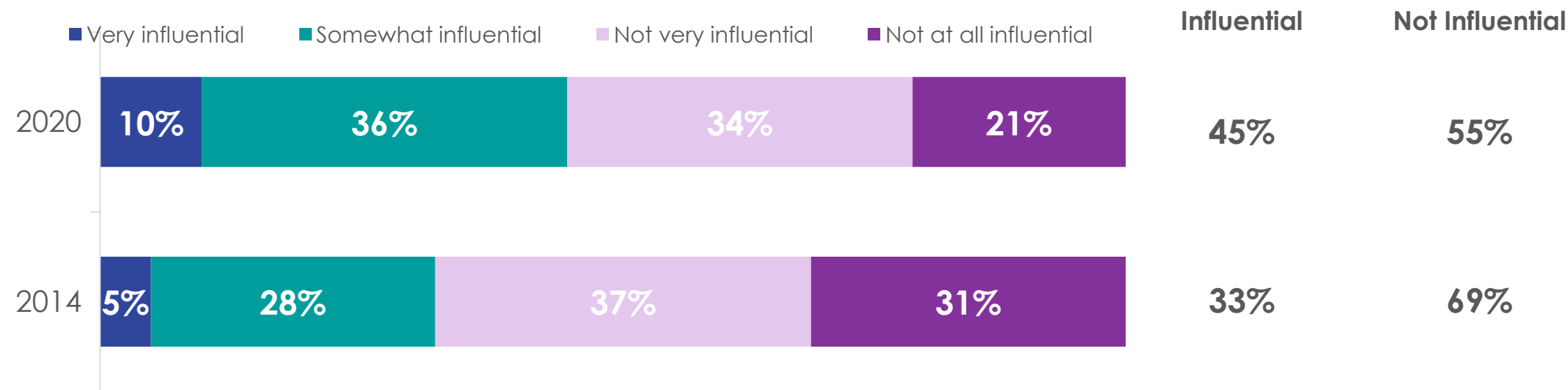


28. Thinking of the direction of the WRPS, to what extent do you agree or disagree with the following?
Base: All Answering (n=508)





Influence of Strategic Business Plan

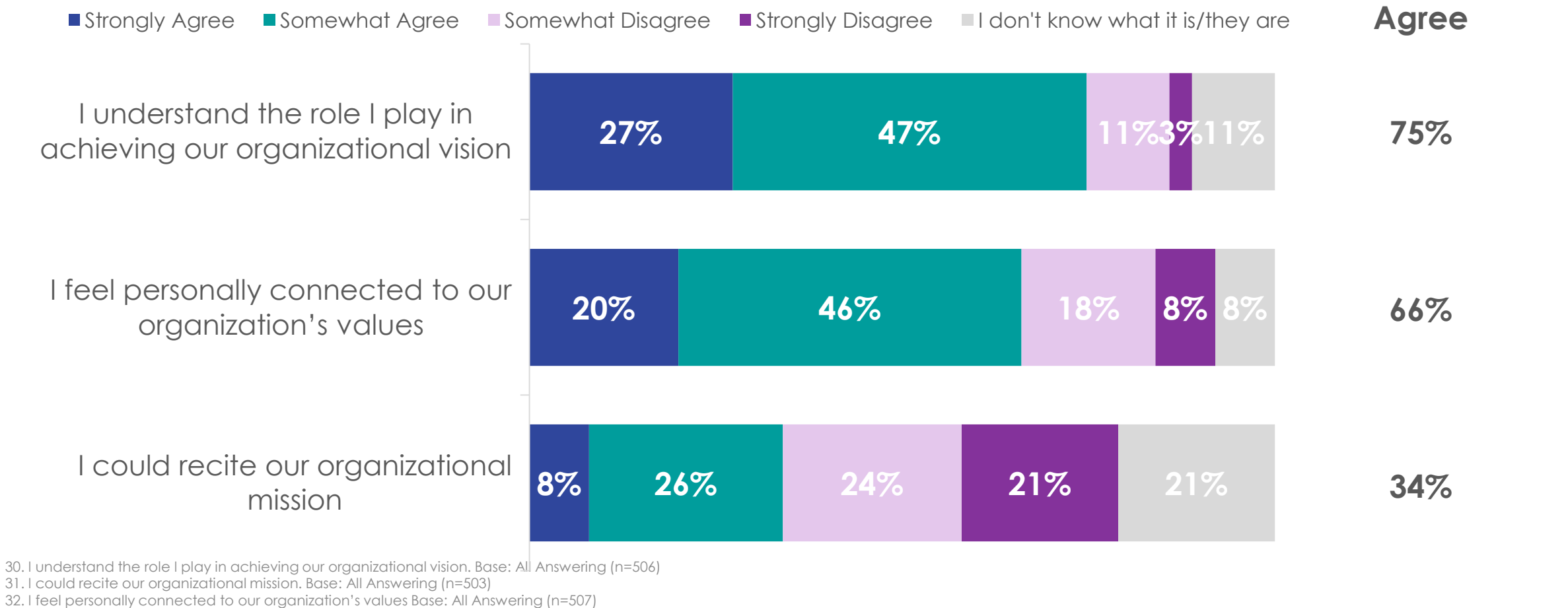


29. To what extent does the Strategic Business Plan influence your daily work and decisions?
Base: All Answering (n=506)





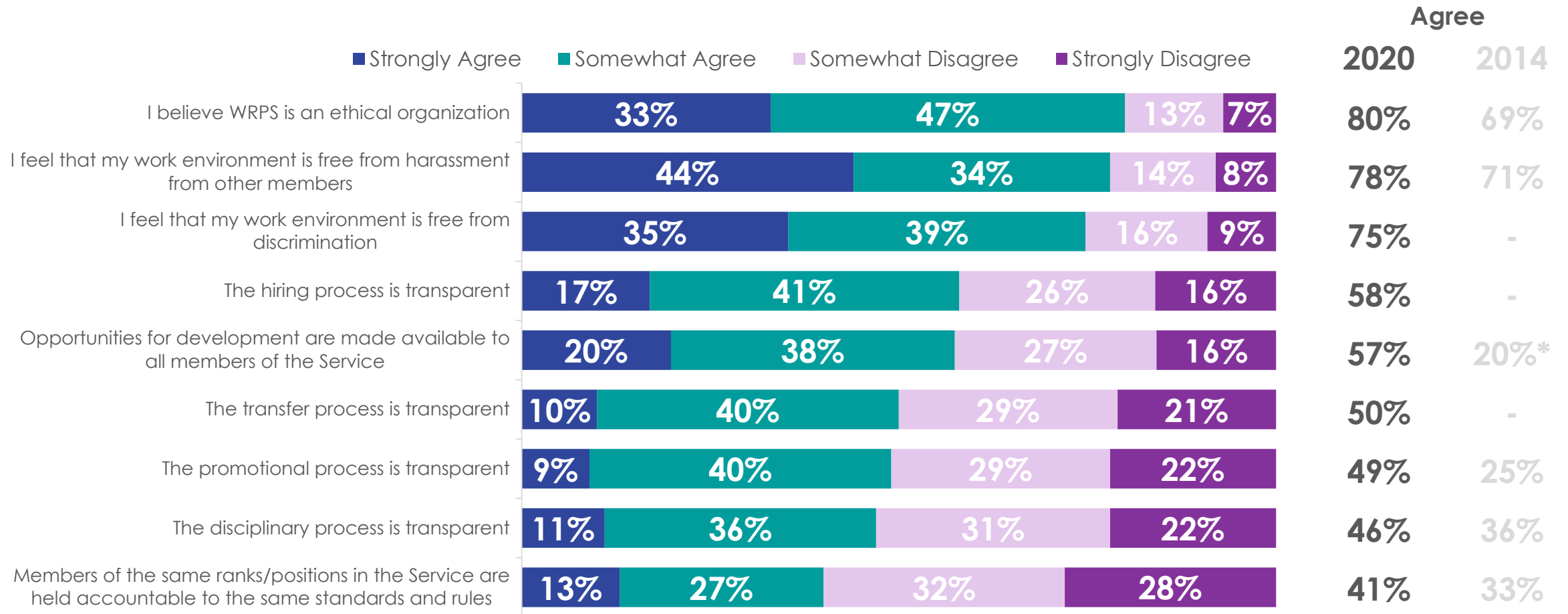
Mission, Vision, Values



ORGANIZATIONAL CULTURE



Accountability and Transparency



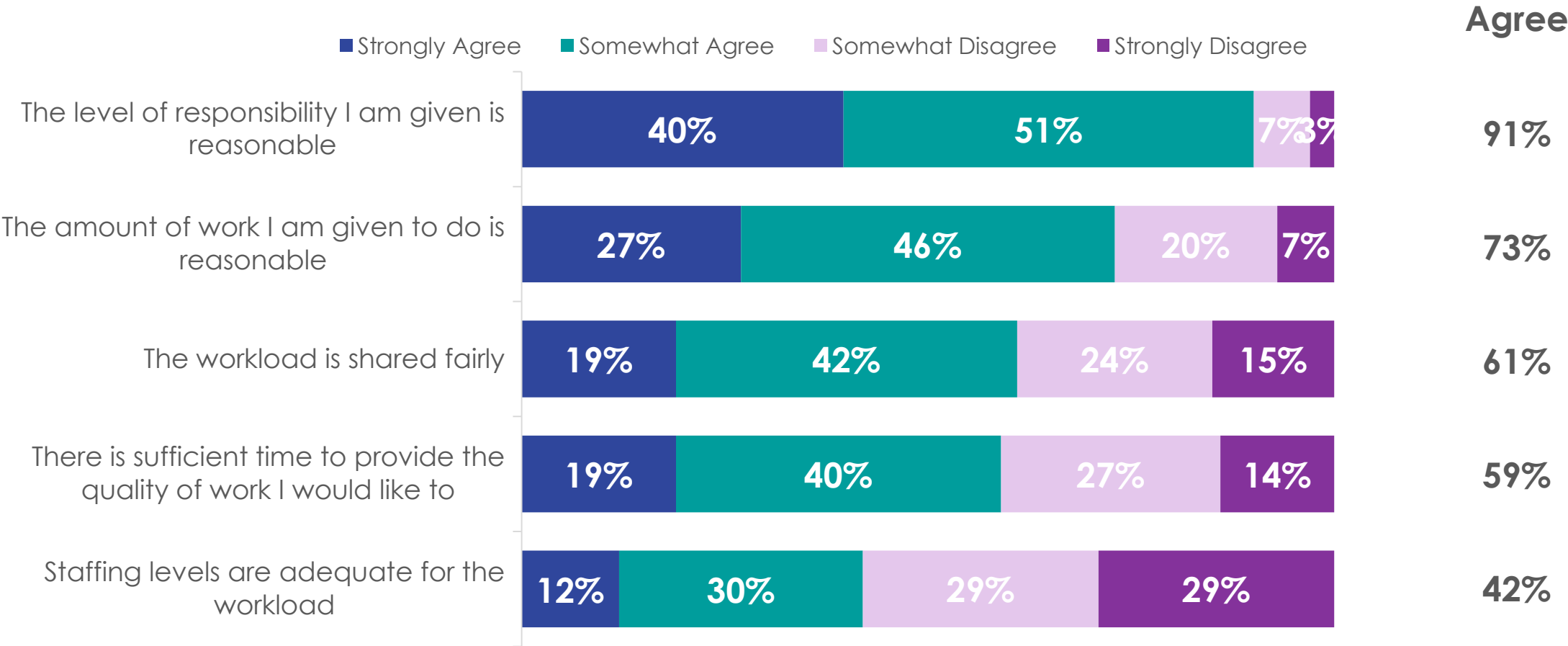
* 2014 statement was: Opportunities are distributed equally among all members of the Service.

33. Thinking about accountability and transparency, to what extent do you agree or disagree with the following?

Base: All Answering (n=506)



Workload

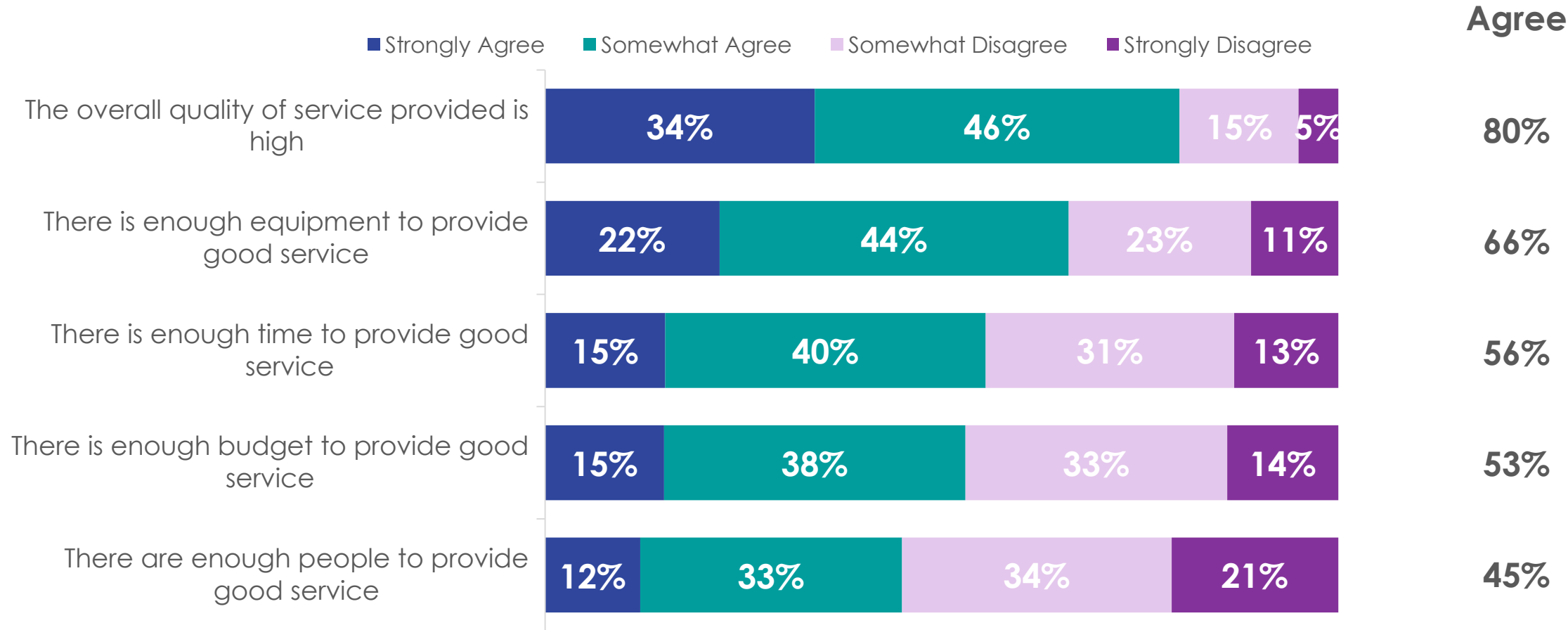


34. Thinking about workload, to what extent do you agree or disagree with the following?
Base: All Answering (n=507)





Quality of Service Provided

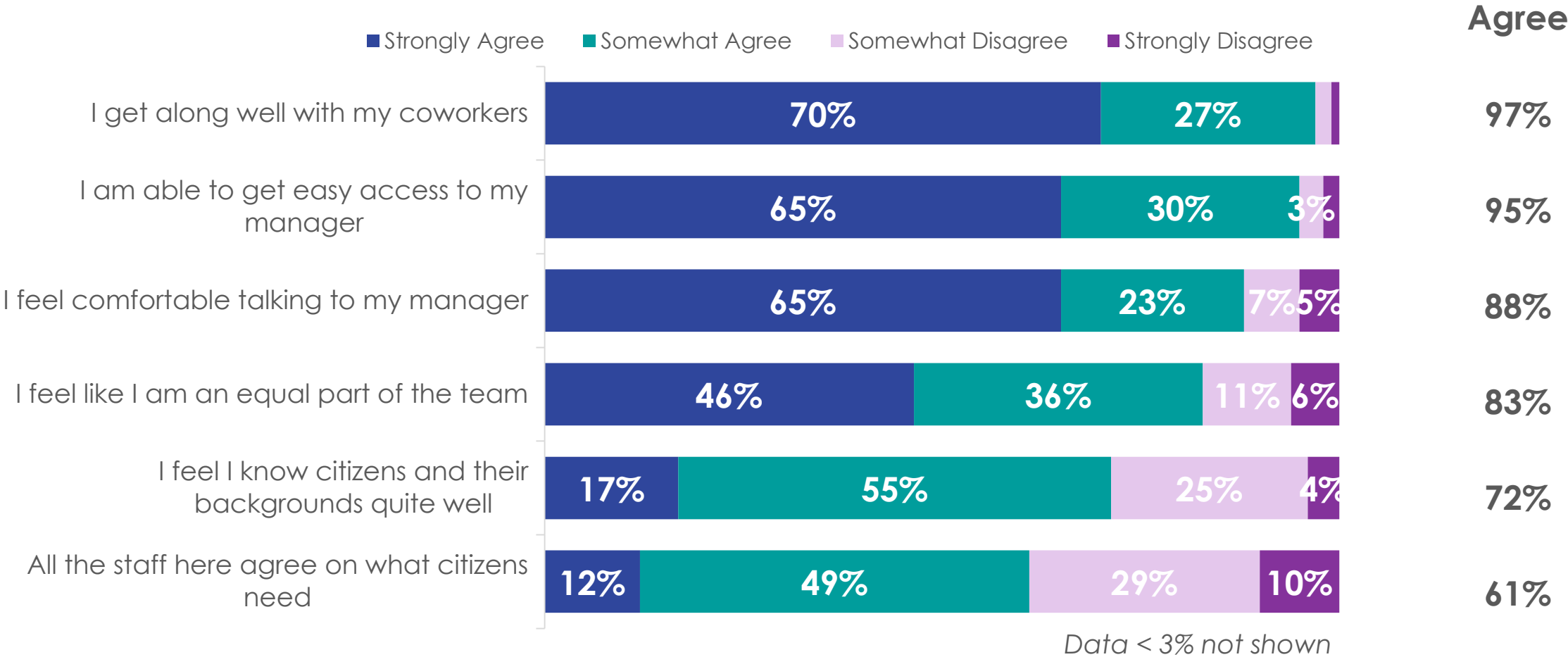


35. Thinking about the quality of service you provide in your role, to what extent do you agree or disagree with the following?
Base: All Answering (n=507)





Working Relationships

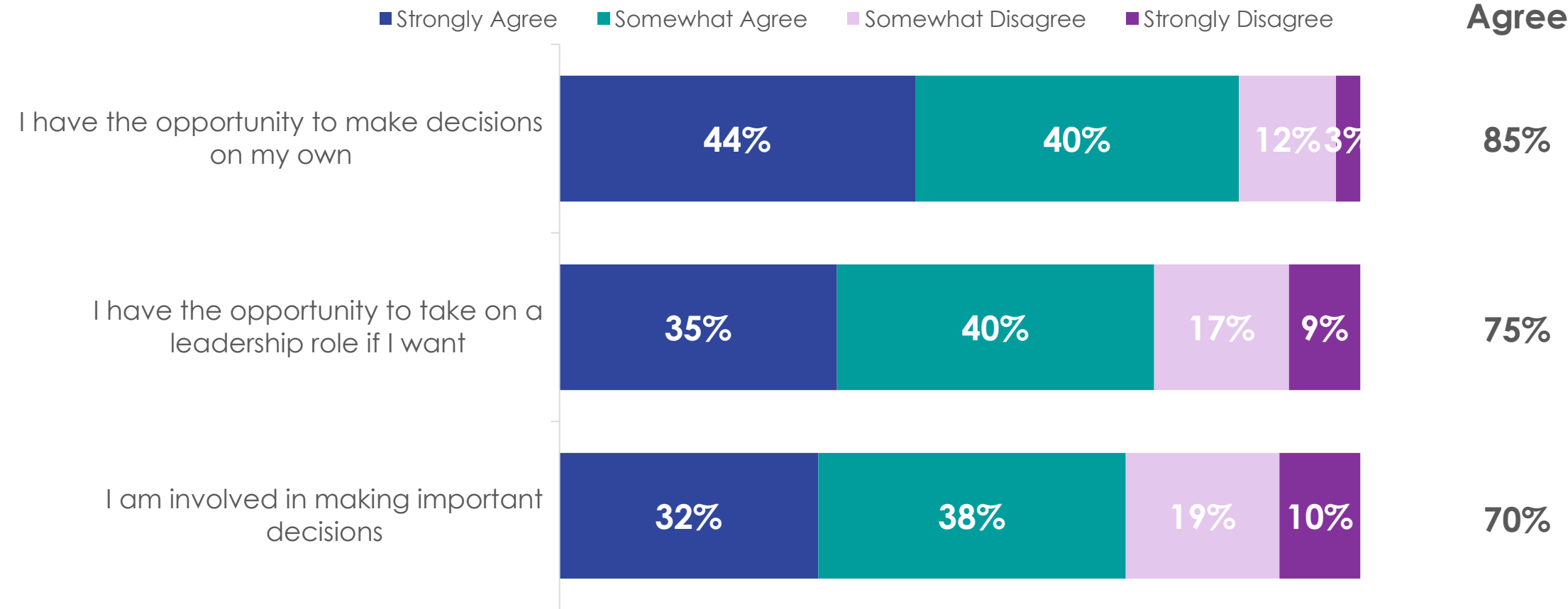


36. Thinking about working relationships, to what extent do you agree or disagree with the following?
Base: All Answering (n=560)





Autonomy and Decision-Making

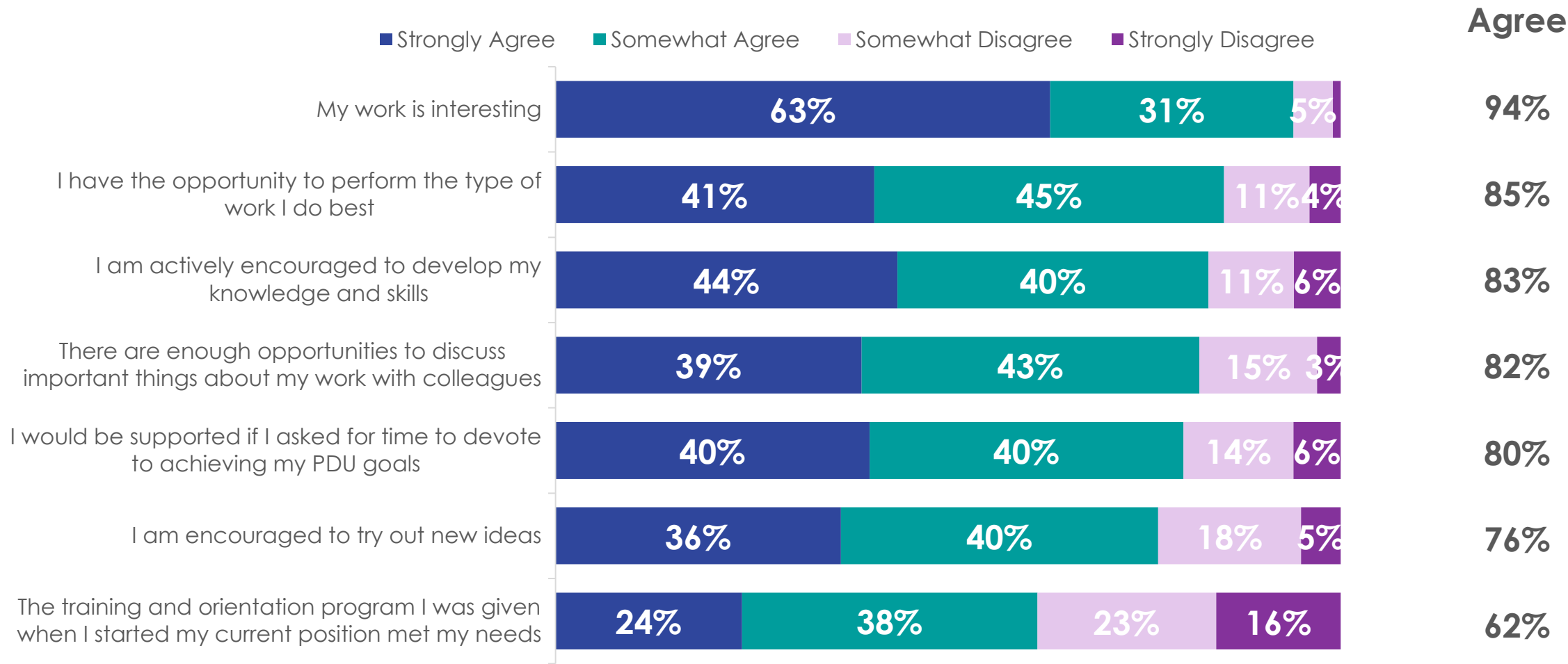


37. Thinking about autonomy and decision-making, to what extent do you agree or disagree with the following?
Base: All Answering (n=507)





Professional Development



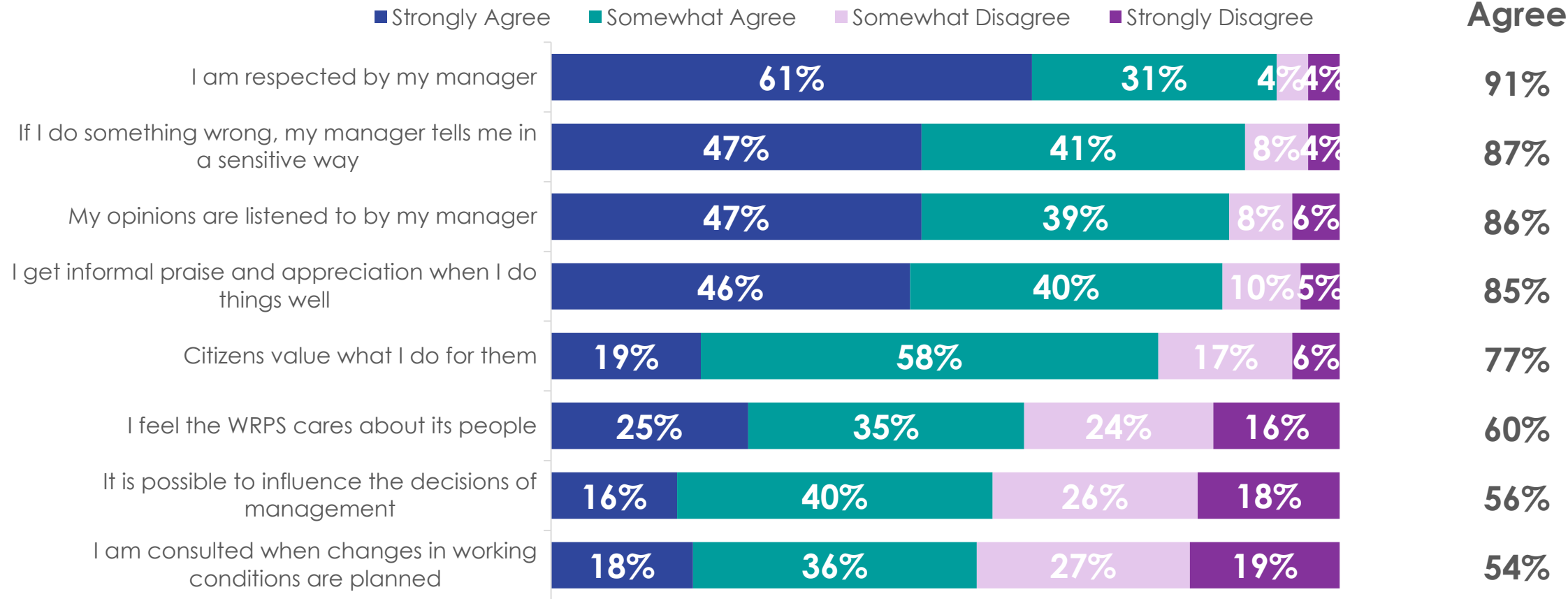
38. Thinking about your professional development, to what extent do you agree or disagree with the following?
Base: All Answering (n=508)

Data < 3% not shown





Recognition and Respect

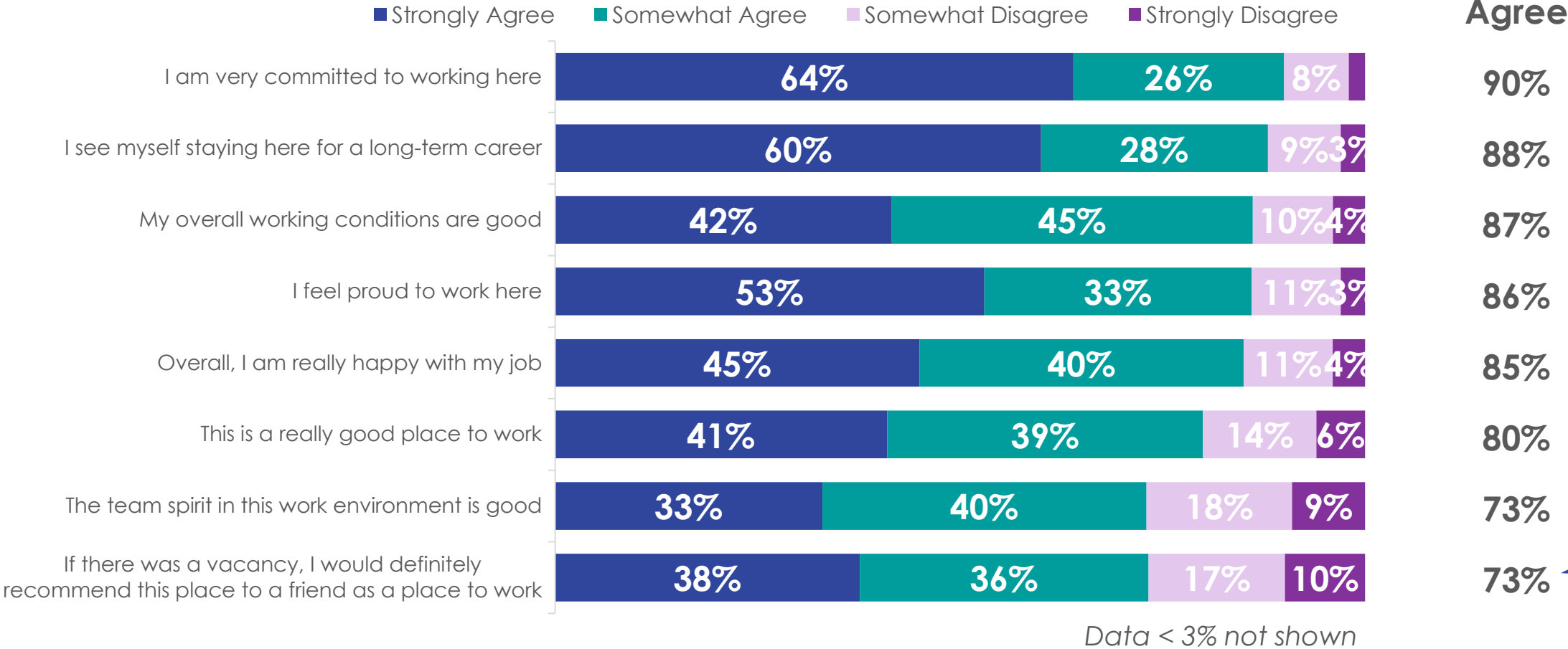


39. Thinking about recognition and respect, to what extent do you agree or disagree with the following?
Base: All Answering (n=503)





Work Happiness

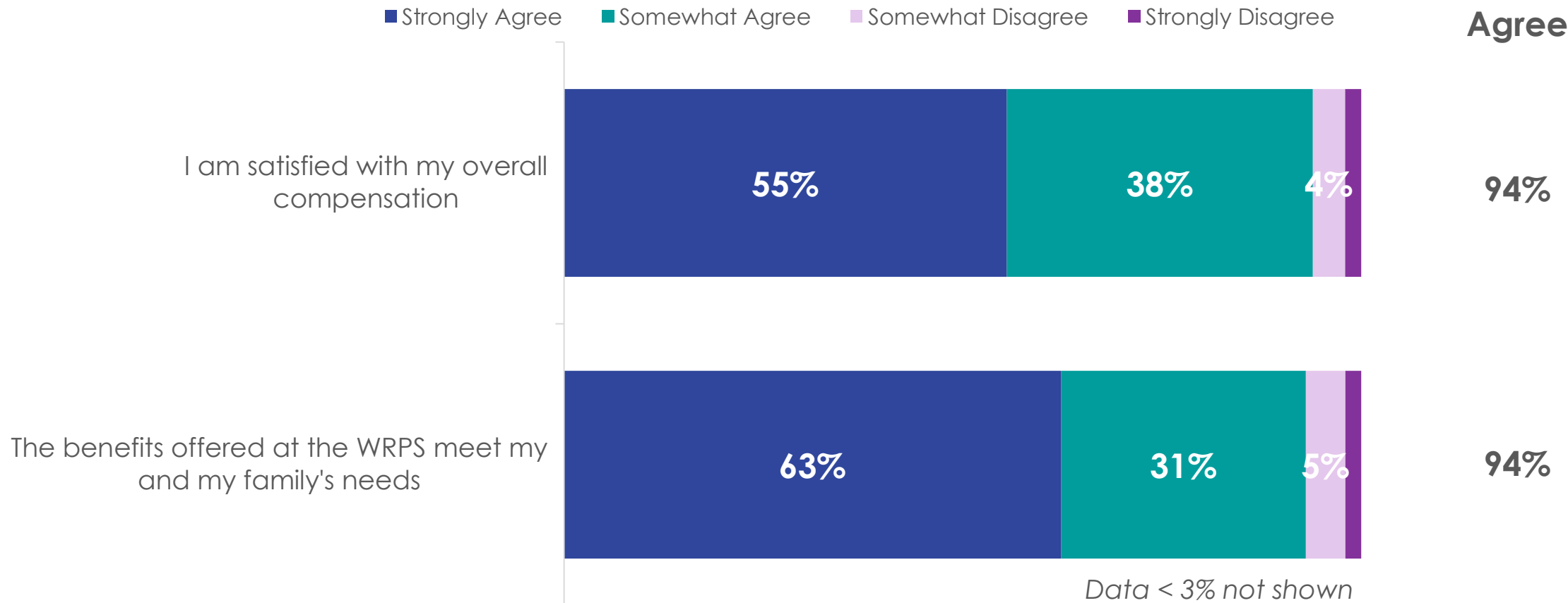


40. Thinking about your work happiness, to what extent do you agree or disagree with the following?
Base: All Answering (n=505)





Benefits and Compensation



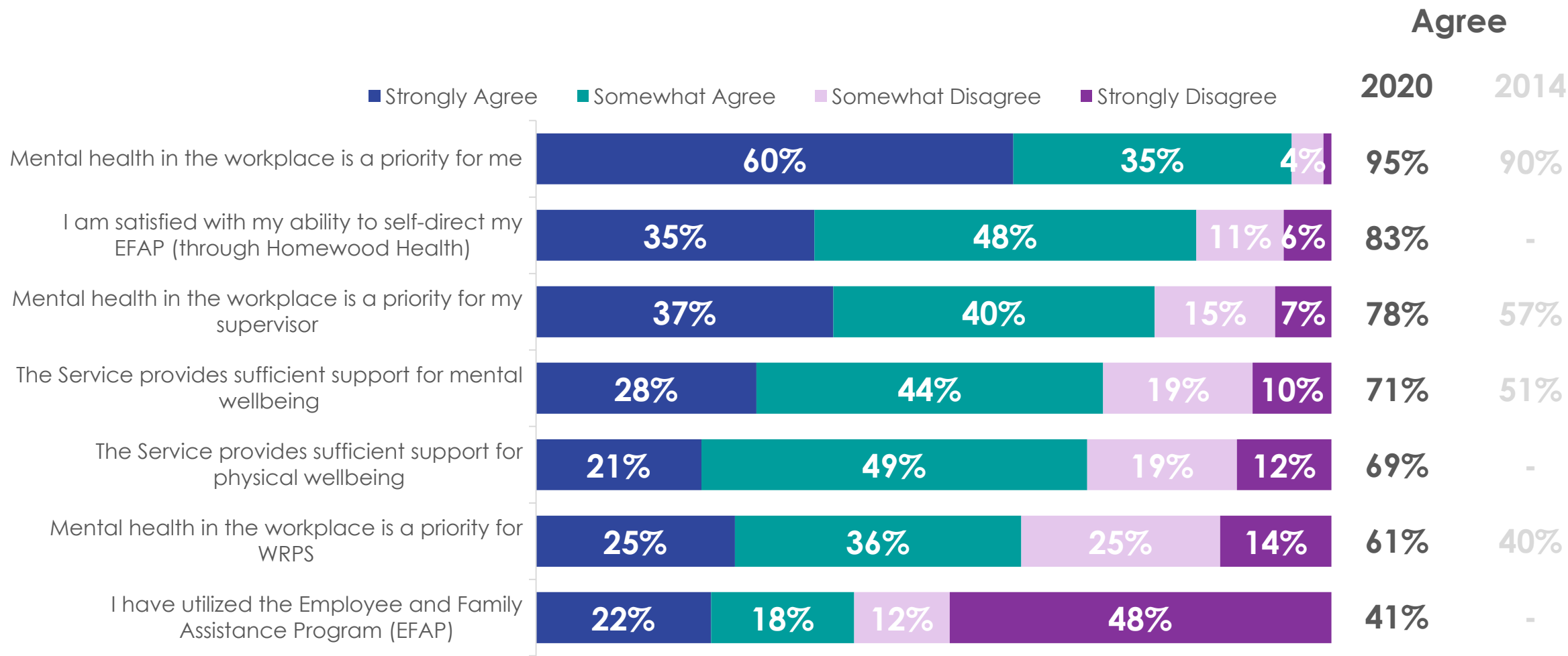
41. Thinking about benefits and compensation, to what extent do you agree or disagree with the following?
Base: All Answering (n=508)



WELLNESS



Wellness in the Workplace



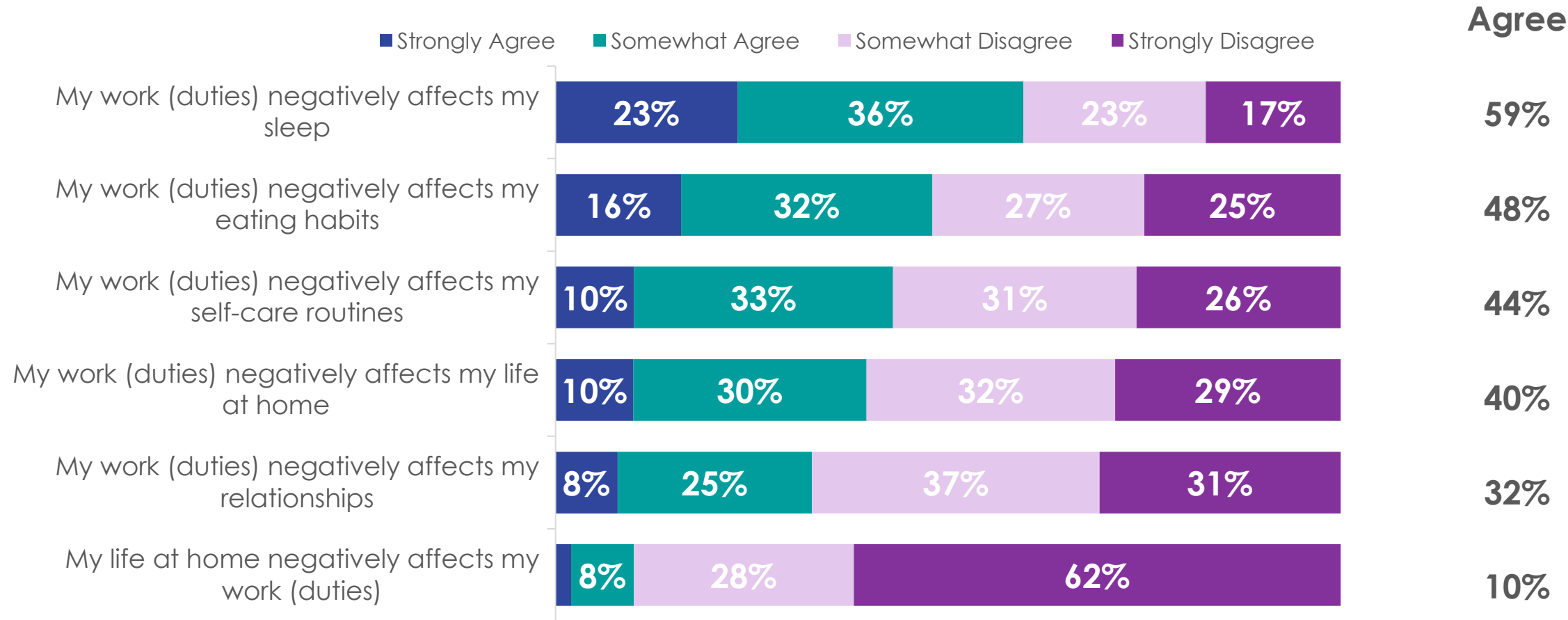
44. Thinking about your wellness in the workplace, to what extent do you agree or disagree with the following?
Base: All Answering (n=507)

Data < 3% not shown





Impact on Health and Home Life



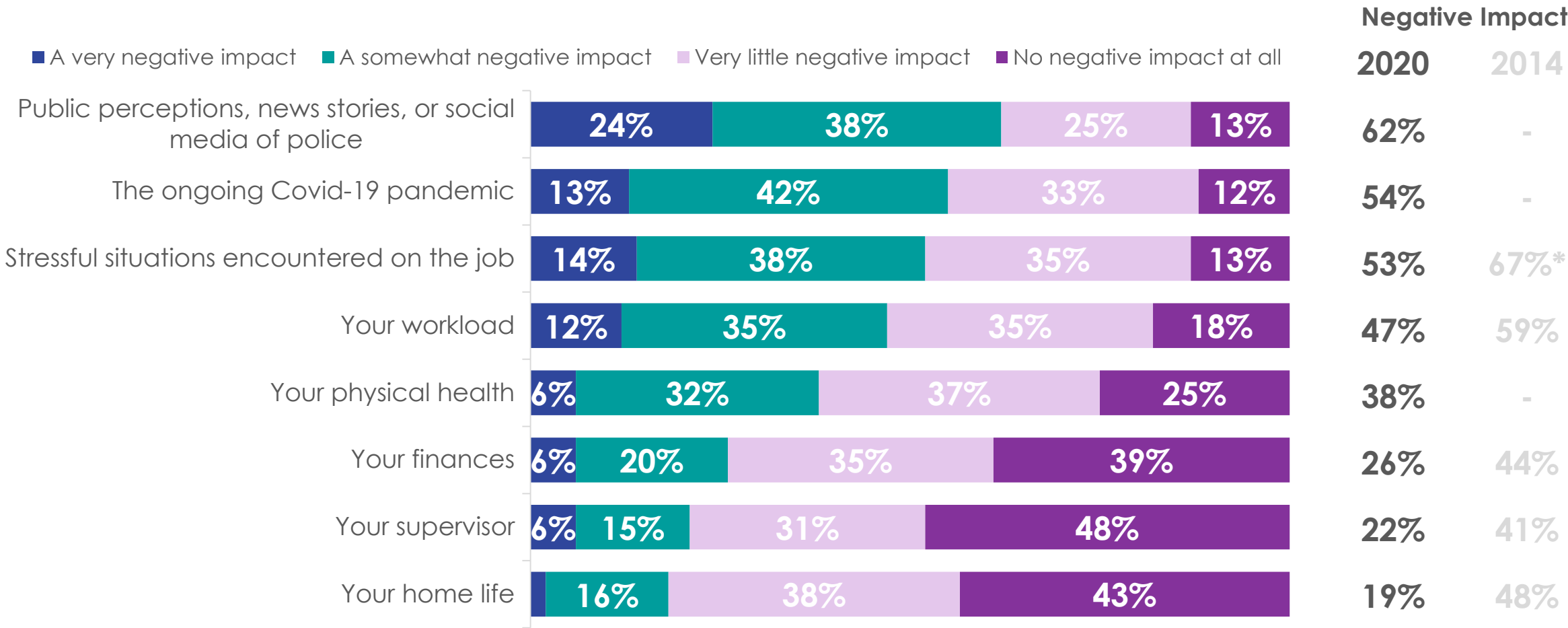
44. Thinking about your wellness in the workplace, to what extent do you agree or disagree with the following?
Base: All Answering (n=507)

Data < 3% not shown





Negative Impacts on Mental Health

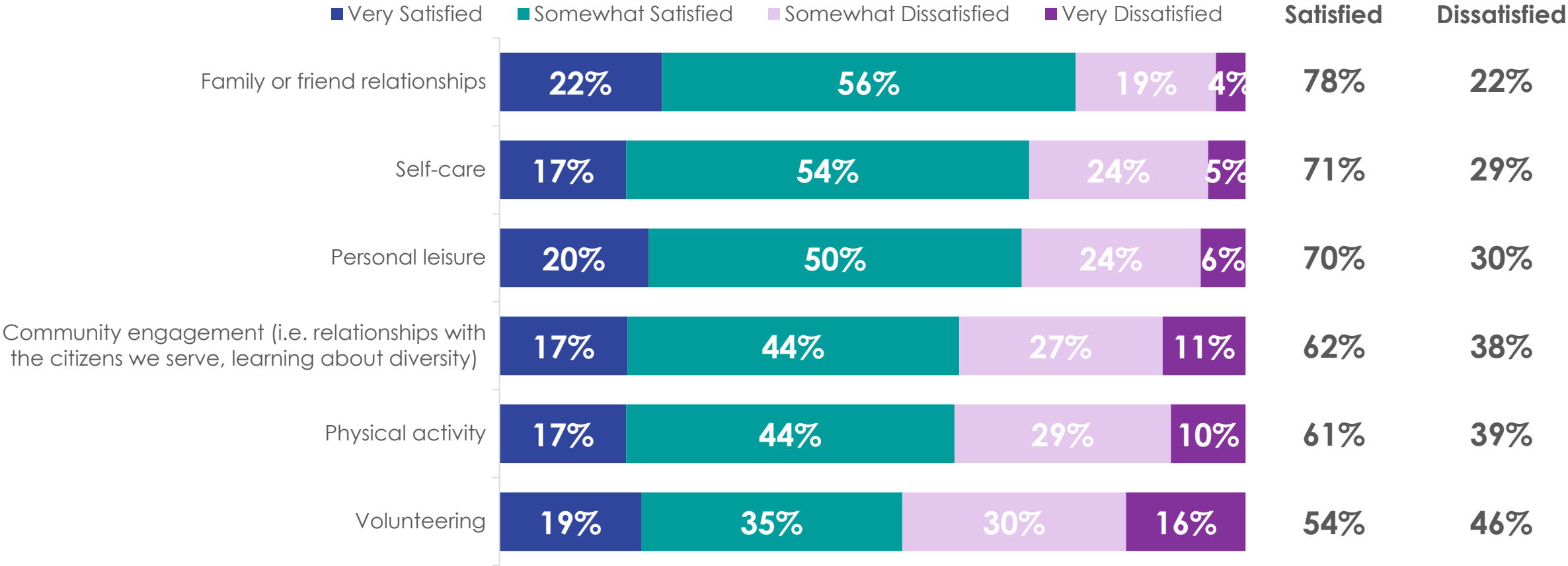


* 2014 statement was "Stress on the job"
45. To what extent do the following have a negative impact on your mental health?
Base: All Answering (n=504)

Data < 3% not shown



Time Devoted to Activities

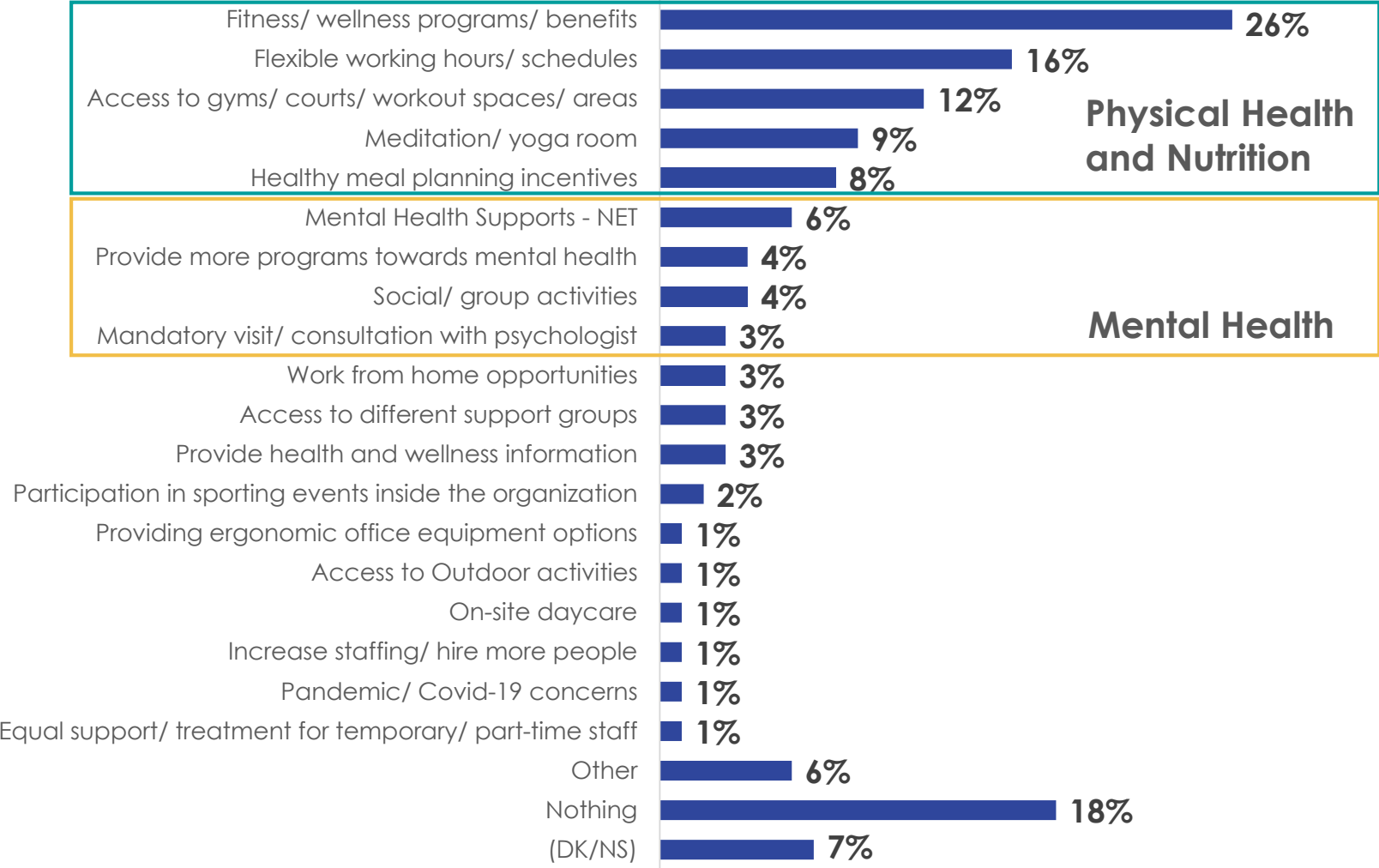


48. How satisfied are you with the amount of time you devote to the following activities (thinking of # of hours in a typical month)?
Base: All Answering (n=502)





Healthy Lifestyle Supports or Programs

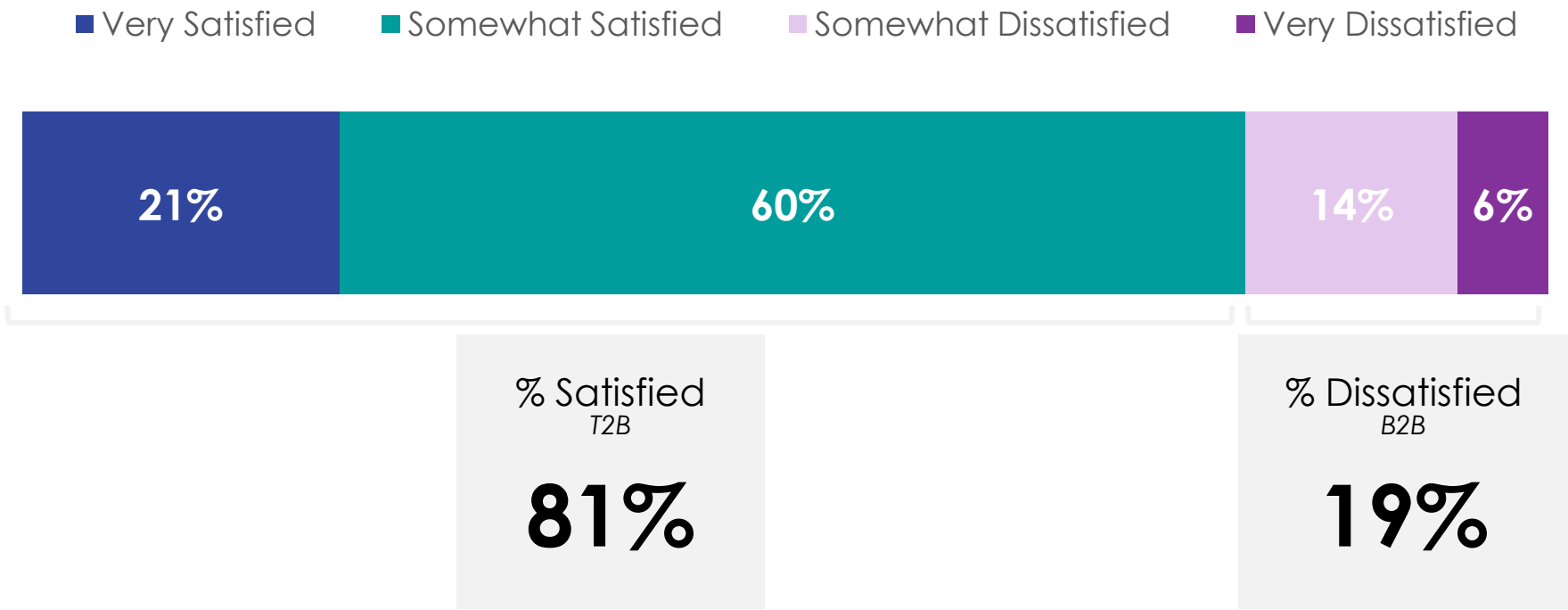


50. Are there any other healthy lifestyle supports or programs in the workplace that you feel you could benefit from?
Base: All Answering (n=210)

COMMUNICATION



Overall Satisfaction with Internal Communication

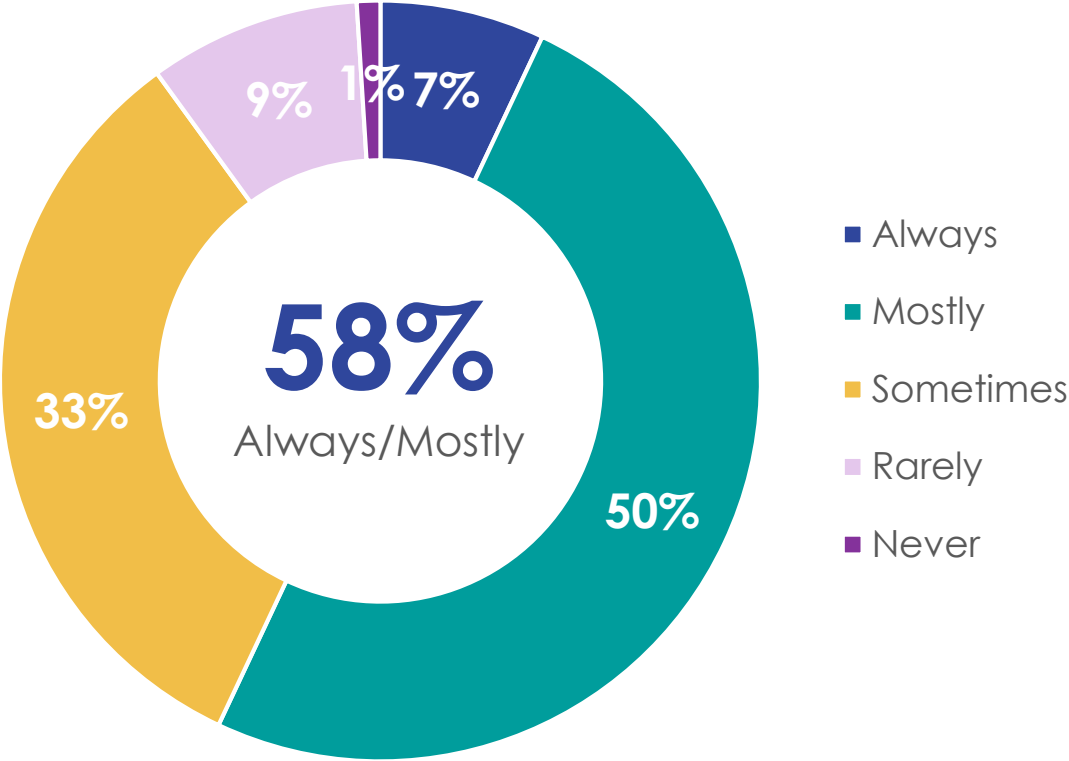


51. Overall, how satisfied are you with the internal communication you receive?
Base: All Answering (n=504)

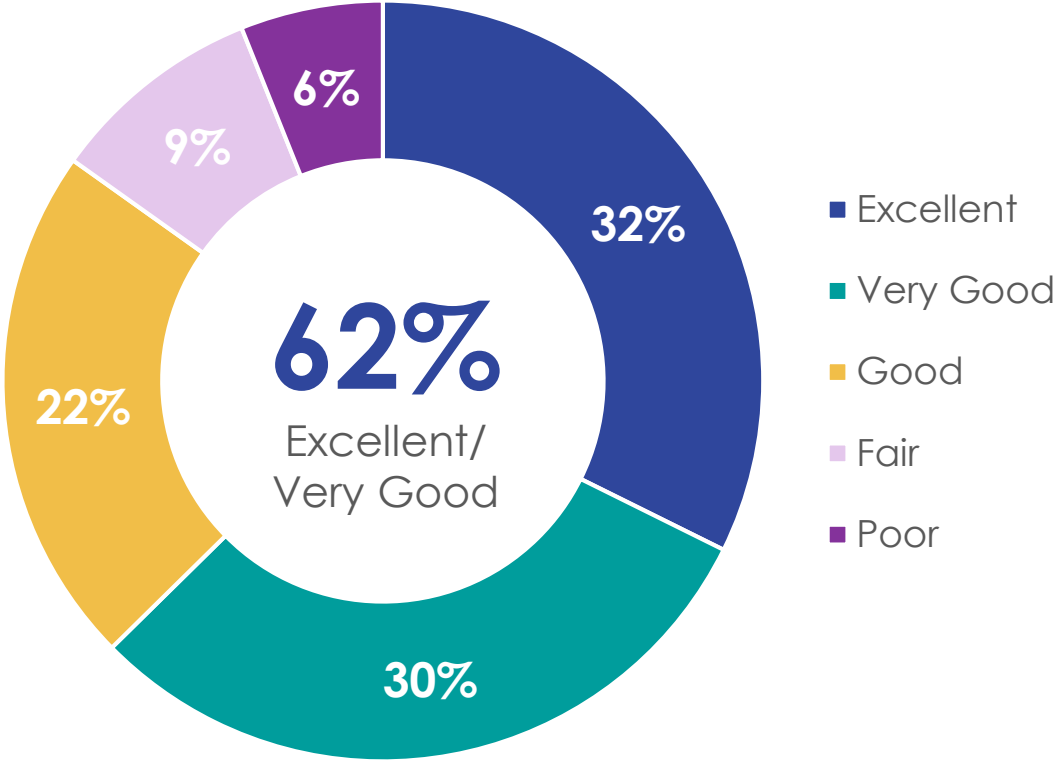


Getting the Information You Need

GETTING THE INFORMATION YOU NEED



MANAGER'S COMMUNICATION SKILLS



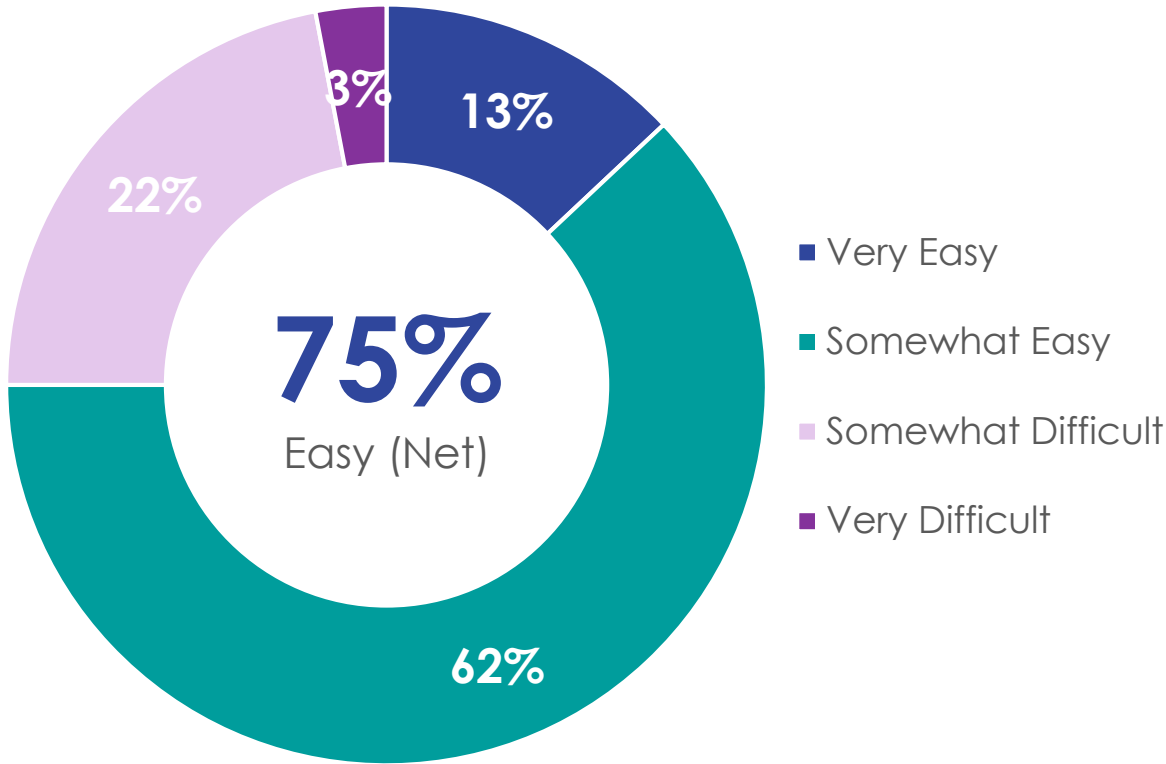
52. Do you feel you are getting the information you need, when you need it? Base: All Answering (n=506)
53. How would you rate your manager's communication skills in general? Base: All Answering (n=506)



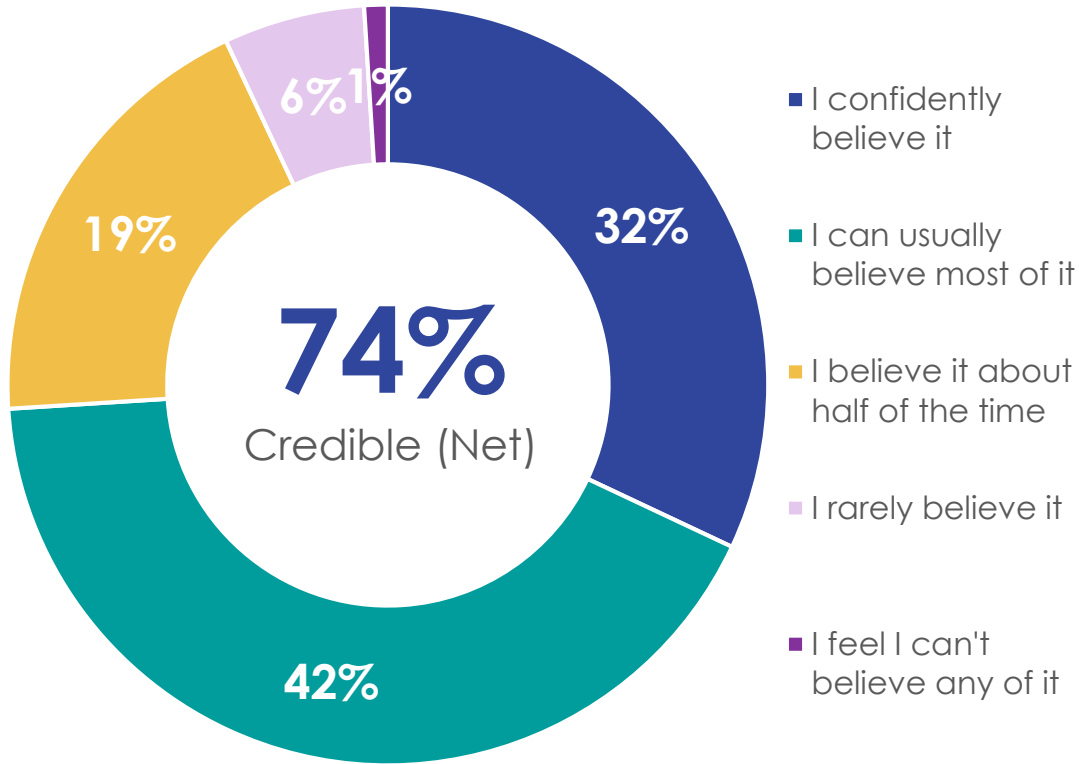
Ease of Finding and Credibility of Information



EASE OF FINDING INFORMATION



CREDIBILITY OF INFORMATION ABOUT WRPS

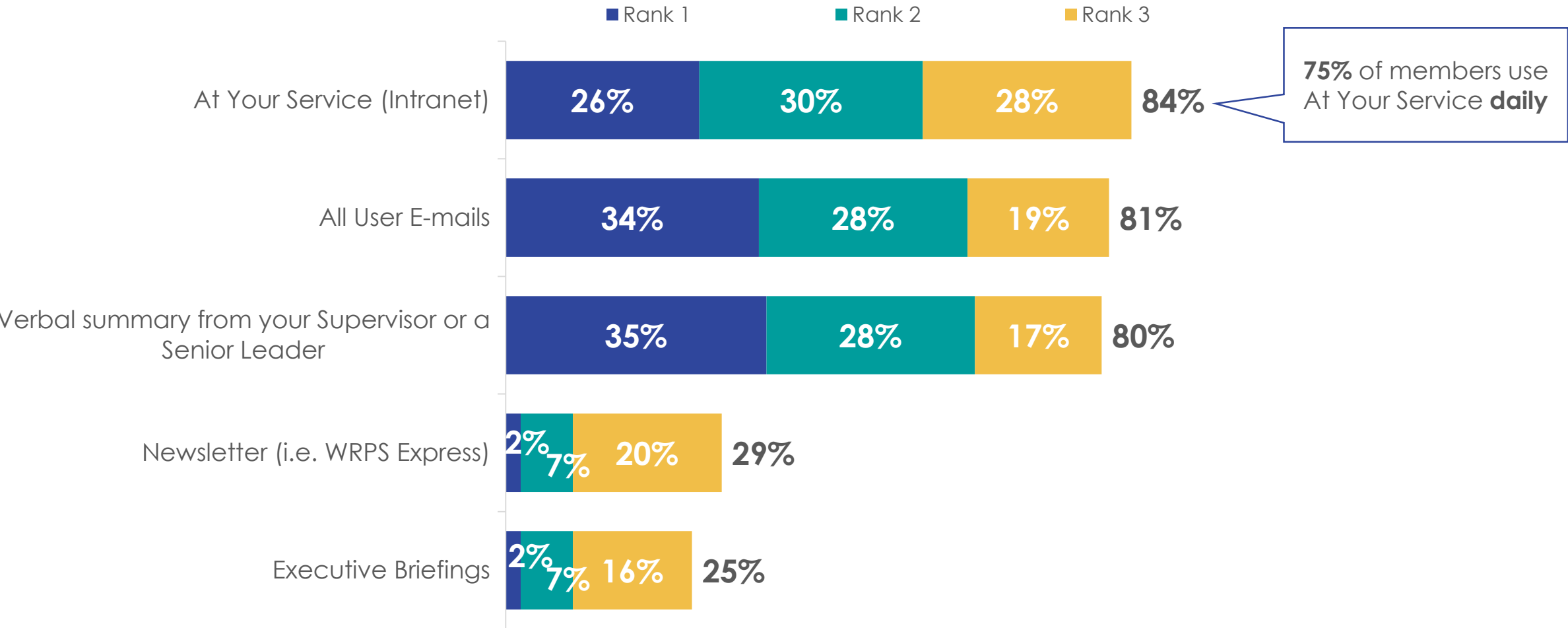


57. How easy is it to find information you are looking for? Base: All Answering (n=508)
65. How would you rate the credibility of the information about WRPS that you receive from WRPS itself? Base: All Answering (n=503)





Preferred Sources of Communication

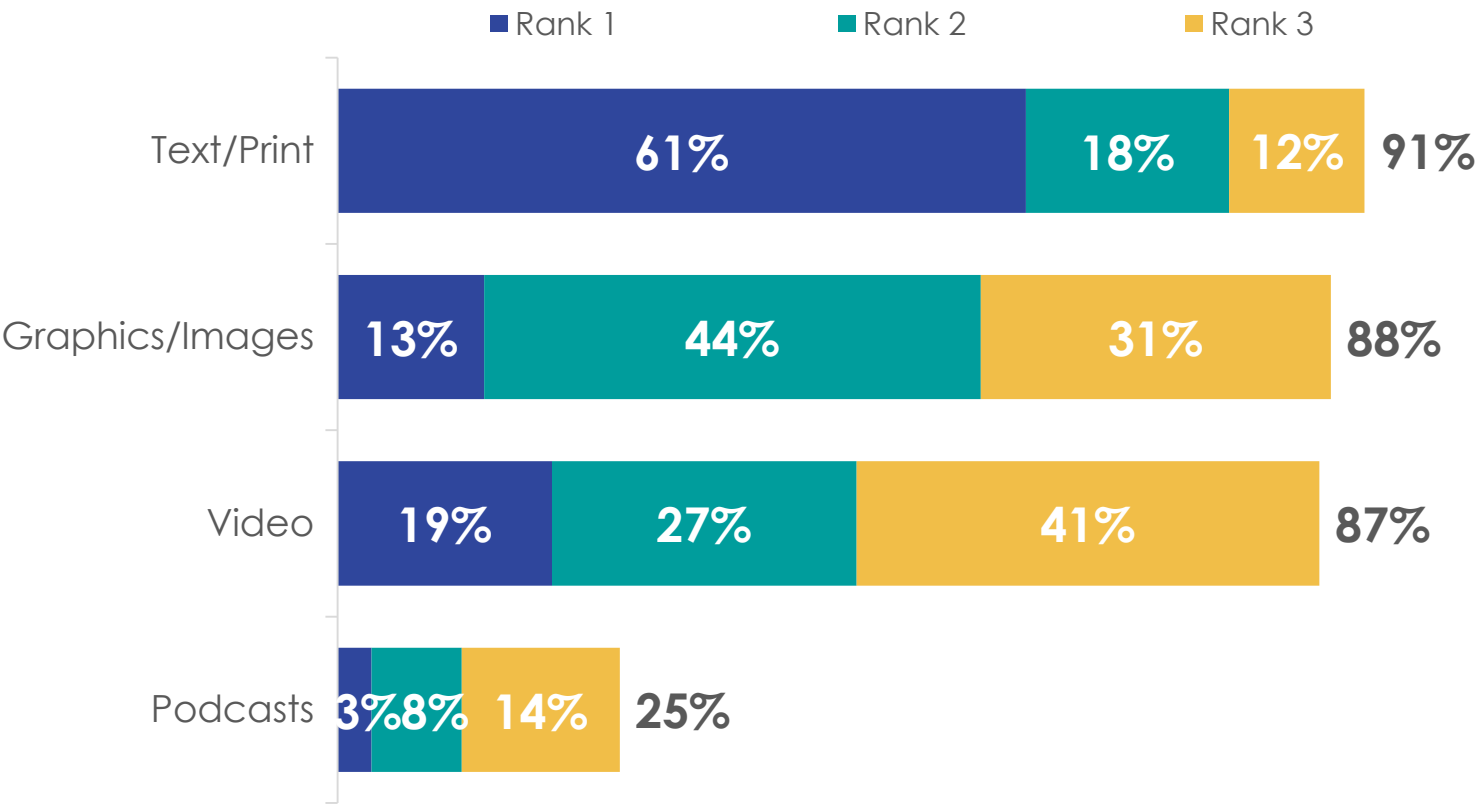


55. Please rank the following sources of communication in terms of your preference in receiving them. Select "1" next to your preferred source of communication, a "2" next to your second preferred source, and so on.
Base: All Answering (n=506)





Future Internal Communication Preferences



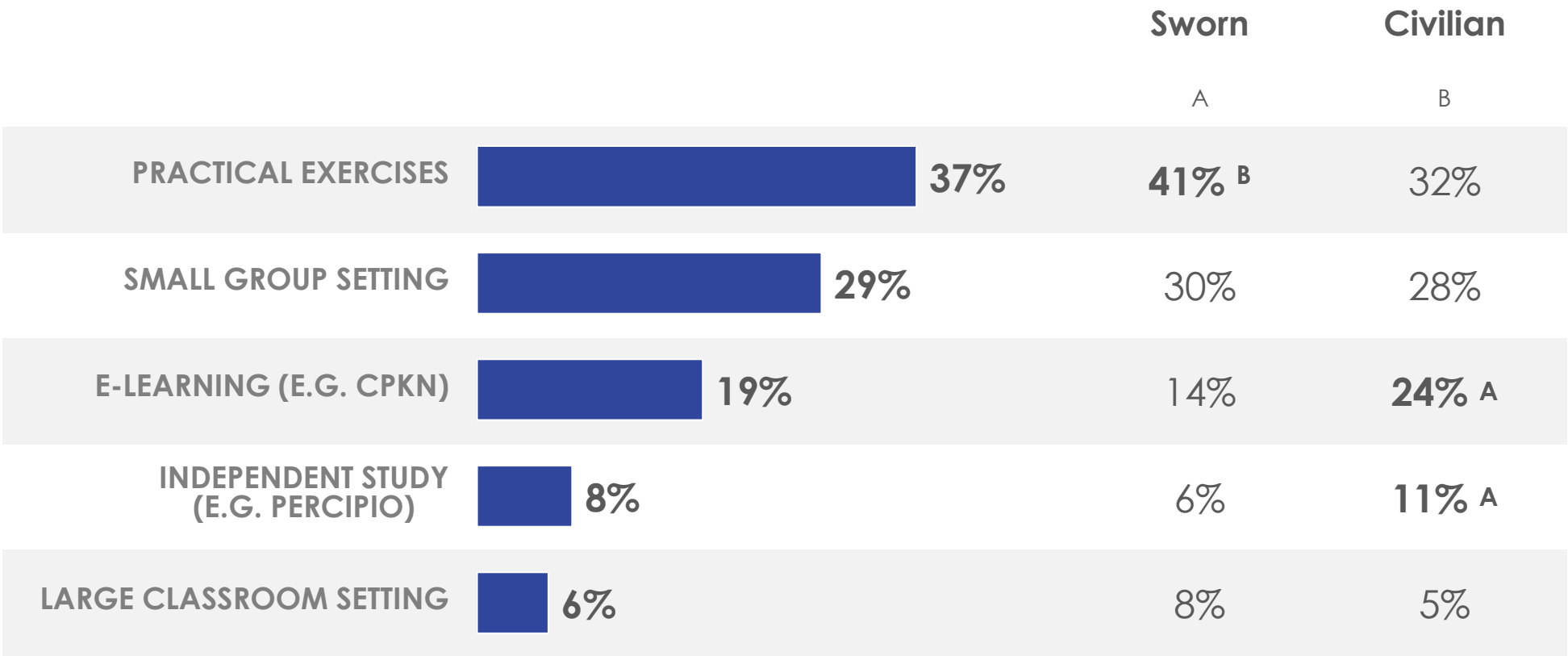
59. For future internal communications, which format would you prefer seeing more of? Please rank in terms of preference, with a 1 denoting the format you would most prefer to see more of, a 2 denoting your second preference, and so on.
Base: All Answering (n=495)



TRAINING AND EDUCATION



Method of Delivery



67. What method of delivery best supports your learning style?
Base: All Answering (n=509)



Additional Training for Civilian Members



"More information on the Service in general and the opportunity to meet with members in different departments to understand their roles to create a more holistic view of the Service."

"More exposure to branches worked with regularly, I'd like to know who I need to contact when information is required from another branch."

"Conflict management, negotiations. How human resources and the association will allow us to deal with unsatisfactory employees."

"Additional training on difficult conversations, emotional intelligence, employee management would be helpful for civilians in supervisory, supportive, advisor or coordinator roles."

68. What additional training would support you in your current role?
Base: All Answering (n=65)

Selected Verbatim Responses

"Advanced Excel Training"

"Advanced Excel online course"

"Excel Intermediate, more training with Microsoft applications like forms and power automate for example"

"Data interpretation - how to create meaningful spreadsheets, what information is important to track, how to make suggestions to improve processes/compliance, etc."

"More training in laws to help identify whether callers have an issue that is a police matter or not."

"Cell Extractions. Any mixed martial arts for dealing with prisoners."

"More external (not WRPS) training specific to my work."

"More training in how to deal with people who have mental illness. Proper staffing so that training can take place in a timely fashion."

"For Stats Canada to provide training sessions on how specifically to code certain occurrences. A lot of what we code are judgment calls and would love to learn more from them."

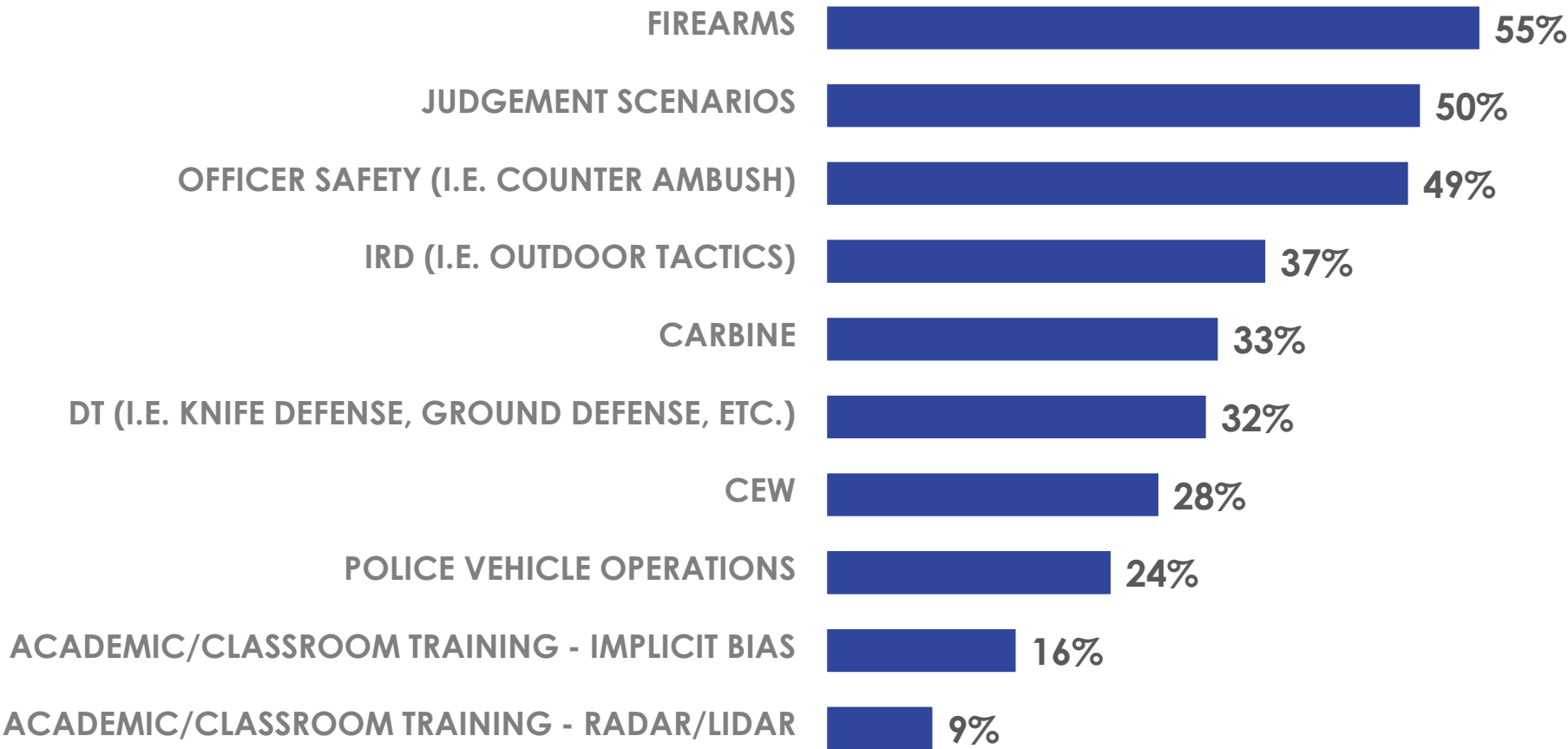
"Additional info on the justice system & processes, to understand the big picture."

"Training in de-escalation over the phone for distraught/uncooperative callers."

"Training in software such as iBase and Geotime. very hard to find courses for these for advanced training. I feel we are knowledgeable in what we do, but there are more advanced tools to benefit us."



Additional Training for Sworn Members



69. What additional training would support you in your current role? Please select all that apply.
Base: All Sworn Members Answering (n=221)

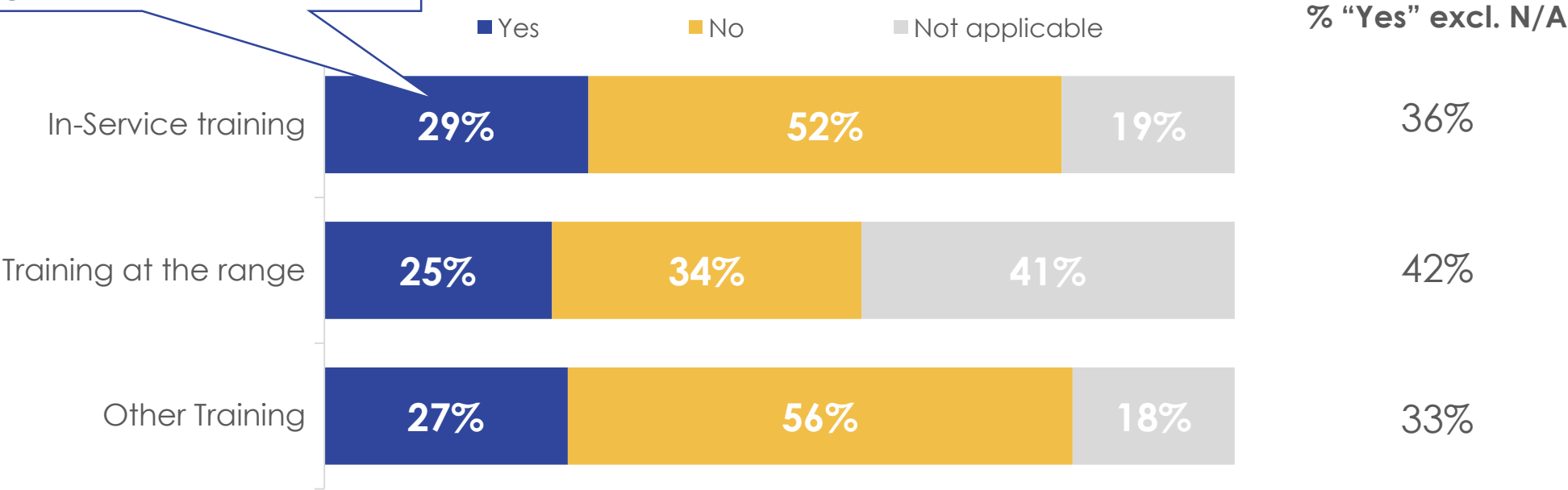




Challenges in Scheduling Training for Direct Reports



Top challenges include:
Staffing levels and workload demand: **84%**
Shift schedule logistics: **74%**

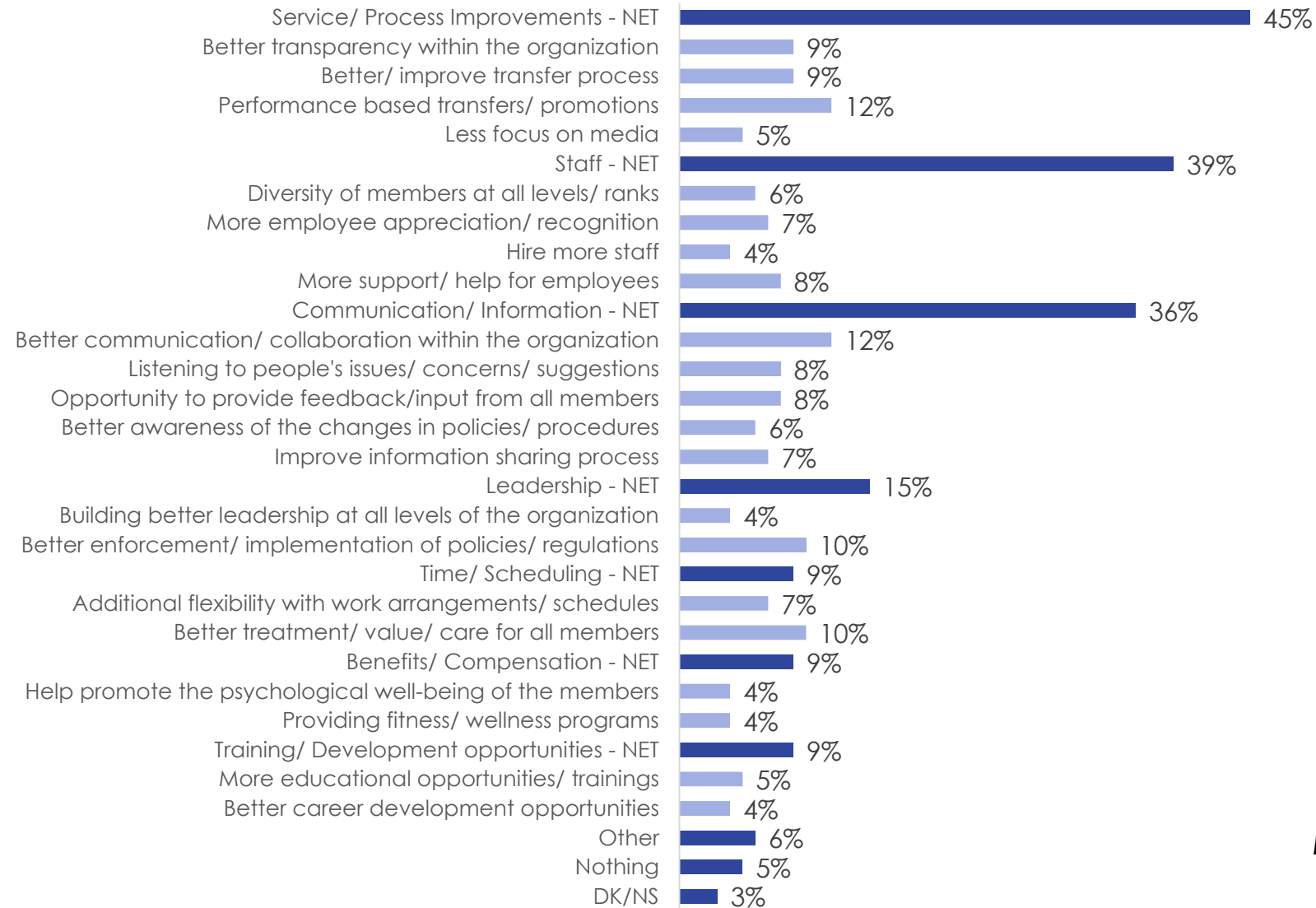


71. Do you encounter any challenges when scheduling the following types of training for your direct reports? Base: Sergeant, Team Lead, Platoon Supervisor or Above - All Answering (n=108)
73. Thinking specifically about **In-Service training**, which of the following challenges have you encountered when scheduling In-Service training for your direct reports? Please select all that apply. Base: Encountered challenges when scheduling In-Service training - All Answering (n=31)



PARTING THOUGHTS

How the Service Can Improve



Data <4% not shown

Focus Areas for the Future



Continue to improve upon diversity, moving closer to the community WRPS serves.

Opportunities to improve representation of the Region's visible minorities and immigrant populations, strengthen understanding and ties between WRPS and community.



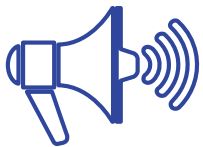
Further consultation with members on needs for professional development and training.

Members' needs for training and professional development are highly specific and diverse. Encourage a collaborative approach in deciding how to enhance current processes, allowing members to feel heard and engaged in decision-making that impacts their career paths.



Build on existing mental health supports and promote work-life balance.

Particularly during the pandemic, but also beyond, holistic support for mental, physical and nutritional health are critical for members thriving despite demands of the job.



Communicate simply and clearly – not just at an organizational level, but at a personal level and on an individual basis.

Members want easy access to up-to-date information in a central place. They also want to feel like their concerns are being heard – and acted upon.

**THANK
YOU.**

