



Durham Regional Police Service



# Diversity Equity Inclusion

Our Strategic Plan  
2017–2019



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# Executive Summary



## Introduction

The Declaration of Principles in the *Ontario Police Services Act (The Act)* enshrines the importance of safeguarding the fundamental rights guaranteed by the *Canadian Charter of Rights and Freedoms* and the *Ontario Human Rights Code*.

*Police Services Act* declaration of principles includes:

- The need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society.
- The need to ensure that police forces are representative of the communities they serve.

The Durham Regional Police Service (DRPS) honours and adheres to these values.

The Durham Region (the Region) is becoming increasingly diverse and complex in terms of culture and race. Other groups (e.g., Indigenous Peoples, the lesbian, gay, bisexual, transgender, transsexual, queer (LGBTQ) community, persons with physical and invisible disabilities) add to the complexity of policing.

In order for the community and the DRPS to understand the full meaning of the rights and values enshrined in law in a diverse community, DRPS needs to gain a greater understanding of and sensitivity to its diverse communities. Enhanced community engagement and greater mutual support will lead to increased community safety across the Region, which is the vision of the DRPS<sup>1</sup>.

Employing members of diverse communities as employees and volunteers in the DRPS further facilitates engagement with the larger community since these members can provide the DRPS with a wider breadth of insights, skills, languages and experience.

The *2017-2019 Diversity, Equity and Inclusion (DEI) Strategic Plan (the Plan)*, developed in consultation with the Durham Regional Police – Police Services Board (the Board) and members of the DRPS, provides the Service with an opportunity to take a significant step toward its goals.

A central theme throughout the *Plan* is leadership.

## Leadership

To successfully carry out the *Plan*, the Service will need to make a commitment to:

- A strategic approach to ensuring a diverse workforce and facilitating safer communities
- Appointing Champions from among Command supported by a team of members to implement the *Plan*.
- Investing the appropriate human and financial resources, and
- As good stewards of this investment, closely monitoring the implementation and resulting outcomes.

For the *Plan* to be successful, the Chief of Police, supported by the Command Team will need to:

- Inspire the engagement of the members and the employee Associations (the Durham Regional Police Association and the Durham Regional Police Senior Officers Association).
- Oversee Senior Champions to implement the *Plan*.
- Hold all members accountable for achieving goals related to the *Plan* and demonstrating increasing diversity competence
- Provide the Board with evidence of outcomes.

## Increase the Engagement of Diverse Communities

In order to make Durham the safest it can be, all of its diverse communities must be encouraged to work with the DRPS. This requires further and ongoing effort on the part of the Service.

The Chief of Police and Command may need to shift resources to allow more time for community policing<sup>2,3</sup> focused on communities that are not

currently well engaged. Successful community engagement will require that each field member participate in encouraging community engagement.

An important partner in the engagement of communities is the Diversity Advisory Committee (DAC)<sup>4</sup> already established by the DRPS.

### **Increase the Diversity Competence of the DRPS**

The DRPS membership appears to be less diverse than the Region it serves.<sup>5</sup> In order to serve and engage the diverse communities throughout the Region, the DRPS will need to increase the diversity of its membership at all levels, and ensure the diversity competence of each member.

The following actions are recommended.

#### **Recruit from under-represented groups**

Analysis of 2015 and 2016 recruitment data indicates that the DRPS has had overall success in recruiting from the diversity of the Region. The analysis also identified opportunities to better reach certain of the communities in order to increase the diversity of the membership overall.

To further expand its efforts to recruit diverse candidates, the DRPS will need to conduct additional outreach to, and recruitment from, under-represented populations in the Region. In addition, some of these applicants may need support to successfully navigate the selection process. This will require the commitment of significant resources for enough time to create community momentum for the initiative.

#### **Develop and promote members of under-represented groups**

The DRPS includes members of under-represented groups who have had the years of experience with the Service to be potentially promotable.<sup>6</sup> Developing and promoting these individuals could expand the perspective of the Leadership and help to guide the DRPS to become a more diversity competent organization.

In order for the DRPS to make the most of this opportunity, it will need to provide these members with mentors, coaches, special assignments and other support to prepare them for promotion. The new Talent Mapping / Talent Bench review (Succession Planning) process will need to track succession candidates by demographics to ensure a non-biased process.

### **Increase the Diversity Competence of all Members**

In order to engage the Region's diverse communities with the DRPS in the goal of safety and security, the DRPS will need to provide opportunities for all members to continuously enhance their diversity competence through participating in training and various other activities with the diverse communities in the Region.

In all selection processes (for new members and leadership positions), the Service will need to assess the diversity competence of candidates and their commitment to a police service that is more reflective of and responsive to the community.

### **Ensure a Secure and Supportive Workplace for All Members**

DRPS members contribute maximally to the Service when they believe their workplace is secure and supportive. This may mean responding to the individual in order to provide a welcoming workplace for all.

### **Monitor and Report Progress**

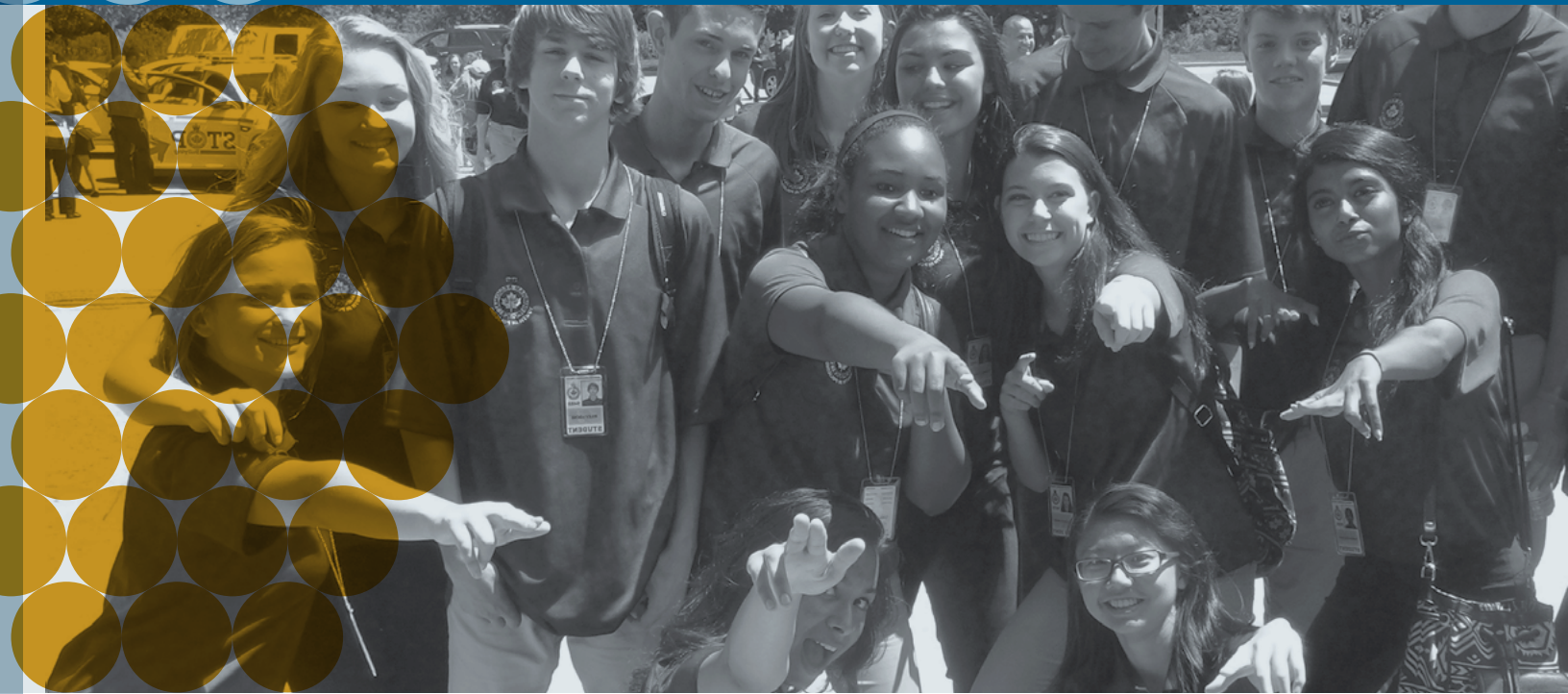
The *DEI Strategic Plan* provides a blueprint for DEI implementation and progress, including processes for effectively assessing results based on consistent and reliable information. The assessment strategy takes into account two key considerations:

- While quantitative information (the numbers) is important, it need to be augmented with qualitative information that can provide reasons for the numbers and often suggests strategies for change.
- Many of the quantitative measures (e.g., the extent to which the demographics of the Service represents the community) change very slowly over time. In order to assess 3-year progress, it is essential to establish interim measure (milestones) that can be expected to show progress within the time of the *Plan*.

In order for the Service to monitor the “return on investment” in this *Plan*, it will need to:

- collect quantitative and qualitative baselines and evidence of the outcomes.
- analyze the data to assess DRPS' progress against the milestones (short term) and goals (long term) established in the *Plan*, and
- report to the Board on actions and outcomes related to the *Plan*.

# Introduction



The Declaration of Principles in the *Ontario Police Services Act (The Act)* enshrines the importance of safeguarding the fundamental rights guaranteed by the *Canadian Charter of Rights and Freedoms* and the *Ontario Human Rights Code*.

*Police Services Act* declaration of principles includes:

- The need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society.
- The need to ensure that police forces are representative of the communities they serve.

The goal of the Durham Regional Police Service (DRPS), as with police services across Canada, is to ensure a safe and secure community.<sup>7</sup>

To achieve this, the cooperation and engagement of the community is essential.

The diversity of the Regional Municipality of Durham's (the Region) continues to increase, creating additional complexity for effective policing:

- Some communities of newcomers to Canada are more difficult to engage as partners in community safety because,
  - o Some have no experience of Canadian policing services.
  - o Some have come from countries where police play a very negative role with respect to the community
  - o Some have cultural norms and customs which are not fully understood by DRPS members.



- Different skills and competencies are required by the DRPS to effectively address disorder in diverse communities. For example, an understanding of languages, cultures and other characteristics of a community can be a considerable advantage in the successful investigation of crimes.
- Members hold their own (sometimes unconscious) stereotypes and biases about members of diverse groups, which may interfere with their capacity for effective policing. (Recent training (Fair & Impartial Policing) was instituted across the Service to address this.)

Responding effectively to the policing needs of the Region's diverse communities has important benefits to the DRPS.

- The communities will have more trust and confidence in the police
- Communities will participate with the police in keeping the community safe
  - o The DRPS will have enhanced operational ability and agility:
  - o All DRPS members will be better able to respond to situations and investigate incidents by using knowledge of specific cultures and groups
  - o Members who identify with diverse communities will provide valuable insight, skills, languages and experience.

This will make the DRPS more effective in its investigations and enhance officer safety.

In response to the needs of the diverse community, the *2017-2019 DRPS Business Plan* has established Diversity, Human Equity and Inclusion as one of its five overarching themes:

*“During consultations with the various groups involved in formulating our Business Plan, the following over-arching themes arose: Communication, Collaboration, Diversity, Innovation & Continuous Improvement, and Accountability.”<sup>8</sup>*

This establishes a DRPS commitment to a more diverse workforce and policing that is more responsive to the diverse community it serves.

As a first step in bringing the theme to realization, the DRPS engaged Barbara Herring & Associates to develop a *2017 – 2019 Diversity, Equity and Inclusion (DEI) Strategic Plan* (the *Plan*) to guide the service in a strategic response to these challenges.

## Context

### The Durham Regional Police Service (DRPS)

#### The DRPS Mission Statement is:

*As Leaders in Community Safety, we work proudly with all members of our community while holding ourselves accountable to improved effectiveness in everything we do. We proactively address future challenges while upholding our values.*<sup>9</sup>

#### The DRPS Vision is:

*To have the safest community for people to live, work and play.*<sup>10</sup>

The DRPS is comprised of over 1300 members, civilian and sworn (approximately 1200 full time members).<sup>11</sup>

### The Community

The Regional Municipality of Durham (the Region) is a large and growing region with a population of over 600,000. It is geographically the largest jurisdiction in the Greater Toronto Area. **The Region includes 8 municipalities and the Mississaugas of Scugog Island First Nation.**

According to the Durham Diversity and Immigration Community Plan, the diversity of the community includes:<sup>12</sup>

- 20% residents who identify as members of racialized groups (largest groups identify as Black or South Asian)
- 21% immigrants
- 16% speak languages other than English (most of these also speak English)
- 15% people with a disability
- An estimated 10% of residents who identify as members of the lesbian, gay, bisexual, transsexual, transgender, queer (LGBTQ) community<sup>13</sup>
- 1.5% Aboriginal peoples
- 12% over age 65
- 19% under age 15.

20% of the residents identify as members of racialized groups



### DRPS Diversity, Equity and Inclusion Work to Date

Since 2005, the DRPS has been committed to creating a workforce that is representative of the communities it serves and which delivers a diversity-competent service to the Region. To that end, the DRPS has been working within the frameworks of two strategic plans (2005-2010 and 2012-2015).

The DRPS has employed two methods to assess the effectiveness of the Plans.

- 2006 Diversity Census (approximately a 56% return rate)<sup>14</sup>
- 2011 Evaluation of the 2005-2010 Diversity Strategic Plan.<sup>15</sup>

A Diversity Coordinator position was established in 2006. A Diversity, Equity & Inclusion Unit was formed in 2015. Two additional temporary positions have recently been added, one at the level of Staff Sergeant. Activities have included:

- Organizing anti-bias training (Fair and Impartial Policing - FIP) for every member, uniformed and civilian
- Participating in PRIDE parade and related activities
- Making community connections
- Developing police-community projects (e.g., Youth in Policing with young adults with a significant diversity component, 4 Directions program for Indigenous youth paired with police officers)
- Participating in community events (e.g., Congress of Black Women)
- Creating an annual multi-cultural calendar.

The DRPS has embedded **diversity, equity and inclusion (DEI)** in the 2017 – 2019 Business Plan

The DRPS has embedded diversity, equity and inclusion (DEI) in the 2017 – 2019 Business Plan (as described in the Public Draft<sup>16</sup>) by incorporating significant DEI commitments:

- One of the five over-arching themes of the Plan is Diversity<sup>17</sup>
- All the other themes (Communication, Collaboration, Innovation & Continuous Improvement, and Accountability) have relevance for Diversity
- “Providing Policing Services in a Bias-Free Manner” (Objective 2.2).
- “Attracting a Skilled Workforce That Reflects Our Community” (Objective 3.1).

The Business Plan Public Draft indicates that data measurement tools will be included in the final version of the Business Plan.

## DRPS DEI Challenges

An Environmental Scan in 2011<sup>18</sup> identified a number of challenges to DEI progress. These included:

- A lack of organizational commitment
  - o DRPS’ senior leaders were not showing a strong commitment to the diversity strategic plans
  - o The Service had not identified committed Diversity Champions for each division within the Service
  - o Supervisors and managers were not held responsible for DEI
- A lack of diversity within the DRPS (particularly women and visible minorities), although the number of hires from diverse groups had increased from 2005 to 2011<sup>19</sup>
- No formal support for members interested in advancement; for example, no mentoring program was in place
- A need for more investment in diversity skills training for members, including:
  - o Awareness of the personal and organizational benefits of DEI (the business case)
  - o Cultural and diversity competence for DRPS members
  - o the subtle biases and “blind spots” they display.
  - o Training in bias-free recruitment and selection for all those involved in the hiring process
  - o Training for managers and supervisors on teambuilding in a diverse workforce and managing the performance of diverse members
  - o Integration of diversity and inclusion elements into all supervisory training

- A need for integration of DEI into all member actions, rather than as the responsibility of only the DEI Unit.
- A need for more organizational response to build a more respectful workplace. The environmental scan (2011) indicated that there was more workplace harassment and discrimination than was evidenced from the number of formal complaints
- Community connections and trust developed by individual members needed to be more effectively translated into benefits for DRPS as a whole:
  - o The diverse community identified the need for more community engagement by the DRPS and in particular greater involvement of the Leadership.
  - o There was no systematic process to record, develop, and disseminate community intelligence from one member to the DRPS as a whole (i.e. information about different cultural group's norms, values, behaviours, etc.)
  - o More needed to be done to reach out to demographic communities whose members do not typically consider policing as a viable career choice
- Lack of accountability measures of DRPS actions and outcomes. Even when data was collected from members (e.g., DRPS Member Survey) the results were not analyzed by demographic groups.

## Review of Progress on Previous DEI Strategic Plans

In reviewing the DEI-related materials provided by the DRPS and in preliminary discussions with the DEI Unit, the consultants in the current review concluded that there has been limited progress on the previous DEI Strategic Plans. See Appendix 2 for details regarding this conclusion. The barriers described in the 2011 Environmental Scan appear to remain in place in 2016.

Command showed refreshing openness in acknowledging that the slow progress was due to an absence of champions.

While the DRPS has initiated some diversity-related initiatives in past years, they have not been strategically related to previous Diversity Plans or to each other.

As a consequence of this assessment, the DRPS amended the current project from its focus on developing a new DEI Plan to focus on a Critical Path Framework for implementation of many of the components of the previous plans, because these are still the activities that the current consultants recommend.

## The Current Project

As a first step in operationalizing the theme of Diversity, Equity and Inclusion established in the *Business Plan*, the DRPS engaged Barbara Herring & Associates to develop a *2017-2019 Diversity, Equity and Inclusion (DEI) Strategic Plan* (the *Plan*) as a blueprint for change. The Plan builds on the work of the past 10 years to meet the complex demands of policing in a diverse Region so that it can continue to deliver effective policing and policing that the community experiences as fair and impartial. This requires additional skills on the part of the DRPS to reach out to and engage these groups as community partners.

## Objectives of the Project

- 1 Review and assess past Strategic Plans.
- 2 Create a diversity and inclusion vision statement.
- 3 Develop a renewed *DEI Strategic Plan (2017 – 2019)* that builds from the two existing *Diversity Strategic Plans*, takes into account current challenges and supports the *2017 – 2019 DRPS Business Plan*.
- 4 Support the *Plan* with a Critical Path Framework for implementation including communications and success indicators.
- 5 Develop a 3 year Strategic Recruitment Plan and a 3 year recruitment work plan.

## Planning Process

The following process was used to achieve the goals of the current project.

- 1 Group discussions with members of the Police Services Board and members of the Diversity Advisory Committee (DAC).
- 2 Consultations and interviews with members. The consultants conducted a total of 29 interviews with
  - Command
  - The Executive Leadership team
  - HR/Talent Acquisition and the external consultant responsible for a portion of the management and executive selection process.
  - The Durham Regional Police Association (DRPA) and the Durham Regional Police Senior Officers Association (DRPSSMA)
  - Other DRPS members.

- 3 Survey members, Board and DAC members. Using the *Human Equity Continuum Scorecard* survey<sup>20</sup>, the consultants surveyed:
  - All members who were interviewed, all Board and DAC members.
  - A random sample 100 uniformed members<sup>21</sup>.
- 4 The consultants attended the Internal Members' Forum on Diversity, Equity and Inclusion, where a number of the members shared their inclusion-related concerns.
- 5 Review of policies and documents:
  - DRPS human resources and DEI policies and documents
  - 2005 and 2012 DEI Strategic Plans,
  - Diversity Competence Environmental Scan and Evaluation Project Current State Report
  - Summaries of previous community and internal DEI consultations
- 6 Best practices review:
  - Interviews with other police services (York Region, Ottawa and Toronto)
  - An internet search for best practices, particularly as these relate to police services
  - Experience of the consultants in working in policing and diversity environments.



## Definitions Used in this Document

### **Diverse Communities**

In this report, diverse communities is used very broadly to refer to groups defined by a wide variety of characteristics, for example, culture or race, gender, Indigenous status, age, disability status, LGBTQ status, and other self-defined groups.

### **Equality**

According to the Canadian Employment Equity Act, equality means that “no person shall be denied employment opportunities or benefits for reasons unrelated to ability”. This may require treating individuals differently to achieve the same result. (e.g., to prepare for leadership, one member may need experience in investigation; another may need training in human resource management).

### **Inclusion**

Inclusion is another term used to include all members of a group, regardless of other characteristics.

### **Diversity Competence**

Diversity competent individuals have the motivation and the skills to engage with a range of people and groups different from themselves. Diversity competent individuals develop an understanding of the groups and the appropriate communications skills to develop working and social relationships with individuals in the group.

A diversity competent organization has the structures, policies and practices so that the organization can work effectively with diverse people.

### **Diversity**

Diversity includes both individual differences and group differences such as those of race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs or other ideologies.

### **Non Official Languages**

Non official languages are those other than English or French.

### **Poisoned Work Environment**

According to the Ontario Human Rights Commission, “A Poisoned Environment is created when comments or actions based on grounds listed in the Code make you feel unwelcome or uncomfortable at work; they poison the workplace. Sometimes all it takes is one comment to poison the environment.”



**Business Case for Diversity, Equity and Inclusion**

The Business case describes the benefit to the organization of the work of the *DEI Strategic Plan*.

**Target Job Candidates**

Potentially qualified candidates from diverse populations, especially those currently under-represented among applicants and those in demographic groups that are new to the Region.

**Stakeholders**

In this report, “stakeholders” includes DRPS Police Services Board, Command, leadership and members, the Diversity Advisory Committee and all citizens of the Region.

**Command**

Command refers to the Chief, the two Deputy Chiefs and the Chief Administrative Officer (CAO)

In this report, “stakeholders” includes DRPS Police Services Board, Command, leadership and members, the Diversity Advisory Committee and all citizens of the Region.

**Senior Leadership**

Senior Leadership refers to members who supervise other members who are part of the Senior Leadership Team (Superintendents/Directors and Inspectors/Managers)

**Non-supervisory Members**

Members with no Supervisory role in the organization, include both sworn and civilian.

# DEI Vision, Mission and Business Case



## Developing Vision and Mission Statements

*“A vision statement communicates what the organization believes are the ideal conditions for the community it serves – how things would look if the issue important to the organization were perfectly addressed . . .*

*A mission statement describes what the service is going to do, and why it’s going to do that. Mission statements are more concrete, and action-oriented. At a very general level, it suggests how the organization might go about fixing the problems it has noted.<sup>22</sup> ”*

The proposed DEI statements build on the DRPS Vision and Mission Statements.

### **Our Vision**

*To have the safest community for people to live, work and play.*

### **Our Mission**

*As Leaders in Community Safety, we work proudly with all members of our community while holding ourselves accountable to improved effectiveness in everything we do. We proactively address future challenges while upholding our values.*

As a basis for developing DRPS Diversity, Equity and Inclusion Vision and Mission Statements, the Consultants asked the Board and the Diversity Advisory Committee (DAC) to describe what the future would look like if Diversity, Equity and Inclusion were perfectly realized. These visions formed the basis for the following drafts.

### **DEI Vision Statement** *(Draft)*

Our vision is a community where everyone participates in making the community safe for us all.

### **DEI Mission Statement** *(Draft)*

To bring the DEI Vision into reality, the DRPS will

- provide an equitable, inclusive and effective policing service which addresses the safety and security needs of our diverse community
- seek to understand and respect the diversity of groups and individuals in our community. working with them for a safer community for all, and
- recognize that the demographics of Durham region are constantly changing due to changes in global geo-politics and in Canada's cultural evolution and, therefore, maintain an awareness of this and have strategies to respond quickly and effectively to new and emerging groups in our region.

### **Our Strategic Impact**

We are successful when all community members,

- work with police in support of the safety of the community
- understand and respect the role of the police in Canadian society
- see policing as a respected career and see themselves represented within the service

and when the DRPS is representative of the community which it serves.



*Youth in Policing Participants at Scugog First Nation Pow Wow.*

## Developing a DEI Business Case

Many members interviewed in developing the *Plan* emphasized the importance of a Business Case for diversity at DRPS, and in particular, statements of how DEI will benefit all members and the whole community.

As a first step, the DEI Unit members and Command were asked to indicate potential business case items, using the TWI Business Case Questionnaire as a template. Finalizing the Business Case is one of the tasks within the *Plan*.

## Business Case *(Draft)*

The following is an overview of potential Business Case points that will be confirmed and elaborated as part of the *Plan*.

A high level of Diversity Competence, through recruiting diverse members and training our current members, is essential so that DRPS can:

- Conduct policing of the Region in a fair and impartial way
- Enhance operational and investigational ability by understanding the cultural and language nuances of ethnic groups within the Region, and the communications nuances of various other demographic groups
- Gain community confidence and trust in police and engagement in community safety
- Keep officers safe as they assess risk more accurately
- Attract and retain the best talent, competing successfully with other police services and other employers in the region
- Protect against legal non-compliance.

Appendix 6 contains a full Business Case, developed by TWI Inc. for the Ottawa Police Service in 2005.

# 2017-2019 DEI Strategic Plan (the *Plan*)



## Overview of Strategic Goals

Five strategic goals emerged from the consensus of discussions and interviews. These Goals are aspirational; that is, they will guide the DRPS in moving forward but are not intended to be achieved in the 3 years of the *Plan*. Thus, each Goal includes interim measures that will demonstrate to the Service and its stakeholders that progress is being made toward the Goal.

### ● Leadership commitment

- 1 Total engaged community
- 2 Workforce reflects region
- 3 Leadership reflects region
- 4 Diversity competent members
- 5 Secure and supportive workplace

### ● Monitor and measure results

### **Goal 1 • Total engaged community**

Each demographic community (defined by gender, race, culture, religion, lifestyle, socio-economic class, age, disability, geography or any other characteristic) are equally engaged in their own security, and feel that the police are a part of their community, partners in the safety of their community. This DEI goal is linked to the Business Plan Goal 1–Deliver community safety through collaboration.

### **Goal 2 • Workforce reflects the Region demographically**

This goal is one of the strategies for delivering effective, sensitive service in a diverse Region, fostering the trust and confidence of diverse communities. This DEI goal is also the Business Plan Goal 3–Build strength in our membership, Objective 3.1–Attract a skilled workforce that reflects our community.

### **Goal 3 • Leadership reflects the Region demographically**

Delivering effective service and fostering trust in a diverse Region requires that decision-making and decisions reflect the diversity of community needs and expectations. This DEI goal is also the Business Plan Goal 3–Build strength in our membership, Objective 3.2–Develop leadership capacity in our organization.

### **Goal 4 • Diversity competent members**

This goal is another strategy for delivering effective, sensitive service in a diverse Region, fostering the trust and confidence of diverse communities. This DEI goal is linked to the Business Plan Goal 2–Demonstrate excellence in core service delivery. Objective 2.2–Provide policing services in a bias-free manner.

### **Goal 5 • Secure and supportive workplace.**

In order to attract, retain, and have a fully engaged workforce, all members need to feel that the workplace is comfortable and supportive. This DEI goal is linked to the Business Plan Goal 3–Build strength in our membership, Objective 3.4 – Foster unity throughout our organization and Objective 3.5–Support our members in achieving a healthy and balanced lifestyle.

## Leadership

Importantly, achieving progress on these goals requires leadership commitment as an over-riding condition of success. The Implementation Plan in this document, places responsibility directly with one member of Command as “Champion” for each Goal.

## Monitoring and Measuring Results

This is a key component of a successful strategy. The goals are long term and aspirational. The Plan provides measures of each goal. However, these quantitative measures can be expected to change slowly over time. In order for the Service to determine whether it is making progress toward these goals, the *Plan* also includes “milestone” measurements. These are short term measures of interim progress that indicate the extent to which the Service is moving toward its goal.







**The DRPS implementation plan** is based on The Total Equity Solution (TES) change process documented in the book *The Human Equity Advantage: Beyond Diversity to Talent Optimization* (Wilson, T. Toronto: Jossey-Bass – Wiley). The TES change process combines the creativity of visioning and transformational leadership with the discipline of process and quality management.

## Implementation Plan\*

Any effective implementation strategy for Diversity, Inclusion and Human Equity is grounded in Leadership Commitment. DRPS leaders must not only commit to the vision and goals of the strategy they also need to practice behavior of equitable and inclusive leaders. This type of commitment inspires action required for the success of the strategy and personifies persistence of purpose.

### Champions

In order to give the necessary attention to each of the goals, DRPS will need to identify **five Champions** – one for each of the DEI strategy goals. These champions will be responsible for creating **Goal Implementation Teams** to operationalize their respective area of the strategy. Each Champion will be responsible to show significant progress related to their respective Goal.

The Implementation Teams will create action plans outlining responsibility for the most important strategic initiatives for each year. It is further recommended that the Goal Implementation Team be further broken into **taskforces**, each responsible for one strategic initiative in the first year. These smaller taskforces will focus their efforts on implementing the strategic initiatives with the highest impact over the first year of the strategy.

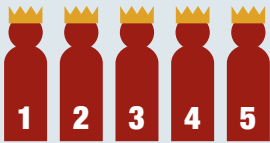
Ultimate accountability for the strategy rests with the Chief with governance responsibility to the board.

While the Chief and the Board are accountable, responsibility for implementation rests with the Champions, Implementation Teams and Taskforces. It is these teams who actually do the work to bring the strategy to life. It is recommended that the Goal Implementation Teams meet every quarter with their respective goal Champions while the Taskforces are free to meet as frequently as required to complete their particular strategic initiative.

For tasks that continue beyond the end of this *Plan* (December 2019), the Goal Implementation Teams will need to develop a plan for ongoing implementation, suggesting where responsibility should be assigned and any budget implications.

It is recommended that the Board review progress quarterly – making DEI a standing item on the quarterly board agenda.

## Implementation Steps



### Step 1 • Appoint Champions

The Chief appoints five senior leaders including his direct reports to champion the five key goal areas of the strategy. Each Champion will be accountable for the implementation of the strategic initiatives of their particular goal.



### Step 2 • Create Goal Implementation Teams

Each Champion will establish an implementation team from within the DRPS to help implement their portion of the strategy.



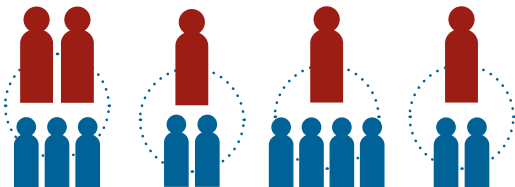
### Step 3 • Conduct Strategy Sessions

Each implementation team will conduct a strategy session guided by the DEI Unit to align on the overall focus of their respective area, review the mandate of the team and identify out of scope activities. This session will also allow the Chief as Strategy champion to directly communicate his commitment to the implementation of the strategy to each Goal Implementation Team.



### Step 4 • Develop Taskforces

Each Goal Implementation Team will further divide into smaller Taskforces who will be responsible for no more than two strategic initiatives in the strategy. Each Taskforce can elect a leader who will be responsible for liaising with the respective Champion.





### Step 5 • Establish Project Plan

A Project Plan is a comprehensive, practical and logical way of planning for the successful implementation of a project. It is a blueprint which provides the tools and processes to determine how to make the selected strategic imperative efficient and effective. It also describes the what, why, how, whom and when of the project to provide clarity and direction to all participants including the respective Champion.

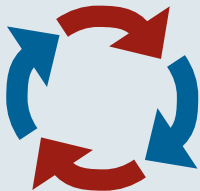
Project planning includes developing both long term and interim success indicators (Goal and milestone measures respectively) and planning for communication of progress. Because the DRPS is subject to public scrutiny, it is particularly important that the Service document its successes in a way that is accessible to its stakeholders so that it will gain full recognition for the progress it is making.

When properly designed the Project Plan serves as a contract amongst all participating parties and describes the approach, planning and end results.



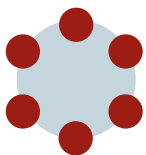
### Step 6 • Implement priority initiatives

One of the first responsibilities of the Task force is to complete an impact/effort exercise to identify priority initiatives. The Taskforce needs to distinguish initiatives that are easy to do and yield a big improvement for the DRPS from those initiatives that are easy to do but yield small impact. The Taskforce then needs to identify initiatives that are difficult to do but will yield big improvement and may require further research. Once identified the Taskforce can schedule implementation based on those initiatives that can be implemented immediately, those that are subject to further detailed planning and items that can be discarded for this strategy. In this step the Taskforce will initiate data gathering related to the planned success indicators.



### Step 7 • Set-up ongoing project execution

The success of the DRPS DEI Strategy is based on a credible project management process to ensure effective ongoing execution and management of the strategic plan. This includes the design and execution of an effective ongoing communication strategy as well as keeping the business case current.



### Step 8 • Quarterly review at executive and board meeting

As noted above, it is strongly recommended that review of DEI Strategy be a standing agenda item on the DRPS board agenda on a quarterly basis to ensure regular updates on the progress of the DEI strategy. Results and progress can be measured using the success indicators included in this report. (Appendix 4)

# Goals, Actions, Responsibilities and Timeframe



This chapter is organized by Goal. For each Goal, the document provides:

- An **overview** of the topic
- A description of the significant **work that DRPS has already done** to achieve this goal
- A table showing **recommended Actions and Timeframes** and an indication of which positions will be responsible for completing the work.
- A Section called “Beyond the Basics”. These sections describe some **exemplary practices that are currently in place** in other workplaces, usually within other police services. These practices are likely to be a stretch for the DRPS (and most other police services) at this point. However, the DRPS may consider some of them in the future since they are likely to bring the Service positive attention with respect to DEI.

The Actions described in these chapters are repeated in Appendix 1, grouped by membership group or Unit, so that a particular member can easily view his/her opportunities and responsibilities relating to all the Goals.



## Goal 1

# Total Engaged Community

### Overview

Ben-Porat (2007) describes the importance of police engaging with a diversity of communities in Canada:

*“Minority groups [and other diverse communities] may be alienated from the police because they perceive them as enforcing unjust and discriminating policies or because of language and cultural barriers. These perceptions can, on the one hand, undermine police work and, on the other hand, prevent minority groups from receiving the police services they need.”<sup>23</sup>*

**In order for increased efficiency and effectiveness** across the region, DRPS will need to expand its relationship-building with the diversity of communities it serves. Ideally, this will take place prior to, and outside of, a crisis situation. In order to be proactive, the DRPS will need to listen respectfully to community concerns, plan appropriate responses, clearly communicate the plan to the relevant community and undertake actions in partnership with the community.

### Current Initiatives

DRPS has been working to build safer communities:

- Many front line members work to understand the communities they serve. For example, Crime Management worked with Durham Mental Health Services to establish joint protocols for responding sensitively and effectively to calls involving persons with mental health issues<sup>24</sup>. One goal of this project is to make calls related to this community safer for DRPS members.
- The DRPS has established a **Diversity Advisory Committee (DAC)** with 18 members from a variety of ethno racial, religious groups, the LGBTQ community and other diverse groups across the region. This committee brings community concerns to the DRPS. This may reduce the number of incidents requiring police intervention, and may propose changes to police responses to allow for better community acceptance of police action.
- In 2016 the DRPS held two community forums “Speak Up Durham” and is planning for ongoing future events.

**Goal 1 • Total Engaged Community**

- A Diversity Scholarship Program has been established to build connections with diverse communities and attract applicants from a diverse talent pool.
- The 2017-2019 DRPS Business Plan instructs that every uniformed officer have a Community Patrol Plan.
- The Service regularly participates in the annual Durham Pride events and events in other cities.
- DRPS supports a variety of programs that provide opportunities for LGBTQ youth. For example, DRPS recently established a program affiliated with the Ajax Youth Centre Colours Program to provide an open, unbiased, and safe environment for LGBTQ youth.
- In 2010, the DRPS partnered with the Durham District School Board, the North-South Partnership for Children, the Baagwating Community Association and various other agencies to help launch the First Nation Literacy Partnership Program.
- The DRPS hosted a public event/forum on domestic violence in new comer communities.

**The *Plan* builds on this groundwork by identifying communities which are currently less engaged with the DRPS, and making plans with those communities for increased community-police engagement.**

Other elements of the *Plan* focus and extend the usefulness of ongoing community links (e.g., DAC), the current work of front line officers to establish connections with the diverse communities, and the Business Plan directive for Community Patrol Plans. For example, many community learning events can also be used for targeted outreach recruitment.

As with each element of the *Plan*, a safer community requires ongoing leadership commitment, direction, monitoring and reporting for accountability of all members.

## Goal 1 • Total Engaged Community

RESPONSIBILITY	ACTION	TIMELINE
Command	1 Appoint a Champion from among Command members to be responsible for the Total Engaged Community Goal.	Q1 2017
	2 Participate actively with the Diversity Advisory Committee (DAC).	2017–ongoing
	3 Seek information and advice from DAC on diverse community matters and provide DAC with information as requested (within appropriate parameters.)	2017–ongoing
	4 Participate visibly in significant diverse community events, particularly those related to the priority communities.	2017–2019
	5 Over the three years of the Plan direct that all PMP's include at least one diversity goal, starting with leadership PMP's. (Implement from Executive Leadership down)	2017–2019
	6 Hold uniformed members accountable for their Community Patrol Plan to reflect the diversity of the Division where they work and the need for a focus on priority communities or others that Command has designated as in need of increased engagement.	2018–2019
	7 Monitor, evaluate and report progress to the Board.	2018–2019

## Goal 1 • Total Engaged Community

RESPONSIBILITY	ACTION	TIMELINE
Goal Implementation Team with support of the DEI Unit	1 Identify DEI priority communities based on safety concerns and/or the under-representation of community members within the Service. <sup>25</sup>	Q1–Q2 2017
	2 Inform all members and DAC about these priority communities and seek member input on how to increase engagement  With input from DAC, identify and meet with key contacts in the priority communities to develop a community engagement plan: <ul style="list-style-type: none"> <li>• identify mutual concerns</li> <li>• plan for increased community-police contact (e.g., DRPS participating in community events, DRPS providing information to the community)</li> <li>• define goals and milestones.</li> <li>• identify resources needed and report to Command to secure these</li> </ul>	Q2 2017
	3 Initiate the community engagement plan	Q3 2017– Q4 2019
	4 Plan for ongoing implementation of the priority community engagement plans	Q3 2017– Q4 2019
	5 Monitor activities and outcomes and assess results compared to goals.	Q3 2017– Q4 2019
	6 With input from other DRPS members and DAC develop other community engagement/partnerships for safer and more engaged communities.	2017–2019
	7 With input from other members and the DAC, identify and address barriers to community engagement.	2018–2019 as needed
	8 Establish and implement an ongoing process for communicating what has been learned about diverse communities across the Service.	Q2–Q3 2017
	9 Monitor, evaluate and report to Command about progress in achieving community engagement goals.	Q3 2017– Q4 2019



## Goal 1 • Total Engaged Community

RESPONSIBILITY	ACTION	TIMELINE
DEI Unit	1 Provide information for members about opportunities to engage with diverse communities (e.g., Pow Wows, PRIDE events, cultural and religious celebrations, learning events).	2016–ongoing
	2 Support the Community Engagement Implementation Team in all stages of its work.	2017–2019
DAC	1 Support the Community Engagement Implementation Team in all stages of its work.	2017–2019
Senior Leadership	1 Hold members responsible to engage with the diverse communities on a day by day basis by regularly stating expectations, asking for accountability via Community Patrol Plans and PMPs and providing recognition for breakthroughs and successes.	2017–ongoing
	2 Within Divisions, work with local communities to create mutual learning opportunities.	2017–ongoing
	3 Work with front line members, Goal Taskforce, Command and DAC to address barriers to community engagement.	2017–ongoing
Members	1 Continue to respond or increase participation in community/school requests for speakers, participation on panels and other opportunities to inform community groups about policing.	2016–ongoing
	2 Apply creativity and innovation to engage with diverse communities to achieve mutual understanding and cooperation.	2017–ongoing
	3 Participate as requested by the Goal Implementation Team, DEI Unit or the leadership in diverse community events.	2017–ongoing
	4 Communicate breakthroughs, successes and roadblocks to supervisor on a day-to-day basis, annually via the PMP and to the Community Engagement Implementation team when appropriate.	2017–ongoing

## Goal 1 • Total Engaged Community

## Beyond the Basics – Becoming an Exemplary DEI Community Partner

In making safer communities, the following are lead practices the DRPS could consider:

- Increase DEI staffing and use this group to add additional strength to a Division when an investigation has complexity because of a diversity component. This follows the example of the York Regional Police DEI Bureau which has 10 permanent members (for a service with around 2000 members). This would be similar to the current DRPS Mobile Crisis Intervention Team developed to respond to calls that have a mental health component.<sup>26</sup>
- Establish a small group within DAC that would meet quickly with Command and the DEI Unit in the event of an incident which may have implications related to diversity. This group could assist the DRPS to develop an appropriate and sensitive response to the incident.<sup>27</sup> For example, in Ottawa, when the Sri Lankan community was planning a mass demonstration, police members met with the community, provided information on the group’s rights and responsibilities and provided guidelines and protocols for a successful and lawful event. The intervention was highly successful. (Ottawa Police Services).
- Sponsor large scale community events:
  - o York Regional Police hosts an annual citizenship ceremony at police headquarters each year on Dec 10, International Human Rights Day. In 2015, 100 newcomers from 45 countries became new Canadians.
  - o Ottawa Police Service organized a Human Rights Learning Forum on December 3, 2015 in recognition of Human Rights Day in partnership with its version of DAC and the police LGBTQ affinity group. Guest speakers represented the Ontario Human Rights Commission and the Office of the Independent Police Review. Approximately 180 people attended the event, representing over 78 community agencies and organizations.
- Establish a “Citizen’s Police Academy” where members of the public can learn more about the police service. The example program is a 12-week course involving minority community participants, identified through a Multicultural Council. (Halton Police Service, Oakville).<sup>28</sup>
- Consider partnering with local LGBTQ community organizations to develop an anti-LGBTQ hate crime campaign that encourages members of LGBTQ communities to report hate-motivated violence to the police.<sup>29</sup>



## Goal 2

# Workforce Reflects the Region

### Overview

The 2017-2019 DRPS Business Plan concludes:

*“Growing diversity in our Region presents an array of opportunities for the Durham Regional Police Service, as well as a set of associated challenges. Recruitment and outreach efforts should be implemented to strengthen community partnerships and build a workforce that is representative of the community we serve. As a Service, we will also need to be proactive in bridging any language or cultural barriers that may impede our efforts to provide quality police services in this area.”*

In order for the representation of the DRPS to reflect the Region’s demographics (a principle in the *Police Services Act*), the DRPS will need to attract diverse qualified candidates, ensure that the selection process allows them to demonstrate that they are qualified and to successfully hire them.



## Goal 2 • Workforce Reflects the Region

### Step 1 • Outreach & Recruitment

**The first step is to attract potentially qualified candidates from diverse populations, especially those currently under-represented among applicants and those in demographic groups that are new to the Region.** This will require sufficient DEI/Recruitment staffing to create momentum and encourage target candidates to consider a career with the DRPS. After the three years of this *Plan*, some outreach may be needed to reach cultural communities who are new to the Region.

### Step 2 • Selection and Hiring

**The second step is to ensure that the selection process does not contain barriers to qualified target candidates.** The DRPS has gathered an extensive database of information on the 2015/16 recruitment and selection process for constables, including important demographic information. Using this database, the DRPS can assess whether any particular demographic groups are disproportionately blocked at certain steps (the definition of a systemic barrier).

Where barriers are found, further analysis is needed to determine why the group is being blocked and how to address the blockage. The analysis should ask:

- Is the selection criterion legal?
- Is the selection criterion valid – that is, is it selecting for actual important competencies, and thus legitimately excluding candidates? If a barrier criterion is assessed as invalid, the DRPS will need to change this step in the selection process.

**If a barrier criterion is assessed as legal and valid, the DRPS will need to identify ways to support target candidates to prepare them to succeed at that step.** For example, some police forces (including the DRPS) find that physical training classes for women can dramatically improve their success rate in passing physical tests.<sup>30</sup> In other cases, the service advises the candidates on how to improve their scores and then allows them to be retested on just the competency that they failed. In other services, a mentor is assigned to advise and encourage the candidate and maintain their motivation.<sup>31</sup>

## Goal 2 • Workforce Reflects the Region

A review of the job descriptions indicated that they do not reflect the competencies required to function in a diverse Region. For example, none of the job descriptions include a proven ability to connect with diverse communities or the ability to communicate effectively and respectfully with people from a diversity of backgrounds and does not give credit for education or training related to these diversity skills. Thus, selection criteria based on these job descriptions will not reflect the full range of job requirements, and the selection process may bypass this essential element of many of the DRPS jobs.

### Structure to Support Expanded Outreach

Interviews with Talent Acquisition members suggested that structural changes may be needed in order to achieve Goal 2 (Workforce Reflects the Region). Under the current structure:

- Talent Acquisition members (civilian and uniformed) are currently dividing their time between outreach/recruitment on the one hand, and selection/hiring on the other. Since the selection process makes immediate and compelling calls on the time of these members, outreach/recruitment may necessarily be neglected.
- Uniformed Talent Acquisition members are on short term assignment for 2-3 months to the Talent Acquisition Unit. As a result, they do not have the time to gain the diversity competence nor develop the long term relationships with target communities that is needed for outreach to under-represented communities.
- The most senior officer is an Acting Sergeant (a constable).
- Talent Acquisition has the capacity for four uniformed members but at the time of this writing has only three.
- The Manager of Talent Acquisition is the sole decision-maker as to which candidates move forward to the final executive panel for confirmation.

One possible structural change would be to assign Outreach/Recruitment to the DEI Unit with appropriate staffing allocations. With this change, recruiters would already have both the diversity competence and ongoing community relationships to effectively carry the outreach recruitment message. These recruiters could also provide some overall support for diverse candidates.

To ensure that candidate selection decisions were informed by a diversity of perspectives, the review of candidate achievement to determine who should be presented to the executive panel.

## Goal 2 • Workforce Reflects the Region

### Current Initiatives

DRPS has been taking steps for a more diverse-competent workforce, including:

- As noted above, DRPS conducts women-only work sessions to support women to pass the physical requirements test. This strategy appears to be successful since women applicants for Constable positions in 2015 and 2016 were very successful in being hired.
- DRPS has implemented an applicant tracking system for Constable recruits. The exemplary practice is proving to be a powerful assessment tool and basis for planning breakthrough strategies. For example, the tracking system showed that women applicants were highly successful in the selection process, but they are not applying for these jobs. This shifts the DRPS' goal of hiring more women to strategies for outreach and recruitment to encourage women to apply to the Service.

As another example, the tracking systems showed that applicants who are members of the Black community were somewhat less successful than other applicants in the selection system. DRPS' success in supporting women's success in the selection system can be applied to creating strategies for the success of Black applicants.

Further analysis of the tracking results can be found in Appendix.<sup>5</sup>

- The DRPS established a Diversity Scholarship (described in the previous section, Community Engagement).
- In 2015, DRPS partnered with other stakeholders to establish a research study focusing on the Black community in the Greater Toronto Area (GTA) in order to better understand the lived experiences of members of the Black community, and the factors leading to their success and challenges. This will be important background information in order for DRPS to plan effective recruitment outreach to that community and appropriate support for Black applicants<sup>32</sup>.
- In 2009 DRPS participated in a Community Crime Awareness Association's Asian Community Policing Experience Event as one way of reaching out to applicants from the Asian community. In the 2015-2016 constable recruitment process, Asian applicants were well represented compared to their representation in the Region.

The following table describes in general terms the actions and responsibilities needed by the various stakeholders to develop a workforce that reflects the Region.

## Goal 2 • Workforce Reflects the Region

RESPONSIBILITY	ACTION	TIMELINE
Command	1 Appoint a Champion from among Command members to be responsible for the Workforce Reflect the Region Goal.	Q1 2017
	2 Oversee the progress of the Workforce Reflect the Region Champion. Support goal efforts as required.	2017–2019
	3 Monitor implementation of the Recruitment Implementation Team actions.	2017–2019
Board	1 Support the Chief of Police in hiring a more diverse workforce.	2017–ongoing
Goal Implementation Team with support of the DEI Unit	1 Determine the extent to which the demographics of job applicants mirror that of the Region. <sup>33</sup> Where job applicants under represent the community, work with the Talent Acquisition and DEI Units, and DAC to determine potential reasons for this situation.	Q1 2017
	2 Consult with Executive Leadership to determine whether DEI-related operational requirements (e.g., the need for those who speak certain languages or are familiar with certain religions) suggest the need to increase representation of some groups beyond the level of community representation.	Q1 2017
	3 Consult with DAC and any relevant community organizations to determine any barriers to recruiting from the under-represented groups (for example, education or other requirements, DRPS reputation in the community regarding a welcoming workplace, good career prospects, lack of outreach from DRPS)	Q1–Q3 2017
	4 Plan with Talent Acquisition for additional outreach to under-represented communities. Develop messages and channels targeted to the under-represented groups. Address barriers of fact or perception. Consult with DAC and the DEI Unit as appropriate.	Q2 2017

## Goal 2 • Workforce Reflects the Region

RESPONSIBILITY	ACTION	TIMELINE
	5 Determine the extent to which selection criteria include the diversity competence that is required for all operational requirements. Plan with Talent Acquisition to modify job descriptions and selection criteria as needed.	Q1 2017
	6 Evaluate the effectiveness of the Youth in Policing (YIP) program as an outreach recruitment tool. If needed, make changes to increase its effectiveness for outreach recruitment to under-represented communities <sup>34</sup> .	Q1 2017
	7 Determine the level of Talent Acquisition staffing and the competencies and community relations needed to effectively plan and implement ongoing outreach to under-represented communities.	Q1–Q2 2017
	8 Consider the strategy of assigning Outreach/Recruitment to the DEI Unit; Selection/Hiring to the current Talent Acquisition Unit.	Q1–Q2 2017
	9 Consider the strategy of appointing a panel of diverse and diversity competent member to a review panel that would make decisions of which constable candidates to recommend to the executive panel for confirmation.	Q1–Q2 2017
	10 Make recommendations to Command regarding structural changes to attract and support diverse candidates.	Q2 2017
	11 Monitor, evaluate and report to Command about progress in achieving community engagement goals.	2017–ongoing
DEI Unit	1 Support the Recruitment Champion and Implementation Team in all stages of its work.	2017–2019
	2 Work with the Talent Acquisition Unit to coach/train all recruiters in skills for outreach to diverse populations and support for potential Constable candidates from under-represented communities.	Q2 2017–ongoing



## Goal 2 • Workforce Reflects the Region

RESPONSIBILITY	ACTION	TIMELINE
DAC	Support the Recruitment Champion and Implementation Team in all stages of its work.	2017–2019
Talent Acquisition Unit and HR	1 Work with the DEI Unit to coach/train all recruiters in skills for outreach to diverse populations.	Q2 2017–ongoing
	2 Hire/assign recruiters based on diversity competence (skills/ knowledge/ability and commitment) and ongoing connections with under-represented communities.	Q2 2017–ongoing
	3 Train all members who are involved in the selection process in ‘bias aware interviewing’ and in skills for identifying and reducing/ removing any barriers faced by qualified diverse candidates.	Q2 2017–ongoing
	4 Ensure that both civilian and uniformed members of the Talent Acquisition Unit engage in continuous improvement of their diversity competence.	2017–ongoing
	5 Include achievement of this Goal and related milestones in the PMP of the Manager, Talent Acquisition.	2017–ongoing
Senior Leadership	1 Hold members responsible for outreach activities in the diverse communities, with particular emphasis on youth and on groups currently under-represented among job applicants.	Q3 2017–ongoing
Members	1 Apply creativity and innovation to encourage diverse youth to consider and prepare for careers with DRPS. Consult with the DEI Unit for new ideas.	2017–ongoing
	2 Promote DRPS as a career as part of all community policing activities.	2017–ongoing
	3 Communicate breakthroughs, successes, roadblocks to supervisor and the DEI unit where appropriate.	2017–ongoing

**Goal 2 • Workforce Reflects the Region**

## **Beyond the Basics – Becoming a DEI Employer of Choice**

In becoming an employer of choice, the following are lead practices the DRPS could consider:

- Established the expectation in the Performance Management Plan (PMP) process that every uniformed officer will participate in diverse community/school activities, including outreach recruitment.
- Dedicate ongoing full time resources to targeted outreach recruitment, (Peel Regional Police and the Ontario Provincial Police).
- Form a recruitment cadre of young, diverse officers who visit the local secondary schools during lunch hours (e.g., Lansing Police Department, Michigan). This special recruiting group visits with students, answers questions about law enforcement and encourages them to consider a career with the Service. This diverse cadre of young officers also visibly demonstrates the Service's commitment to diversification.<sup>35</sup>
- Set Service targets and benchmarks for recruiting members of under-represented groups.
- Explore where to find groups targeted for recruitment. For example, the Institute for Women in Trades, Technology and Science, Women in Law Enforcement section compiled a list of sources for women police applicants such as gyms, sporting activities, and women volunteering in traditionally male roles (emergency medical technicians, firefighters). It also compiled a list of recruitment sources for cultural and racial minorities.<sup>36</sup>
- Set yearly targets for applicants and for hiring a diversity of new members as many government and private sector employers do.<sup>37</sup>

## Goal 3

# Leadership Reflects the Region

### Overview

A diversity of members at all levels/ranks benefits the Service in many ways:

- The Service gains a wider diversity of perspectives, approaches, innovations and community relationships, so that it can be more proactive in preventing disorder, and more flexible in responding to emerging situations.
- Members feel respected and valued when they perceive equal opportunities for advancement. Typically, this increases member engagement<sup>38</sup>.
- Members who feel valued are more likely to recruit other members of their community to the Service
- The diverse communities will trust the police more if they see members of their communities in leadership positions.



**Goal 3 • Leadership Reflects the Region**

**As with the hiring step, it is important to determine if those who indicate an interest in promotion come from all demographic groups in the DRPS, and if the successful candidates also represent all demographic groups.** If there appears to be a barrier to the promotion of some groups, this should be investigated as described for the recruitment and selection process. The investigation should include informal as well as formal sources of encouragement, mentoring and coaching, and the distribution of assignments.

## Current Initiatives

DRPS has been taking steps to achieve a diverse workforce at all levels:

- The Service recently renewed its promotion selection system with more transparency, test-based decision-making and using input from members who are in direct and daily contact with the candidate. Since this system still resulted in little diversity of promotions, it suggests the need to focus DRPS' attention on development, coaching and mentoring of diversity candidates to prepare for and be successful in the promotion process.
- In the Fall 2016, DRPS initiated a member DEI self-identification survey to describe the current diversity of the workforce at each level. This is an essential component for DEI planning: to identify areas of under-representation of various demographic groups by Service rank/level (compared to Regional demographics) and to establish a baseline against which to measure the effectiveness of future DEI initiatives.
- In response to feedback from members with family responsibilities that they had difficulty preparing for the PC exam (a condition for promotion in the past), the DRPS modified the format of this requirement to one that was more accessible for this group.

The following table describes actions and responsibilities that the various stakeholders will need to take in order to develop a workforce that reflects the Region at all organisational levels.

## Goal 3 • Leadership Reflects the Region

RESPONSIBILITY	ACTION	TIMELINE
Command	1 Appoint a Champion from among Command members to be responsible for the Leadership Reflects the Region Goal.	Q1 2017
	2 Hold the Senior Leadership responsible to provide development opportunities, mentoring, coaching and other support to members with the necessary experience in groups under-represented in senior positions (target promotion candidates).	2016–ongoing
	3 Develop and implement succession planning for leadership positions and ensure the representation of target promotion candidates among nominees.	Q4 2017–ongoing
	4 Endorse recommended changes to the promotion process to eliminate systemic biases, include diversity competence and intangible such as trustworthiness.	Q3–Q4 2017
	5 Direct the leadership to participate actively as coaches and mentors for the development of target promotion candidates and to ensure that they award developmental assignments equitably to all members of their unit.	Q2 2017–ongoing
	6 Oversee all work and progress of the Promotion Implementation team via the Champion.	2017–2019
Board	1 Support the Chief of Police in hiring a more diverse workforce.	2016–ongoing

## Goal 3 • Leadership Reflects the Region

RESPONSIBILITY	ACTION	TIMELINE
Goal Implementation Team with support of DEI Unit	1 Analyze attributes of successful promotion candidates to identify experiences, attributes, “virtues” and other traits of a person that Command judges to be “trustworthy”.	Q2–Q3 2017
	2 With support from HR, determine the diversity competencies required for positions of added responsibility.	Q2–Q3 2017
	3 With support from HR, ensure that the elements of “trust” and diversity competencies are included in the job descriptions and promotion process and communicated to all members.	Q2–Q3 2017
	4 With input from HR and the DEI Unit, ensure that promotion interviews test the diversity competence of candidates (appropriate to the position).	Q2–Q3 2017
	5 Review data on success of target promotion groups at each stage of promotion process.	Q2–Q3 2017
	6 Review changes in the promotion process proposed by Human Resources where a step disproportionately excludes target promotion groups (i.e., systemic barriers).	Q2–Q3 2017
	7 Review development strategies proposed by Command, HR and other.	Q2–Q3 2017
	8 Monitor, evaluate and report to Command about progress in developing and promoting diverse members and the subsequent increased diversity of the leadership.	Q3 2017–ongoing
DEI Unit	1 Support the Promotion Champion and Implementation Team in all stages of its work.	2017–2019

## Goal 3 • Leadership Reflects the Region

RESPONSIBILITY	ACTION	TIMELINE
Human Resources, with input from the Promotion Implementation Team	1 Analyze attributes of successful promotion candidates to identify experiences, attributes, virtues <sup>39</sup> and other traits of a person that Command judges to be “trustworthy”.	Q2–Q3 2017
	2 Determine the diversity competencies required for positions of added responsibility.	Q2–Q3 2017
	3 Ensure that the elements of “trust” and diversity competencies are included in the job descriptions and promotion process and communicated to all members.	Q2–Q3 2017
	4 Ensure that promotion interviews test the diversity competence of candidates (appropriate to the position).	Q3–Q4 2017
	5 Assess the success of target promotion groups at each stage of promotion process.	Q2 2017
	6 Plan and implement changes in the promotion process where a step disproportionately excludes members of under-represented groups (i.e., systemic barriers) within the bounds of fair, valid and consistent processes.	Q2–Q3 2017
	7 Plan and implement development strategies to increase the success of target promotion candidates within the bounds of fair, valid and consistent processes.	Q1–Q2 2017

## Goal 3 • Leadership Reflects the Region

RESPONSIBILITY	ACTION	TIMELINE
Senior Leadership	1 Provide developmental assignments and opportunities, mentoring, coaching and other support to target promotion candidates.	Q2–ongoing
	2 Include a developmental plan in the PMP of each member.	Q4 2017–ongoing
	3 Where PMP developmental plans are not implemented, report reasons and, where appropriate, plans for improvement of outcomes.	Q4 2017–ongoing
	4 Using the PMP process, alert Command about the need for additional resources for development of leadership candidates, particularly where this would support the development of members of target promotion groups.	Q4 2017–ongoing
Members	1 Provide feedback and innovative proposals regarding member development via the PMP or directly to supervisors, the DEI or HR Units.	Q4 2017–ongoing
	2 Provide feedback to supervisor, Command and/or HR on the perceived fairness and effectiveness of the promotion system.	Q4 2017–ongoing



**Goal 3 • Leadership Reflects the Region**

## Beyond the Basics – Becoming a DEI Employer of Choice

In becoming an employer of choice, the following are lead promotional practices the DRPS could consider:

- Develop a formal mentoring program since women and racialized members have less access to informal mentors and sometimes feel uncomfortable taking part in activities where mentoring occurs. As one unique example, Rogers Communications developed a “team-based” mentoring process. Employees who wanted a mentor were assigned to small groups drawn from different departments across the organization (this later fostered functional networking, an unexpected advantage for the organization). Volunteer mentors were asked to spend a set amount of time over a six-month period meeting with the group to provide organizational knowledge and wisdom and “tips for success”. They also met individually with each team member, again for a specified time.<sup>40</sup>
- Assign mentors to members early in their careers for education about the promotion process early in their careers so that they can make informed decisions based on their career goals. Offer mentors periodically throughout the member’s career.<sup>41</sup>





## Goal 4

# Diversity Competent Members

### Overview

Working effectively in a diverse environment is not only about good intentions; it requires **new knowledge and new application of skills**. In order to develop a diversity competent workforce, the DRPS needs to identify training needs, and seek appropriate training or other work-related activities to address these needs.

### Current Initiatives

DRPS has been taking steps for a more diverse-competent workforce, including:

- A Service-wide training initiative, **Fair and Impartial Policing (FIP)**, for all DRPS employees. This training presents a compelling business case for addressing and holding in check personal biases (i.e., increased operational effectiveness, officer safety, professionalism).
- Providing **resources to members** involved in DEI for continuous improvement of DEI skills.
- DEI members have been **meeting with their counterparts from nearby police agencies** (York Region, Toronto, Peel Region, the Ontario Provincial Police (OPP)).
- One Division held an **information session conducted by the Chief of Scugog First Nation** to provide members with a better appreciation of the history, current issues and world view of Indigenous peoples.

Because of their key role in hiring a diverse workforce and advising leadership, a **first priority should be to increase the level of diversity competence of current HR and Talent Acquisition members**.

In order to take a leadership role in ensuring that diversity, human equity and inclusion work to enhance DRPS's effectiveness as a police service, it will be important for Command and Leadership to engage in ongoing learning appropriate to their rank/ level in the Service.

The Table below describes actions and responsibilities the various stakeholders can take to provide the training necessary to develop a diversity competent workforce.

## Goal 4 • Diversity Competent Members

RESPONSIBILITY	ACTION	TIMELINE
Command	1 Appoint a Champion from among Command members to be responsible for the Diversity Competent Members Goal.	Q1 2017
	2 Participate in and show leadership support for, DEI training events.	2016–ongoing
	3 Direct the Leadership to participate in and show support for, DEI training events.	2016–ongoing
Senior Leadership	1 Participate in, and show leadership support for, DEI training events.	2016–ongoing
	2 Seek out and participate in training on leading and managing a diverse workforce.	2016–ongoing
Goal Implementation Team with support of the DEI Unit	1 With Support of the Police Education & Innovation Centre, and DEI Unit Training Coordinator, develop and implement a 2018-2019 diversity training plan for all members. Consider the DEI competencies required for the Senior Leadership, the DEI Unit, HR/Talent Acquisition and other functional groups, and reflect these requirements in the training plan.	Q1–Q2 2017
	2 Plan a process for identifying and offering programs that contribute to continuous learning regarding leading edge approaches to DEI.	Q1–Q2 2017

## Goal 4 • Diversity Competent Members

RESPONSIBILITY	ACTION	TIMELINE
DEI Unit	1 Continue to organize the FIP training for members and all new hires.	Fall 2016–ongoing
	2 Use the annual DEI Block training to reinforce FIP.	Fall 2016–ongoing
	3 Support Diversity Competence Champion and Implementation Team in all stages of its work.	2017–2019
	4 Meet regularly with DEI counterparts from nearby police agencies via the Diversity Network/Steering Committee to share strategies and problem solve.	2016–ongoing
Police Education and Innovation Centre	1 Train all members who are involved in the recruitment and selection process in ‘Bias-aware interviewing’ and in skills at identifying and reducing/ removing any barriers faced by qualified diverse candidates.	Q3 2017–Q4 2019
	2 Provide input into the development of the DEI training plan.	Q1–Q2 2017
	3 Seek additional advanced DEI training for HR/Talent Acquisition members.	2016–ongoing
Members	1 Participate actively in DEI training events and opportunities.	2016–ongoing
	2 Provide feedback to improve the usefulness and relevance of training and suggest new DEI topics to the Diversity Competence Implementation Team.	2016–ongoing

**Goal 4 • Diversity Competent Members**

## Beyond the Basics – Becoming a DEI Employer of Choice

In becoming an employer of choice, the following are lead practices the DRPS could consider to increase the diversity competence of members:

Develop systematic ways to learn about cultural, faith and other groups in the region/division and systematic ways to share the learnings across the service. York Region Police Service has a large diversity unit which tracks world news for events that may have significance to local ethnic communities and alerts the divisions of potential disturbances in those communities.<sup>42</sup>

Offer special awards for diversity-related initiatives, for example, anti-racism work, connecting with minority communities and schools, special recruitment initiatives, efforts to achieve an inclusive work environment.



## Goal 5 • A Diverse, Engaged Workforce Where All Members Feel Secure and Supported

### Overview

The Chartered Institute of Personnel and Development (UK)<sup>43</sup> defines 'engagement' as "being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to others".

Gallup Research<sup>44</sup> has done extensive research on employee engagement. According to its research, only about 30% of workers in the USA are engaged at work. Moreland<sup>45</sup> demonstrated significant organizational benefits of good employee engagement, including:

- Less absenteeism and turnover
- Fewer safety incidents
- Higher customer satisfaction
- Higher productivity.

Rifkin & Harter indicated that a diverse workforce presents further challenges for employee engagement.<sup>46</sup> This is not surprising since diverse employees are often expected to "fit in" – that is, to bring less than their whole "self" to work. For example, women in many workplaces are expected to "act as if" they are not the primary caregivers of children or other family members; members of the LGBTQ community are often expected to hide their sexual orientation; members with disabilities who need accommodations are often ignored as candidates for promotion.

### Current Initiatives

DRPS has been taking steps so that its diverse workforce feels more secure and supported, including the following.

- DRPs held a DEI Internal Member Forum in 2016.
- Two additional members have been assigned (on a temporary basis) to DEI work, including one Staff Sergeant.

As the DRPS becomes more diverse, it is essential that the Service put into place measures to enhance the engagement of a diverse workforce.

## Goal 5 • A Diverse, Engaged Workforce Where All Members Feel Secure and Supported

The first step is to use the information that the Service has collected<sup>47</sup> to determine if there are any differences in member satisfaction across the various demographics:

- The DRPS Member Satisfaction survey.
- The recent Internal Members' Forum that provided important information, both in terms of the questions that were submitted and the issues raised by members who spoke at the meeting. This forum was followed by a group discussion with members who requested to meet with the consultants to express their observations about the Forum.
- Human Rights complaints (internal and submitted to the *Ontario Human Rights Commission*.)
- Grievances related to demographic status and the number of grievances from members of diverse groups.

The DRPS can take steps to recognize and address some of the common sources of dissatisfaction mentioned by diverse members:

- **Feelings of isolation**, and that they cannot bring their “whole self” to their work
- **Stress** related to balancing work/career and family/personal responsibilities
- **Workplace harassment/discrimination**; bullying; poisoned work environment<sup>48</sup>
- **Work related stress and trauma.**

Since member satisfaction is a joint concern of the Leadership and the Police Associations, any measures planned will require the involvement and partnership of the Associations throughout the process (planning, implementation, assessment).

The following table describes actions and responsibilities that the various stakeholders will need to take to ensure that the increasingly diverse workforce is an engaged workforce.

## Goal 5 • A Diverse, Engaged Workforce Where All Members Feel Secure and Supported

RESPONSIBILITY	ACTION	TIMELINE
Command	1 Appoint a Champion from among Command members to be responsible for the Secure and Supportive Workplace Goal.	Q1 2017
	2 Facilitate and encourage members to form support groups focused on specific demographics. <sup>49</sup> Encourage members who do not identify with traditional diversity groups (i.e., white, Anglo-origins heterosexual men) to form one of the groups. <ul style="list-style-type: none"> <li>• Encourage these groups to bring group-specific workplace and community issues to the attention of Command.</li> </ul>	Q4 2017–ongoing
	3 Consult with these groups on strategies for engaging the related external communities (e.g., the Black and LGBTQ communities) and on issues arising in their external communities.	Q4 2017–ongoing
	4 Continue to hold Internal Member Forums.	Q1 2017–ongoing
	5 Report to members on actions taken in response to the concerns raised in previous Forums.	Q1 2017–ongoing
	6 Work with the DRPA to ensure timely and sensitive responses to members' wellness issues, particularly for front line officers and call center personnel encountering trauma in the line of work.	Q2 2017–ongoing
	7 Support initiatives to assist members to balance work and personal/family responsibilities, and prepare for career advancement.	Q2 2017–ongoing
	8 Direct the Leadership regarding a zero tolerance for workplace harassment/bullying and contributing to a poisoned work environment.	2017–ongoing



## Goal 5 • A Diverse, Engaged Workforce Where All Members Feel Secure and Supported

RESPONSIBILITY	ACTION	TIMELINE
Goal Implementation Team with support of the DEI Unit	1 Consult with the DRPA, the Wellness Unit and other members about ways the organization can support members who have disabilities, particularly those related to encountering trauma and other mental health disabilities.	Q1 2017
	2 Consult with members about ways to further support members who are parents to balance work and family responsibilities, and prepare for career advancement.	Q1 2017
	3 Assess the extent to which members who identify as LGBTQ feel secure and welcome in the workplace, and feel that their career is not affected by this identity.	Q1 2017
	4 Assess the effectiveness of the current harassment prevention measures, including their effectiveness in addressing a “poisoned work environment”.	Q1 2018
	5 Plan initiatives to address issues raised by the above groups and by the Support Group members.	Q2 2017–Q2 2018
	6 Plan strategies to facilitate and encourage members to form support groups focused on specific demographics. Encourage these groups to bring to Command, group-specific workplace and community issues and to participate in developing strategies to respond to the positive ideas and concerns of these groups.	Q4 2017
	7 Implement workplace strategies.	Q2 2017–Q1 2018
DEI Unit	1 Support the Secure and Supportive Workplace Champion and Implementation Team in all stages of the work.	2017–2019

## Goal 5 • A Diverse, Engaged Workforce Where All Members Feel Secure and Supported

RESPONSIBILITY	ACTION	TIMELINE
Wellness Unit	1 Work with Leadership, Engaged Workforce Implementation Team, DPRA and the DEI Unit to develop organizational support for members with disabilities, particularly those related to encountering trauma and experiencing PTSD.	Q1 2017
Senior Leadership	1 Work to prevent workplace harassment, bullying or creating a poisoned work environment: <ul style="list-style-type: none"> <li>• Learn about early signs of these workplace issues.</li> <li>• Communicate periodically to members the resolve of Leadership to intervene to prevent these workplace issues.</li> <li>• Monitor the workplace and other places where members meet for signs of member engaging in such behaviours.</li> <li>• Take immediate definitive steps to intervene if such behaviours are observed.</li> </ul>	2017–ongoing
Police Associations	1 Participate with Command in ensuring a secure and welcoming work environment for all members.	2017–ongoing
Members	1 Participate in Internal Member Forums, raising concerns and compliments, and providing innovative ideas.	2017–ongoing
	2 Consider participating in support groups focused on specific demographics or a desire to support that demographic group.	2017–ongoing
	3 Participate in relevant discussions about balancing work, family and career, support for members with disabilities including mental health issues.	Q1 2017
	4 Treat colleagues in accordance with the Ontario Human Rights Code and the DRPS Respect in the Workplace Directive.	2016–ongoing
	5 Provide feedback (positive and negative) to the Engaged Workforce Implementation Team and/or the DEI Unit about diversity related working conditions.	2017–2019

**Goal 5 • A Diverse, Engaged Workforce Where All Members Feel Secure and Supported**

## **Beyond the Basics – Becoming a DEI Employer of Choice**

In becoming an employer of choice, the following are lead practices the DRPS could consider for a more engaged, diverse workforce:

- Develop strategies to combat homophobia and transphobia in the workplace. For example, the Los Angeles Sherriff’s Department prepared a “Transgender & Gender Non-Conforming Employees” Handbook to assist supervisors and members.<sup>50</sup>
- Offer priority access to (subsidized) 24 hour or overnight childcare to accommodate members on shift. This service was pioneered in USA hospitals as a competitive advantage in recruitment.<sup>51</sup>
- Adopt strengths-based leadership practices, focussing on and pointing out employee strengths rather than weaknesses. Gallup research indicates that this approach has resulted in more engaged and productive workplaces.<sup>52</sup>

# Mobilize Systems to Support an Effective, Diverse DRPS

Organizational change programs such as this Plan require the support of many of the Service's core systems, processes and services. As one example, the DRPS has embedded Diversity, Equity and Inclusion in its 2017-19 *Business Plan*.

This Goal includes changes and actions with respect to:

- DEI Vision, Mission and Business Case
- Communications
- Resource Allocation
- Systems for Monitoring, Reporting and Accountability.

## DEI Vision, Mission and Business Case

RESPONSIBILITY	ACTION	TIMELINE
Command	1 Finalize the DEI Vision and Mission statements and the Business Case for the Plan.	Q1 2017
	2 In all communications, promote the Business Case to the membership and community and encourage the leadership and membership to do the same.	Q1 2017–ongoing
Board and DAC	1 In all communications, promote the DEI Business Case to the membership and community.	
DEI Unit	1 Support Command to finalize DEI Vision and Mission statements and the Business Case.	

## Mobilize Systems to Support an Effective, Diverse DRPS

### Ongoing DEI Implementation Structure and Resource Allocation

RESPONSIBILITY	ACTION	TIMELINE
Command	1 Consider options for ongoing DEI implementation (role of the DEI Unit/members, staffing number and level, reporting structure)	Q1–Q3, 2017
	2 Finalize DEI structure and determine appropriate resources.	Q4 2017
	3 Allocate adequate resources (staff, budget, time) to implement the Plan successfully).	2017–2019
Board	1 Endorse the DEI Strategic Implementation Plan and the necessary resource allocation.	Q4 2016– Q1 2017
	2 Support the Chief of Police to implement the Plan and receive DEI progress reports on a quarterly basis.	Ongoing

## Communications

### Overview

Good communications are part of the underlying structure of any change effort. Members and the community need to know why the Service is engaged in its diversity activities and what it will mean to the organization, each individual member, the Region and its diverse communities. To that end, the current Project includes the development of DEI Vision and Mission Statements and a Business Case, which need to be communicated persistently and effectively.

In order to build the ongoing support and confidence of diverse communities and members, stakeholders need to be aware of the actions DRPS is taking to achieve its DEI goals, and its achievements in reaching milestones and goals. This means each step in implementation of the *Plan* needs an associated communications plan to ensure that the DRPS get full benefit in terms of community and members for its efforts.

The Table below describes actions and responsibilities the various stakeholders will need to take to provide effective communications to build community and members confidence in that the DRPS is responsive to all segments of the Region and to all DRPS members.

## Mobilize Systems to Support an Effective, Diverse DRPS

### Effective communications for a successful diversity plan

RESPONSIBILITY	ACTION	TIMELINE
Command	1 Conduct Service-wide communications to introduce the DEI Strategic Plan, and to provide regular updates.	Q1 2017 & annually
	2 Promote the DEI vision and Business Case in all communications (internal and external) and direct all leaders to do the same.	Q1 2017–ongoing
	3 Provide support in developing and implementing a DEI Communications Plan. (i.e., participate, show leadership, assign resources).	Q1–Q2 2017
	4 Report regularly to the Board, the members, DAC and the community on progress in implementing the Plan and achieving its goals and milestones.	2017–2019
Board	1 Regularly promote the DEI vision and Business Case.	Q1 2017–ongoing
Senior Leadership	1 Promote the DEI vision and Business Case in all communications and participate as requested in DEI communications.	Q1 2017–ongoing
	2 Provide feedback (positive and negative) to the DEI Unit about communications.	2017–ongoing
Corporate Communications Unit	1 Assess the utility of current DEI communication vehicles (diversity newsletter, calendar, website) to support the Plan and its goals and consider alternatives.	Q1 2017
	2 With input from the DEI Unit, develop a DEI communications strategy, which communicates the DEI Vision and Business Case and the initiatives and achievements of each Theme.	Q1 2017
	3 With the DEI Unit, plan for ongoing integration of DEI into all DRPS communications.	Q2 2017
	4 Coordinate implementation of the DEI communications strategy.	Q2 2017–Q4 2019

## Mobilize Systems to Support an Effective, Diverse DRPS

RESPONSIBILITY	ACTION	TIMELINE
DEI Unit	1 Support the Corporate Communications Unit to develop and implement a DEI communications strategy for the Plan, its initiatives and achievements.	Q1 2017
	2 Provide input to the Corporate Communications Unit, in assessing ongoing DEI communications needs.	Q2 2017
	3 With the Communications Unit, plan for ongoing integration of DEI into all DRPS communications.	Q2 2017
Members	1 Provide feedback (positive and negative) to the DEI Unit about DEI communications and effective media.	2017–ongoing

## Resources for DEI

### Overview

Command makes decisions about balancing the various priorities of the Service and allocating resources consistent with these priorities. The Board allocates financial resources. In considering appropriate DEI resource allocation, Command will need to take into consideration:

- Diversity is a priority detailed in the *DRPS 2017-19 Business Plan*.
- The *DEI Strategic Plan* is designed to create some momentum for DEI within the Service and the community; so that the community can see results in the next 3 years.
- Adequate resourcing for DEI initiatives is essential to develop this momentum.

The Table below describes actions and responsibilities the various stakeholders can take to provide the resourcing needed to implement the *DEI Strategic Implementation Plan*.

## Mobilize Systems to Support an Effective, Diverse DRPS

## Resourcing needed to implement the DEI Strategic Implementation Plan

RESPONSIBILITY	ACTION	TIMELINE
Command	1 Allocate financial and human resources to successfully undertake the <i>Plan</i> .	2017–2019
	2 Determine the appropriate roles for DEI members, Senior Champions and implementation teams, and allocate resources accordingly.	Q1–Q2 2017
	3 Appoint Senior Champions responsible for each of the five Goals.	Q1 2017
	4 Encourage Leadership to take an active role in implementing the <i>Plan</i> .	2016–ongoing
Board	1 Allocate financial resources to successfully undertake the <i>Plan</i> .	2017–2019
Senior Leadership	1 Provide active support for the <i>Plan</i> .	2017–2019
	2 Assign appropriate members to Goal Implementation Teams and Taskforces to implement the <i>Plan</i> .	Q1 2017
DEI Unit	1 Prepare a business case for expansion of the DEI Unit	Q1 2017
	2 Look for ways to partner with other internal Units, other police services and other community partners for cost efficiencies as well as opportunities for member/community engagement.	2017–ongoing
	3 Examine rewards and recognition with a diversity lens to determine if effective diversity-related activities are appropriately recognized and rewarded. Recommend changes if appropriate.	Q1 2018
Members	1 Volunteer for the Goal Implementation Teams and Taskforces, as interest dictates.	2017–2019



## Mobilize Systems to Support an Effective, Diverse DRPS

### Measures of Success

#### Overview

Organizations indicate the importance they place on certain activities by the extent to which they monitor and hold members accountable for results.

In order to signal to members that representing and serving the diversity community (i.e., all citizens of the Region) is a high priority, the Service will need to set in place processes for monitoring success, reporting back to stakeholders and holding members accountable for their part in achieving organizational goals.

In order to reassure the public, the Board and the members that the *Plan* is being implemented, the Service must measure and report on achievement of the Goals. But in most cases, goal achievement will occur slowly (e.g., change in the composition of the DRPS workforce). In order to demonstrate to stakeholders that the DRPS is moving in the direction of goal achievement, and have stakeholders acknowledge the achievements of the DRPS, it is even more important to develop measures of interim progress (i.e., Milestones).

The following table provides steps for the development of these success indicators. The detailed measures are described in Appendix 4<sup>53</sup>.

#### Developing accountability measures

RESPONSIBILITY	ACTION	TIMELINE
Command	1 Allocate resources (financial and human) to implement the <i>Evaluation Plan</i> (Appendix 4. Success Indicators).	Annually
	2 Prepare and present results of the “Human Equity Continuum” Scorecard, as a baseline against which to measure overall progress on an annual basis. (See Appendix 3 for results.)	Year end 2016
	3 Prepare and present the Chief’s report on success indicators to the Board based on the Evaluation Plan.	Year end 2017–2019
	4 Prepare and present quarterly interim reports to the Board based on the reports of the Goal Implementation Teams.	Quarterly reports 2017–2019
	5 Include DEI as a regular reporting item at monthly meetings of the Executive Leadership Team with a summary from each Goal Champion.	2017–ongoing

## Mobilize Systems to Support an Effective, Diverse DRPS

RESPONSIBILITY	ACTION	TIMELINE
Board	1 Receive the Chief of Police's report to the Board based on the success indicators (Appendix 4)	2016–ongoing
Goal Implementation Champions and Implementation Teams	1 Confirm and/or develop success indicators (achievement of goals and milestones).	Q1–Q3 2017
	2 Report at least quarterly to the Chief who will provide a composite report to the Board on project tasks completed.	Quarterly reports 2017–2019
	3 Report annually to Command on success indicators. Goal achievement should be presented on a comparative basis, against a baseline.	Year end 2017–2019
Senior Leadership	1 Participate in reporting on DEI progress at Executive Leadership meetings and via the PMP.	2017–ongoing
	2 Develop and share proactive ways to hear from all parts of the membership – both complaints and proactive ideas.	2017–ongoing
DEI Unit	1 Support Command and the Goal Implementation Teams to gather the qualitative and quantitative information to evaluate progress against the developed success indicators.	2017–2019
	2 Support the Chief in preparing DEI reports related to the <i>Plan</i> .	2017–ongoing
HR	1 Participate in data collection and analysis activities to monitor and evaluate the <i>Plan</i> .	2017–2019
Members	1 Provide feedback (unsolicited and when asked) through the DEI Unit and/or chain of command.	2017–ongoing

## Appendix 1

### What Does This Mean for Me?

#### Command Opportunities and Responsibilities

GOAL	ACTION
DEI Vision, Mission and Business Case	<ol style="list-style-type: none"> <li>1 Finalize the DEI Vision and Mission statements and the Business Case for the <i>Plan</i>.</li> <li>2 In all communications, promote the Business Case to the membership and community and encourage the leadership and membership to do the same.</li> </ol>
Strategic Plan Implementation	<ol style="list-style-type: none"> <li>1 Participate as DEI Champions</li> </ol>
Communications	<ol style="list-style-type: none"> <li>1 Promote the DEI vision and Business Case in all communications (internal and external) and direct all leaders to do the same.</li> <li>2 Provide support in developing and implementing a DEI Communications Plan. (i.e., participate, show leadership, assign resources).</li> <li>3 Report regularly to the Board, the members, DAC and the community on progress in implementing the Plan and achieving its goals and milestones.</li> </ol>
Resourcing	<ol style="list-style-type: none"> <li>1 Allocate financial and human resources to successfully undertake the <i>Plan</i>.</li> <li>2 Determine the appropriate roles for DEI members, Senior Champions and Goal Implementation teams, and allocate resources accordingly.</li> <li>3 Appoint Senior Champions responsible for each of the five Themes/Goals.</li> <li>4 Encourage leadership to take an active role in implementing the <i>Plan</i>.</li> </ol>

GOAL	ACTION
<b>Goal 1 Total Engaged Community</b>	<ol style="list-style-type: none"> <li data-bbox="524 480 1430 548">1 Appoint a Champion from among Command members to be responsible for this Goal.</li> <hr/> <li data-bbox="524 590 1430 621">2 Participate actively with the Diversity Advisory Committee (DAC).</li> <hr/> <li data-bbox="524 663 1430 768">3 Seek information and advice from DAC on diverse community matters and provide DAC with information as requested (within appropriate parameters.)</li> <hr/> <li data-bbox="524 810 1430 873">4 Participate visibly in significant diverse community events, particularly those related to the priority communities.</li> <hr/> <li data-bbox="524 915 1430 1020">5 Over the three years of the <i>Plan</i> direct that all PMP's include at least one diversity goal, starting with Leadership PMP's. (Implement from Executive Leadership down)</li> <hr/> <li data-bbox="524 1062 1430 1209">6 Hold uniformed members accountable for their Community Patrol Plan to reflect the diversity of the Division where they work and the need for a focus on priority communities or others that Command has designated as in need of increased engagement.</li> <hr/> <li data-bbox="524 1251 1430 1283">7 Monitor, evaluate and report progress to the Board.</li> </ol>
<b>Goal 2 Workforce Reflects the Region</b>	<ol style="list-style-type: none"> <li data-bbox="524 1325 1430 1388">1 Appoint a Champion from among Command members to be responsible for this Goal.</li> <hr/> <li data-bbox="524 1430 1430 1503">2 Oversee the progress of the Recruitment Champion. Supporting goal implementation efforts as required.</li> <hr/> <li data-bbox="524 1545 1430 1566">3 Monitor implementation of the Recruitment Goal actions.</li> </ol>

GOAL	ACTION
<b>Goal 3</b> <b>Leadership Reflects</b> <b>the Region</b>	<ol style="list-style-type: none"> <li>1 Appoint a Champion from among Command members to be responsible for this Goal.</li> <hr/> <li>2 Hold the Leadership responsible to provide development opportunities, mentoring, coaching and other support to members with the necessary experience in groups under-represented in senior positions (target promotion candidates).</li> <hr/> <li>3 Develop and implement succession planning for leadership positions and ensure the representation of target promotion candidates among nominees.</li> <hr/> <li>4 Endorse recommended changes to the promotion process to eliminate systemic biases, include diversity competence and intangible such as trustworthiness.</li> <hr/> <li>5 Direct the leadership to participate actively as coaches and mentors for the development of target promotion candidates and to ensure that they award developmental assignments equitably to all members of their unit.</li> <hr/> <li>6 Oversee all work and progress of the Promotion Implementation Team via the Champion.</li> </ol>
<b>Goal 4</b> <b>Diversity Competent</b> <b>Members</b>	<ol style="list-style-type: none"> <li>1 Appoint a Champion from among Command members to be responsible for this Goal.</li> <hr/> <li>2 Participate in and show leadership support for, DEI training events.</li> <hr/> <li>3 Direct the Leadership to participate in and show support for, DEI training events.</li> </ol>

GOAL	ACTION
<b>Goal 5</b> <b>Secure and Supportive</b> <b>Workplace</b>	<ol style="list-style-type: none"> <li>1 Appoint a Champion from among Command members to be responsible for this Goal.</li> <hr/> <li>2 Facilitate and encourage members to form support groups focused on specific demographics. Encourage members who do not identify with traditional diversity groups (i.e., white, Anglo-origins heterosexual men) to form one of the groups. <ul style="list-style-type: none"> <li>• Encourage these groups to bring group-specific workplace and community issues to the attention of Command.</li> </ul> </li> <hr/> <li>3 Consult with these groups on strategies for engaging the related external communities (e.g., the Black and LGBTQ communities) and on issues arising in their external communities.</li> <hr/> <li>4 Continue to hold Internal Member Forums.</li> <hr/> <li>5 Report to members on actions taken in response to the concerns raised in previous Forums.</li> <hr/> <li>6 Work with the DRPA to ensure timely and sensitive responses to members' wellness issues, particularly for front line officers and call center personnel encountering trauma in the line of work.</li> <hr/> <li>7 Support initiatives to assist members to balance work and personal/family responsibilities, and prepare for career advancement.</li> <hr/> <li>8 Direct the Leadership regarding a zero tolerance for workplace harassment/bullying and contributing to a poisoned work environment.</li> </ol>
Ongoing DEI Implementation Structure and Resource Allocation	<ol style="list-style-type: none"> <li>1 Consider options for ongoing DEI implementation (role of the DEI Unit/ members, staffing number and level, reporting structure)</li> <hr/> <li>2 Finalize DEI structure and determine appropriate resources.</li> </ol>

## Board Opportunities and Responsibilities

GOAL	ACTION
DEI Vision, Mission and Business Case	1 In all communications, promote the DEI Business Case to the community.
Oversight	1 Endorse the DEI Strategic Implementation Plan and the necessary resource allocation. ..... 2 Support the Chief of Police to implement the Plan and receive DEI progress reports on a quarterly basis.
DEI Communications Strategy	1 Regularly promote the DEI vision and Business Case.
<b>Goals 2 &amp; 3 Workforce Reflects the Region at all levels</b>	1 Support the Chief of Police in hiring a more diverse workforce.

## Opportunities and Responsibilities of Champions, Goal Implementation Teams and Taskforces

GOAL	ACTION
<b>Goal 1</b> <b>Total Engaged Community</b>	<ol style="list-style-type: none"> <li data-bbox="521 688 1430 758">1 Identify DEI priority communities based on safety concerns and/or the under-representation of community members within the Service.<sup>54</sup></li> <hr/> <li data-bbox="521 800 1430 1178">2 Inform all members and DAC about these priority communities and seek member input and how to increase engagement            With input from DAC, identify and meet with key contacts in the priority communities to develop a community engagement plan:           <ul style="list-style-type: none"> <li data-bbox="561 974 886 999">• identify mutual concerns</li> <li data-bbox="561 1016 1430 1085">• plan for increased community-police contact (e.g., DRPS participating in community events, DRPS providing information to the community)</li> <li data-bbox="561 1100 932 1125">• define goals and milestones.</li> <li data-bbox="561 1142 1386 1167">• identify resources needed and report to Command to secure these</li> </ul> </li> <hr/> <li data-bbox="521 1213 1036 1239">3 Initiate the community engagement plan</li> <hr/> <li data-bbox="521 1285 1406 1354">4 Plan for ongoing implementation of the priority community engagement plans</li> <hr/> <li data-bbox="521 1400 1403 1425">5 Monitor activities and outcomes and assess results compared to goals.</li> <hr/> <li data-bbox="521 1472 1430 1541">6 With input from other DRPS members and DAC develop other community engagement/partnerships for safer and more engaged communities.</li> <hr/> <li data-bbox="521 1587 1344 1656">7 With input from other members and the DAC, identify and address barriers to community engagement.</li> <hr/> <li data-bbox="521 1703 1390 1772">8 Establish and implement an ongoing process for communicating what has been learned about diverse communities across the Service.</li> <hr/> <li data-bbox="521 1818 1390 1887">9 Monitor, evaluate and report to Command about progress in achieving community engagement goals.</li> </ol>



GOAL	ACTION
<b>Goal 2</b> <b>Workforce Reflects the Region</b>	<ol style="list-style-type: none"> <li data-bbox="521 485 1430 638">1 Determine the extent to which the demographics of job applicants mirror that of the Region. Where job applicants under represent the community, work with Talent Acquisition and DAC to determine potential reasons for this situation.</li> <hr/> <li data-bbox="521 667 1430 842">2 Consult with Senior Leadership to determine whether DEI-related operational requirements (e.g., the need for those who speak certain languages or are familiar with certain religions) suggest the need to increase representation of some groups beyond the level of community representation.</li> <hr/> <li data-bbox="521 890 1430 1043">3 Consult with DAC and any relevant community organizations to determine any barriers to recruiting from the under-represented groups (e.g., education or other requirements, DRPS reputation in the community regarding a welcoming workplace, or good career prospects)</li> <hr/> <li data-bbox="521 1073 1430 1226">4 Plan with Talent Acquisition for additional outreach to under-represented communities. Develop messages and channels targeted to the under-represented groups. Address barriers of fact or perception. Consult with DAC and the DEI Unit as appropriate.</li> <hr/> <li data-bbox="521 1255 1430 1373">5 Assess the extent to which DRPS hires from all demographic groups of applicants when they apply. Where a group is under-represented among those hired, analyze the reasons for this.</li> <hr/> <li data-bbox="521 1402 1430 1556">6 Determine the extent to which selection criteria include the diversity competence that is required for all operational requirements. Plan with Talent Acquisition to modify job descriptions and selection criteria as needed.</li> <hr/> <li data-bbox="521 1585 1430 1703">7 Evaluate the effectiveness of the Youth in Policing (YIP) program as an outreach recruitment tool. If needed, make changes to increase its effectiveness for outreach recruitment to under-represented communities.</li> <hr/> <li data-bbox="521 1732 1430 1850">8 Determine the level of Talent Acquisition staffing and the competencies and community relations needed to effectively plan and implement ongoing outreach to under-represented communities.</li> <hr/> <li data-bbox="521 1879 1430 1946">9 Consider the strategy of assigning Outreach/Recruitment to the DEI Unit; Selection/Hiring to the current Talent Acquisition Unit.</li> </ol>

GOAL	ACTION
<b>Goal 2</b> <b>Workforce Reflects the Region (cont'd)</b>	10 Consider the strategy of appointing a panel of diverse and diversity competent member to a review panel that would make decisions of which constable candidates to recommend to the executive panel for confirmation.
	11 Make recommendations to Command regarding structural changes to attract and support diverse candidates.
	12 Monitor, evaluate and report to Command about progress in achieving community engagement goals.
<b>Goal 3</b> <b>Leadership Reflects the Region</b>	1 Analyze attributes of successful promotion candidates to identify experiences, attributes, “virtues” and other traits of a person that Command judges to be “trustworthy”.
	2 With support from HR, determine the diversity competencies required for positions of added responsibility.
	3 With support from HR, ensure that the elements of “trust” and diversity competencies are included in the job descriptions and promotion process and communicated to all members.
	4 With input from HR and the DEI Unit, ensure that promotion interviews test the diversity competence of candidates (appropriate to the position).
	5 Review data on success of target promotion groups at each stage of promotion process.
	6 Review changes in the promotion process proposed by Human Resources where a step disproportionately excludes target promotion groups (i.e., systemic barriers).
	7 Review development strategies proposed by Command, HR and other.
	8 Monitor, evaluate and report to Command about progress in developing and promoting diverse members and the subsequent increased diversity of the leadership.

GOAL	ACTION
<b>Goal 4</b> <b>Diversity Competent Members</b>	<ol style="list-style-type: none"> <li>1 With support of the Police Education &amp; Innovation Centre and DEI Units, develop and implement a 2018-2019 diversity training plan for all members. Consider the DEI competencies required for Leadership, the DEI Unit, HR/Talent Acquisition and other functional groups, and reflect these requirements in the training plan.</li> <li>2 Plan a process for identifying and offering programs that contribute to continuous learning regarding leading edge approaches to DEI.</li> </ol>
<b>Goal 5</b> <b>Secure and Supportive Workplace</b>	<ol style="list-style-type: none"> <li>1 Consult with the DRPA, the Wellness Unit and other members about ways the organization can support members who have disabilities, particularly those related to encountering trauma and other mental health disabilities.</li> <li>2 Consult with members about ways to further support members who are parents to balance work and family responsibilities, and prepare for career advancement.</li> <li>3 Assess the extent to which members who identify as LGBTQ feel secure and welcome in the workplace, and feel that their career is not affected by this identity.</li> <li>4 Assess the effectiveness of the current harassment prevention measures, including their effectiveness in addressing a “poisoned work environment”.</li> <li>5 Plan initiatives to address issues raised by the above groups and by the Support Group members.</li> <li>6 Plan strategies to facilitate and encourage members to form support groups focused on specific demographics. Encourage these groups to bring to Command, group-specific workplace and community issues and to participate in developing strategies to respond to the positive ideas and concerns of these groups.</li> <li>7 Implement workplace strategies.</li> </ol>

## DEI Unit Opportunities and Responsibilities

GOAL	ACTION
All Themes	<ol style="list-style-type: none"> <li>1 Support the Goal Champions, Implementation Teams and Taskforces in all stages of their work.</li> </ol>
<b>Goal 1 Total Engaged Community</b>	<ol style="list-style-type: none"> <li>1 Provide information for members about opportunities to engage with diverse communities (e.g., Pow Wows, PRIDE events, cultural and religious celebrations, learning events).</li> </ol>
<b>Goal 4 Diversity Competent Members</b>	<ol style="list-style-type: none"> <li>1 Continue to organize the FIP training for members and all new hires.</li> <li>2 Use the annual DEI Block training to reinforce FIP.</li> <li>3 Meet regularly with DEI counterparts from nearby police agencies to share strategies and problem solve.</li> </ol>
Communications	<ol style="list-style-type: none"> <li>1 Support the Corporate Communications Unit to develop and implement a DEI communications strategy for the Plan, its initiatives and achievements.</li> <li>2 Provide input to the Corporate Communications Unit, in assessing ongoing DEI communications needs.</li> <li>3 With the Communications Unit, plan for ongoing integration of DEI into all DRPS communications.</li> </ol>
Resourcing	<ol style="list-style-type: none"> <li>1 Prepare a business case for expansion of the DEI Unit</li> <li>2 Look for ways to partner with other internal Units, other police services and other community partners for cost efficiencies as well as opportunities for member/community engagement.</li> <li>3 Examine rewards and recognition with a diversity lens to determine if effective diversity-related activities are appropriately recognized and rewarded. Recommend changes if appropriate.</li> </ol>

## Opportunities and Responsibilities of the Senior Leadership

RESPONSIBILITY	ACTION
Communications	<ol style="list-style-type: none"> <li>1 Promote the DEI vision and Business Case in all communications and participate as requested in DEI communications.</li> <li>2 Provide feedback (positive and negative) to the DEI Unit about communications.</li> </ol>
Resourcing	<ol style="list-style-type: none"> <li>1 Provide active support for the Plan.</li> <li>2 Participate and assign appropriate members to Goal Implementation Teams and Taskforces to implement the Plan.</li> </ol>
<b>Goal 1 Total Engaged Community</b>	<ol style="list-style-type: none"> <li>1 Hold members responsible to engage with the diverse communities by regularly stating expectations, asking for accountability via Community Patrol Plans and PMPs and providing recognition for breakthroughs and successes.</li> <li>2 Within Divisions, work with local communities to create mutual learning opportunities.</li> <li>3 Work with front line members, Goal Taskforces, Command and DAC to address barriers to community engagement.</li> </ol>
<b>Goal 2 Workforce Reflects the Region</b>	<ol style="list-style-type: none"> <li>1 Hold members responsible for outreach activities in the diverse communities, with particular emphasis on youth and on groups currently under-represented among applicants.</li> </ol>
<b>Goal 3 Leadership Reflects the Region</b>	<ol style="list-style-type: none"> <li>1 Provide developmental assignments and opportunities, mentoring, coaching and other support to target promotion candidates.</li> <li>2 Include a developmental plan in the PMP of each member.</li> <li>3 Where PMP developmental plans are not implemented, report reasons and, where appropriate, plans for improvement of outcomes.</li> <li>4 Using the PMP process, alert Command about the need for additional resources for development of leadership candidates, particularly where this would support the development of members of target promotion groups.</li> </ol>

RESPONSIBILITY	ACTION
<b>Goal 4</b> <b>Diversity Competent</b> <b>Members</b>	<ol style="list-style-type: none"><li data-bbox="524 480 1354 510">1 Participate in, and show leadership support for, DEI training events.</li><li data-bbox="524 554 1398 617">2 Seek out and participate in training on leading and managing a diverse workforce.</li></ol>
<b>Goal 5</b> <b>Secure and Supportive</b> <b>Workplace</b>	<ol style="list-style-type: none"><li data-bbox="524 663 1406 1016">1 Work to prevent workplace harassment, bullying or creating a poisoned work environment:<ul data-bbox="561 751 1386 1016" style="list-style-type: none"><li data-bbox="561 751 1192 781">• Learn about early signs of these workplace issues.</li><li data-bbox="561 793 1386 863">• Communicate periodically to members the resolve of leadership to intervene to prevent these workplace issues.</li><li data-bbox="561 875 1373 945">• Monitor the workplace and other places where members meet for signs of member engaging in such behaviours.</li><li data-bbox="561 957 1386 1016">• Take immediate definitive steps to intervene if such behaviours are observed.</li></ul></li></ol>

## Talent Acquisition and HR Opportunities and Responsibilities

GOAL	ACTION
<b>Goal 2</b> <b>Workforce Reflects the Region</b>	<ol style="list-style-type: none"> <li>1 Coach/train all recruiters in skills for outreach to diverse populations.</li> <li>2 Hire/assign recruiters based on diversity competence (skills/ knowledge/ ability and commitment).</li> <li>3 Train all members who are involved in the recruitment and selection process in ‘bias aware interviewing’ and in skills for identifying and reducing/ removing any barriers faced by qualified diverse candidates.</li> <li>4 Ensure that both civilian and uniformed members of the Talent Acquisition Unit engage in continuous improvement of their diversity competence.</li> </ol>
<b>Goal 3</b> <b>Leadership Reflects the Region</b>	<ol style="list-style-type: none"> <li>1 Analyze attributes of successful promotion candidates to identify experiences, attributes, virtues<sup>55</sup> and other traits of a person that Command judges to be “trustworthy”.</li> <li>2 Determine the diversity competencies required for positions of added responsibility.</li> <li>3 Ensure that the elements of “trust” and diversity competencies are included in the job descriptions and promotion process and communicated to all members.</li> <li>4 Ensure that promotion interviews test the diversity competence of candidates (appropriate to the position).</li> <li>5 Assess the success of target promotion groups at each stage of promotion process.</li> <li>6 Plan and implement changes in the promotion process where a step disproportionately excludes members of under-represented groups (i.e., systemic barriers) within the bounds of fair, valid and consistent processes.</li> <li>7 Plan and implement development strategies to increase the success of target promotion candidates within the bounds of fair, valid and consistent processes.</li> </ol>

GOAL	ACTION
<b>Goal 4</b> <b>Diversity Competent</b> <b>Members</b>	<ol style="list-style-type: none"><li data-bbox="524 480 1393 579">1 Train all members who are involved in the recruitment and selection process in 'Bias-aware interviewing' and in skills at identifying and reducing/ removing any barriers faced by qualified diverse candidates.</li><li data-bbox="524 627 1260 653">2 Provide input into the development of the DEI training plan.</li><li data-bbox="524 701 1312 762">3 Seek additional advanced DEI training for HR/Talent Acquisition members.</li></ol>

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## Member Roles and Responsibilities

GOAL	ACTION
<b>Goal 1</b> <b>Total Engaged Community</b>	1 Continue to respond or increase participation in community/school requests for speakers, participation on panels and other opportunities to inform community groups about policing.
	2 Apply creativity and innovation to engage with diverse communities to achieve mutual understanding and cooperation.
	3 Participate as requested by the Goal Implementation Team, DEI Unit or the leadership in diverse community events.
	4 Communicate breakthroughs, successes and roadblocks to supervisor on a day-to-day basis, annually via the PMP and to the Community Engagement Implementation team when appropriate.
<b>Goal 2</b> <b>Workforce Reflects the Region</b>	1 Apply creativity and innovation to encourage diverse youth to consider and prepare for careers with DRPS. Consult with the DEI Unit for new ideas.
	2 Promote DRPS as a career as part of all community policing activities.
	3 Communicate breakthroughs, successes, roadblocks to supervisor and the DEI unit where appropriate.
<b>Goal 3</b> <b>Leadership Reflects the Region</b>	1 Provide feedback and innovative proposals regarding member development via the PMP or directly to supervisors, the DEI or HR Units.
	2 Provide feedback to supervisor, Command and/or HR on the perceived fairness and effectiveness of the promotion system.
<b>Goal 4</b> <b>Diversity Competent Members</b>	1 Participate actively in DEI training events and opportunities.
	2 Provide feedback to improve the usefulness and relevance of training and suggest new DEI topics to the Diversity Competence Implementation Team.

GOAL	ACTION
<b>Goal 5 Secure and Supportive Workplace</b>	<ol style="list-style-type: none"> <li data-bbox="522 478 1276 541">1 Participate in Internal Member Forums, raising concerns and compliments, and providing innovative ideas.</li> <hr/> <li data-bbox="522 590 1292 653">2 Consider participating in support groups focused on specific demographics or a desire to support that demographic group.</li> <hr/> <li data-bbox="522 701 1365 800">3 Participate in relevant discussions about balancing work, family and career, support for members with disabilities including mental health issues.</li> <hr/> <li data-bbox="522 848 1425 911">4 Treat colleagues in accordance with the Ontario Human Rights Code and the DRPS Respect in the Workplace Directive.</li> <hr/> <li data-bbox="522 959 1422 1058">5 Provide feedback (positive and negative) to the Engaged Workforce Implementation Team and/or the DEI Unit about diversity related working conditions.</li> </ol>
Communications	<ol style="list-style-type: none"> <li data-bbox="522 1104 1346 1167">1 Provide feedback (positive and negative) to the DEI Unit about DEI communications and effective media.</li> </ol>
Resourcing	<ol style="list-style-type: none"> <li data-bbox="522 1215 1419 1278">1 Volunteer for the Goal Implementation Teams and Taskforces, as interest dictates.</li> </ol>
Accountability	<ol style="list-style-type: none"> <li data-bbox="522 1327 1425 1390">1 Provide feedback (unsolicited and when asked) through the DEI Unit and/or chain of command.</li> </ol>

## Other Roles and Responsibilities

GOAL	ROLE	ACTION
<b>Goal 5 Secure and Supportive Workplace</b>	Wellness Unit	1 Work with the Senior Leadership, Engaged Workforce Implementation Team, DPRA and the DEI Unit to develop organizational support for members with disabilities, particularly those related to encountering trauma and experiencing PTSD.
	Police Associations	1 Participate with Command in ensuring a secure and welcoming work environment for all members.
Communications	Corporate Communications Unit	<p>1 Assess the utility of current DEI communication vehicles (diversity newsletter, calendar, website) to support the Plan and its goals and consider alternatives.</p> <p>2 With input from the DEI Unit, develop a DEI communications strategy, which communicates the DEI Vision and Business Case and the initiatives and achievements of each Theme.</p> <p>3 With the DEI Unit, plan for ongoing integration of DEI into all DRPS communications.</p> <p>4 Coordinate implementation of the DEI communications strategy.</p>

GOAL	ROLE	ACTION
<b>Goal 1 Total Engaged Community</b>	DAC	<ol style="list-style-type: none"> <li>1 Participate in engaging the diverse communities in making a safer Region</li> <hr/> <li>2 Provide Command and the Engaged Community Champion and Implementation Team with information and advice on diverse community engagement.</li> <hr/> <li>3 Provide the Engaged Community Implementation Team with nominees for priority communities.</li> <hr/> <li>4 Provide the Engaged Community Implementation Team with input on how to increase engagement in priority communities: <ul style="list-style-type: none"> <li>• Assist the Team in identifying and meeting with key contacts in the priority communities to develop community engagement plans, identify mutual concerns, increase community-police contact and define goals and milestones.</li> </ul> </li> <hr/> <li>5 Provide input to the other Goal Implementation Teams regarding <ul style="list-style-type: none"> <li>• Developing other community engagement/partnerships for safer and more engaged communities.</li> <li>• Identifying and addressing barriers to community engagement.</li> </ul> </li> </ol>
<b>Goal 2 Workforce Reflects the Region</b>	DAC	<ol style="list-style-type: none"> <li>1 Where job applicants under represent the community, provide input to the Goal Implementation Team about potential reasons for this situation.</li> <hr/> <li>2 Provide input regarding outreach recruitment to diverse communities: <ul style="list-style-type: none"> <li>• Planning outreach to under-represented communities.</li> <li>• Developing messages and channels targeted to the under-represented groups.</li> <li>• Addressing barriers of fact or perception.</li> </ul> </li> </ol>

## Appendix 2

# Assessing Implementation of the 2005-2010 and 2012-2015 DEI Strategic Plans

The DEI Unit completed a “scorecard” based on the two previous DEI Plans. The scorecard indicated the following.

- In the 2012-2015 DEI Strategic Plan<sup>56</sup>, there were 5 Desirable Outcomes. In 2016:
  - o None was fully achieved
  - o One (20%) was partially achieved; the remaining four (80%) were not achieved.
- 30 specific actions were recommended in 2012:
  - o One (3%) was fully implemented. This one was a recommendation to “continue” an ongoing practice.
  - o 13 (43%) were partially implemented; 16 (53%) were not implemented or implemented only to a small degree.
- In the 2005-2010 DEI Strategic Plan<sup>57</sup>, there were 9 Desirable Outcomes. In 2016:
  - o None have been fully achieved
  - o Three (33%) were partially achieved; 6 (66%) have seen little or no progress.
- Of the 28 specific actions recommended in 2005:
  - o 4 (14%) were mostly or fully implemented.
  - o 11 (39%) were partially implemented; 13 (46%) were not implemented or implemented only to a small degree.

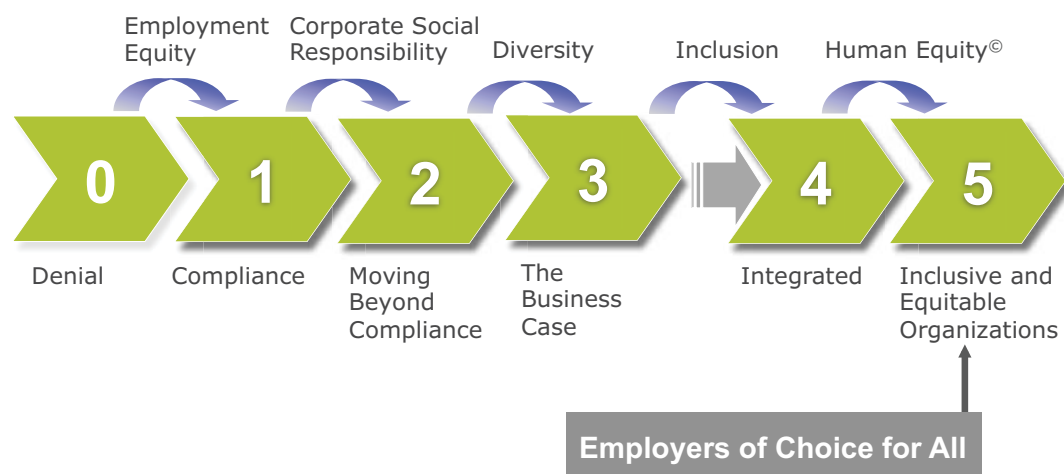
## Appendix 3

# Outcome Measure: Human Equity Continuum for DRPS October 2016

In 1996, the Equity Continuum was introduced in the book *Diversity at Work: The Business Case for Equity* (T.Wilson, Toronto: John Wiley & Sons). The tool provided an efficient assessment framework to assist organizations in rating their diversity, inclusion and equity initiatives. In 2013 the continuum was updated and renamed the **Human Equity Continuum** in the book *The Human Equity Advantage: Beyond Diversity to Talent Optimization* (Wilson, T. Toronto: Jossey-Bass – Wiley).

The Human Equity Continuum has become a recognized industry measurement methodology for initiatives related to diversity, inclusion and human equity. It has been used in Europe to benchmark best practices as well as the measurement template for the annual Canada's Best Diversity Employer's competition. The continuum and TWI's Human Equity Assessment Scorecard allows the organization to obtain a score which represents their current positioning based on the definitions below.

## The Human Equity Continuum®



Source: Wilson, T. *The Human Equity Advantage*. Toronto: Jossey-Bass – Wiley 2013

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There are five stages to the continuum.

### **Stage 1 • Compliance**

These organizations are motivated by compliance. Their aim is to meet their legal or other obligations (e.g., collective agreements, labour laws, contracts), in order to avoid negative consequences. These organizations focus on equality (treating everyone in the same way), rather than diversity (respecting people's differences). Initiatives generally stop if the external requirements driving the initiatives change or fall away. Organizations at this level have primarily a reactive approach to implementing equity initiatives.

### **Stage 2 • Moving Beyond Compliance**

These organizations recognize the value in going beyond simple compliance. They aim to support groups that have been historically disadvantaged, recognizing the benefits to their internal and public image. Equity in these organizations means being seen to “do the right thing for disadvantaged groups”. Initiatives that go beyond compliance generally stop if the leadership or public interest driving those initiatives changes or falls away. These organizations are likely to have one or more diversity initiatives in place, but these are isolated efforts that typically support high visibility programs or the promotion of designated group members into visible positions. No plan is in place to integrate diversity into all aspects of human resource management or the larger organizational culture.

### **Stage 3 • The Business Case**

These organizations understand that certain diversity initiatives can improve organizational effectiveness, recruitment, employee retention, team effectiveness or market related opportunities. They evaluate diversity initiatives qualitatively and quantitatively to identify programs that will positively affect the future viability of the organization. Representation numbers at this stage are a means to an end rather than the focus of the diversity strategy. Initiatives can survive the loss of employee or public interest if the business case driving the initiatives remain valid. These organizations use an inclusive definition of diversity with the vision of creating an environment that is equitable for all.

#### **Stage 4 • Integrated**

These organizations have evolved beyond diversity to inclusion. They have moved beyond a group focus to the individual. They focus on creating a work environment where each person (vs. each group) is recognized and developed, and their talents are routinely tapped in to. They actively practice talent differentiation strategies. They value people because of not in spite of their differences and have moved towards an environment that is equitable for all. They have internalized diversity and inclusion as core values and view human equity as an essential element of sustainable competitive advantage or organizational effectiveness. The commitment to inclusion is not affected by economic trends. They modify the focus on inclusion only to ensure alignment with the organization's core values. They are widely perceived as Employers and Suppliers of Choice.

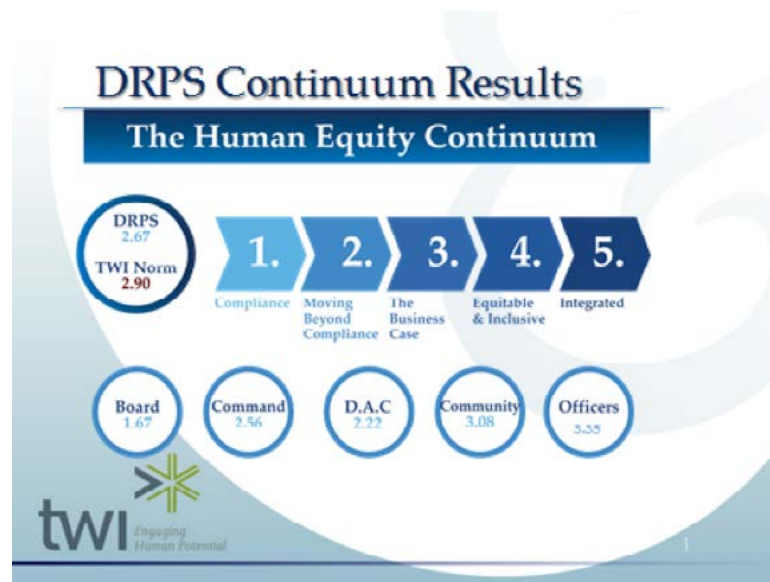
#### **Stage 5 • Equitable And Inclusive**

These organizations have achieved the vision of treating people based solely on the content of their character. They practice human equity by maximizing on all of the intangible assets that people bring to the world of work. They capitalize on individual differences to unleash maximum human potential and self-actualization. They focus on rigorous talent differentiation to create a job/talent fit that allows each employee to utilize their unique strengths, passion, attitude, personality, life experiences and virtue. They have achieved a work environment that is equitable and inclusive for all. Their motivation stems from the principle that human equity is an organizational, community, national and global imperative. These organizations recognize that human equity contributes to a strong economy, which benefits all participants including the organization. They encourage other organizations to move along *The Equity Continuum*<sup>TM</sup>. They are indisputably perceived as the Employer and Supplier of Choice for all.

Throughout this process various stakeholder groups have been asked to rate the DRPS on the continuum. This information was processed through a diversity lens i.e. board, command, officer, DAC and externally by municipality, age, gender, sexual orientation, religion, ethnicity and country of origin.

The idea of looking at this data through a diversity lens is based on the belief that without alignment on where the organization is today, it will be impossible to objectively assess progress three years from now. The diagram below represents the baseline data for specific internal and external DRPS populations of interest.





**Particular attention should be paid to the different perspectives of where the organization is on the continuum according to the DRPS board, DAC Command, the community as represented at Speak Up Durham, fall 2016, and uniformed members.** It is recommended that a session with all three of these groups be conducted to obtain closer alignment on the baseline score. Once this alignment has been achieved then these three groups should align on a goal for the organization over the next three years and communicate this goal to other stakeholders.

### Intangibles in the Promotion Selection Process

*“In a good-to-great transformation, people are not your most important asset. The right people are. In determining “the right people” the good to great companies place greater weight on character attributes than on specific educational background, practical skills specialized knowledge or work experience.”*

The process described in this quote by legendary business author Jim Collins identifies a wider approach to identifying talent that could allow DRPS to diversify its candidate pool for senior positions. It is recommended that DRPS enhance its promotion process which appears to be based on educational and technical qualifications to also consider what used to be thought of as intangible traits such as character virtues, life experience, personality and unique ability. The appendix lists several on-line tools which could be used to create a distinction between “best vs most” qualified candidates for promotion.

## Appendix 4 Success Indicators

### Proposed Evaluation of Success Indicators

On a quarterly basis, each Goal Implementation Team will prepare a brief update for Command on work in progress. On an annual basis (Year-end), each Goal Implementation Team will report to Command. Command will prepare an update for the Police Services Board using the following pages as a template.



### Implementation of Evaluation Plan

- 1 Each Goal Implementation Team will report quarterly on what actions it has taken in achieving the Goal of its theme.
- 2 As best practice in evaluation, it is important to report what results were achieved by the actions taken. Thus for each Goal, there are a number of "Success Indicators" measuring goal achievement.
- 3 Success Indicators: Outcome measures, usually quantitative that reflect the long term goal.

These long term outcome measures often change only slowly over time. In order for the Service, stakeholders and the public to determine in the short term, if the Actions are likely to achieve the longer term goals, it is important to develop Milestone Measures. These are interim success indicators that provide the DRPS with early signs that the Service is moving toward its long term goal.

The following table shows recommended Success Indicators and Milestone Measures for each Goal Implementation Team to consider. Some additional measures are recommended for overall DRPS leadership accountability.

## Leadership Accountability

Measurement Start Year	Milestone Measures (Quarterly DEI Update to Board)	Success Indicators (Annual DEI Report to Board)
2017		Annual DEI Report (Year end 2017–2019)
		Consistency of responses on Human Equity Continuum (Year end 2017–2019)
		Increasing scores on Human Equity Continuum (Year end 2017–2019)
2018	% of PMPs with a diversity goal (based on sample audit) Year end 2018–2019)	
	% of PMPs reporting diverse community engagement activities (based on sample audit) (Year end 2018–2019)	

## Goal 1 • Community Engagement

Measurement Start Year	Milestone Measures (Quarterly DEI Update to Board)	Success Indicators (Annual DEI Report to Board)
2017	<p>Report # of engagements by Chief and Command and sample list of activities (Year end 2017–2019)</p> <p>DAC feedback on engagement of command. (Year end 2017 -2019)</p>	<p>Report on member awareness of community information (Year end 2017–2019)</p>
	<p>Report examples of information requested and provided between Command and DAC (Year end 2017–2019)</p>	<p>Annual Community Diversity progress report using the DEI Strategic Plan as a template. (Year end 2017–2019)</p> <p>Report to Command, the Board, DAC, DRPS members and the priority communities on results compared to goals as planned. (Results of community engagement survey, Human Equity Continuum results, relevant public surveys (e.g., Violent Crime Severity Index) and quantitative provincial safety measures.) (Year end 2017–2019)</p>
	<p>Provide examples of issues raised at Community Forums and DRPS responses. (Year end 2017–2019)</p>	
	<p>Report on member attendance at events and results. (Year end 2017–2019)</p>	
	<p>Report on participation in community events as invited or partnered and on new requests and new activities with the communities (Year end 2017–2019)</p>	
	<p>Report on activities to communicate what has been learned about priority or other communities and examples of information communicated (Q3 2017–Q1 2018)</p>	
	<p>Report examples of member innovations in community engagement. (Year end 2017–2019)</p>	

Measurement Start Year	Milestone Measures (Quarterly DEI Update to Board)	Success Indicators (Annual DEI Report to Board)
2018	Report summary of barriers to community engagement identified and plans to address barriers (Year end 2018, 2019)	Report to Command, the Board, DAC and DRPS members on results of other community engagement initiatives based on measures developed. (Year end 2018–2019)
		Community responses (Human Equity Continuum) (Year end 2018–2019)

## Goal 2 • Workforce Represents the Region

Measurement Start Year	Milestone Measures (Quarterly DEI Update to Board)	Success Indicators (Annual DEI Report to Board)
2017	Report on new hires in 2015 and 2016 compared to current workforce (Q2 2017)	Comparative report on demographics of applicants and sources of applicants. (Year end 2017–2019)
	Report sample list of recruitment outreach activities reaching under-represented groups and youth (Q3–Q4 2017)	
	YIP participant interest in a police career; perceived barriers to a police career and planned response. (Q1 2017)	Year over year comparison of YIP as a source of applicants. (Year end 2017–2019)
	Report from Diversity Competence Implementation team on diversity skills of all those engaged in Talent Acquisition.(Skills acquired and needed) (Year end 2017–2019)	
	Report member innovations in outreach to diverse youth and other diversity community members. (Q2–Q3 2017, Q1 2018, Q1 2019)	

### Goal 3 • Leadership Represents the Region

Measurement Start Year	Milestone Measures (Quarterly DEI Update to Board)	Success Indicators (Annual DEI Report to Board)
2017	Report on sample of PMP year-end goal achievement regarding development opportunities for diverse members. (Year end 2017–2019)	Representation of under-represented groups among applicants for promotion, promotions and in DRPS leadership positions. (Year end 2017–2019)
	Representation of target promotion groups in succession process. (Year end 2017–2019)	Year over year comparison of success of target promotion groups through each step of the promotion process (cumulated year over year if necessary) (Year end 2017–2019)
	Representation of under-represented groups at each point in the 2016 promotion process. (Q2 2017).	
	Report on participation of target promotion groups in development processes. (Year end 2017–2019)	
	Leader and member satisfaction with the development and promotion process by demographic group. Report on responses to issues identified in satisfaction assessment. (Year end 2017–2019)	
	Leader and member satisfaction with developmental process, particularly among members of under-represented groups. (Year end 2017–2019)	
2018	Senior Leadership PMPs include providing development for target promotion candidates (Sample PMPs) Q2–4 2017; Year end 2018–2019.	

#### Goal 4 • Diversity Competent Workforce

Measurement Start Year	Milestone Measures (Quarterly DEI Update to Board)	Success Indicators (Annual DEI Report to Board)
Unknown	Report on evaluation of FIP training. (When completed by external consultant)	
2017	Report examples of exemplary practices from neighbouring Police Services. (Year end 2017–2019)	
2018		Report on quantitative measures of Diversity Competent membership developed by Implementation team. (Year end 2018–2019)

#### Goal 5 • Secure and Supportive Workplace

Measurement Start Year	Milestone Measures (Quarterly DEI Update to Board)	Success Indicators (Annual DEI Report to Board)
2017	Qualitative examples of issues raised at Member Forums and DRPS responses. (Year end 2017–2019)	Member satisfaction (e.g., via Human Equity Continuum survey), particularly among members of under-represented groups. (Year end 2017–2019)
	Qualitative examples of issues and positive ideas brought by demographic support groups and DRPS responses. (Q3 & Q4 2017 and year end 2018–2019)	Member satisfaction (e.g., via Human Equity Continuum survey and Member Survey), particularly among members of under-represented groups.
	Report on strategies from the consultations re balancing work, career and family responsibilities, (Year end 2017)	Year over year comparison of number of internal human rights complaints, grievance related to human rights grounds, and complaints to the Ontario Human Right Commission. (Year end 2017–2019)

Measurement Start Year	Milestone Measures (Quarterly DEI Update to Board)	Success Indicators (Annual DEI Report to Board)
2017		<p>Member satisfaction (e.g., via Human Equity Continuum survey), particularly among members of under-represented groups.</p> <p>Comparison of number of new applicants from target recruitment groups recommended by current DRPS members. (Year end 2017–2019)</p>
		<p>Member satisfaction (e.g., via Human Equity Continuum survey), particularly among women and those with child care responsibilities. (Year end 2017–2019)</p>
		<p>Year by year comparison of relevant responses on the DRPS member engagement survey among parents of younger children by gender. (Year end 2017–2019)</p>
		<p>Member satisfaction (e.g., via Human Equity Continuum survey), particularly among members with disabilities.</p> <p>Year by year comparison of relevant responses on the DRPS member engagement survey among members with disabilities. (Year end 2017–2019)</p>



Measurement Start Year	Milestone Measures (Quarterly DEI Update to Board)	Success Indicators (Annual DEI Report to Board)
2018	<p>Qualitative examples of leadership action to preventing workplace harassment, bullying or poisoned work environment (Year end 2018–2019)</p> <p>Qualitative reports of changes from members who have child care responsibilities. (Year end 2018–2019)</p> <p>Qualitative reports of experiences and satisfaction from members who have disabilities, and those encountering trauma and other mental health disabilities. (Q2–3 2018)</p>	

## Communications

Measurement Start Year	Milestone Measures (Quarterly DEI Update to Board)	Success Indicators (Annual DEI Report to Board)
2017	<p>Report effectiveness of Communications Plan using assessment tools developed. (Year end 2017–2019)</p> <p>Qualitative examples of integration of DEI into general communications. (Q3 2017)</p> <p>Year over year comparison of integration based on measure developed. (year end 2017–2019)</p> <p>Qualitative sample or summary of member feedback about DEI communications (Year end 2017–2019)</p>	

## Appendix 5

### Diversity in the 2015-2016 Constable Selection Process

#### Do Applicants for Constable Positions Represent the Full Spectrum of the Region?


**Starting with the 2015 Constable selection process, each applicant was asked to provide a range of demographic information.** The analysis available at the time of this writing provides information about the applicants as a whole (Tot Apps), applicants who were new to policing (New Apps), applicants who were recruited as experienced officers from other police services (Exp Apps) and, for some groups, the demographic of those hired. This information is compared to the group's representation in the region (based on 2011 Census Canada data<sup>58</sup>).


The database offers opportunities to determine:

- Whether all demographic groups are represented among those hired, and
- Whether any stage of the selection process is a barrier to any demographic group.

#### Reading the Charts

In each chart,

 If the height of an “applicant” bar is lower than the bar for the Durham Region, this shows that the **DRPS is not as effective in recruiting this group as other groups.**

 If the height of the “hires” bar is lower than that of applicants, it shows that there is **some barrier to those applicants in the selection process.**

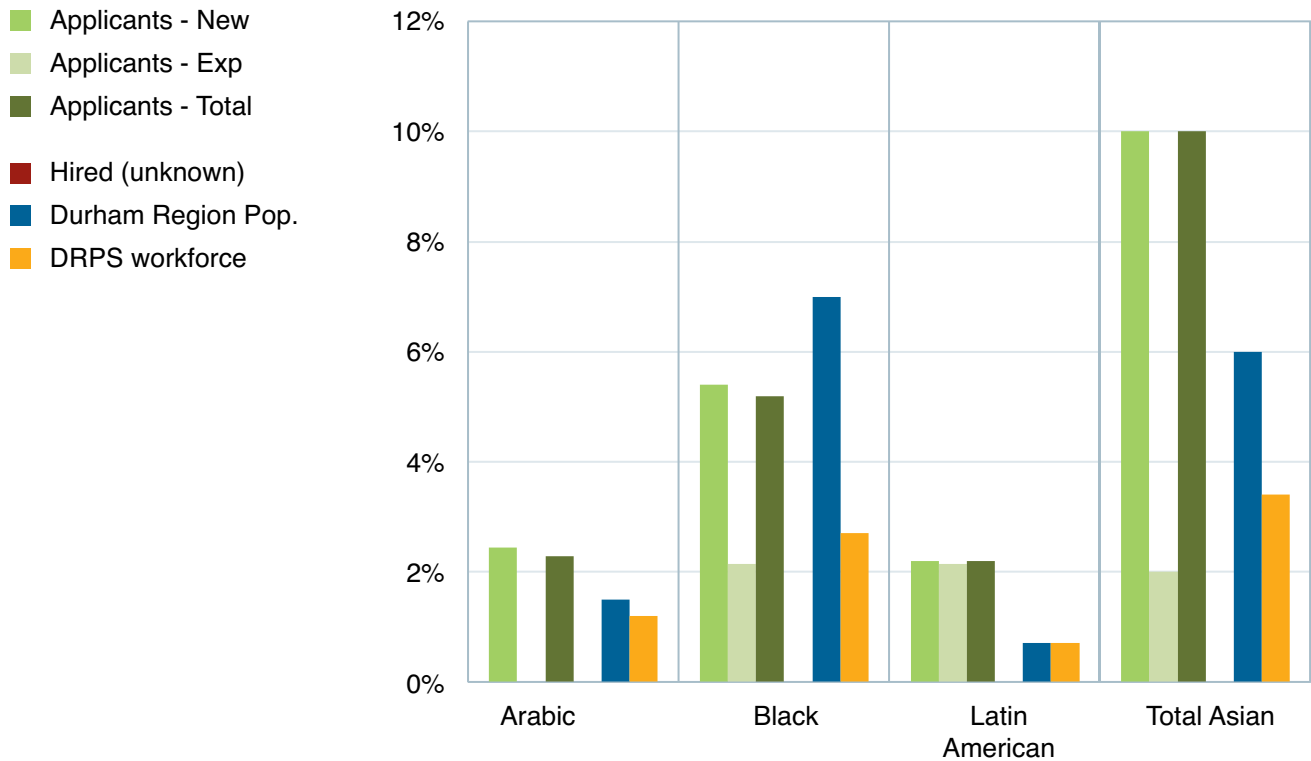
Note that the hiring data is incomplete on some of the sub-groups.

### Representation of Racial/Ethnic Groups

Figure 1, showing the 2015–2016 constable applicants, indicates that:

- Representation of all groups among applicants was higher than their representation as DRPS members, which is positive.
- Those who identify as **Black were under-represented as applicants** compared to the Region’s population. This requires further examination.
- Other ethno-racial groups were well represented among new applicants.
- Only one of the groups (Latin American origins) was well represented among experienced applicants.

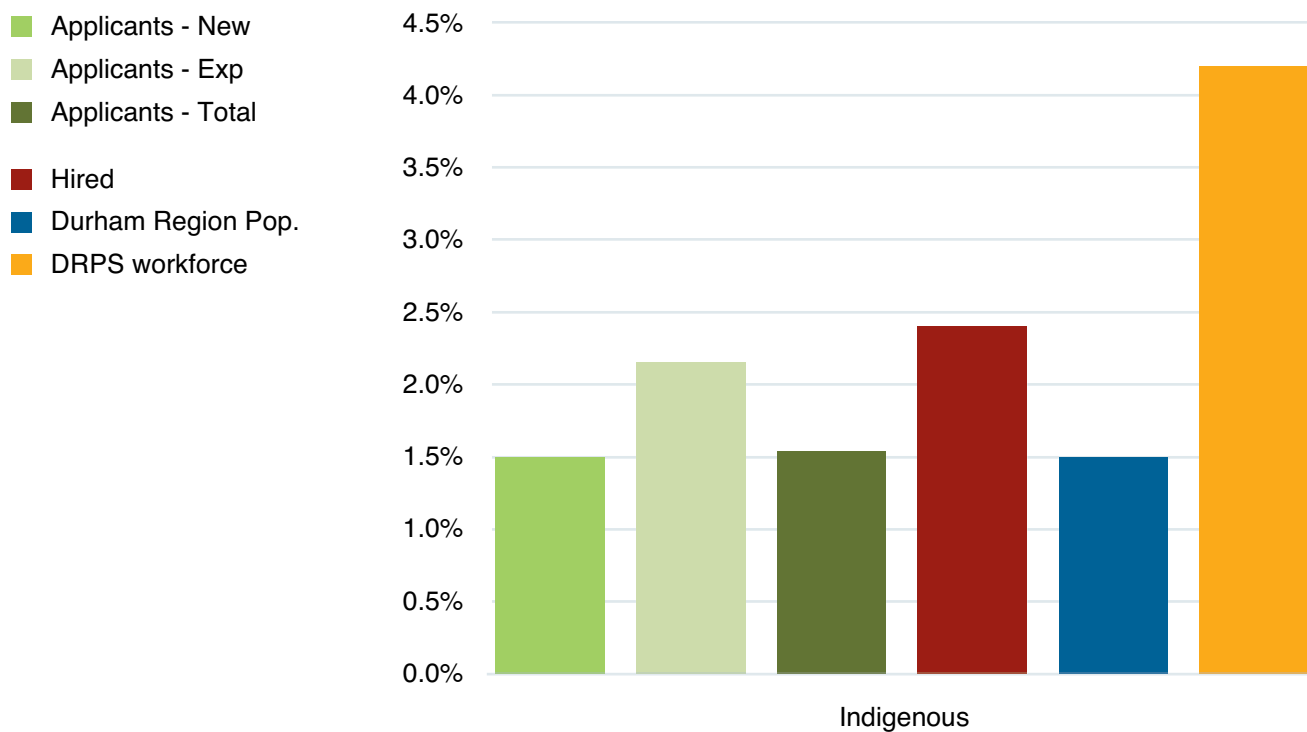
**Figure 1** • Representation of Racial/Ethnic Groups



## Representation of Indigenous Peoples

Figure 2 shows the results of the hiring process for Indigenous Peoples. This analysis indicates that Indigenous Peoples were well represented among applicants for DRPS positions, and were hired in numbers comparable to or above their representation in the population. However, this rate of hiring is below the representation of this group in the current DRPS workforce. In order to maintain current levels of representation, the DRPS will need to recruit and hire more Indigenous members.

**Figure 2** • Representation of Indigenous Peoples

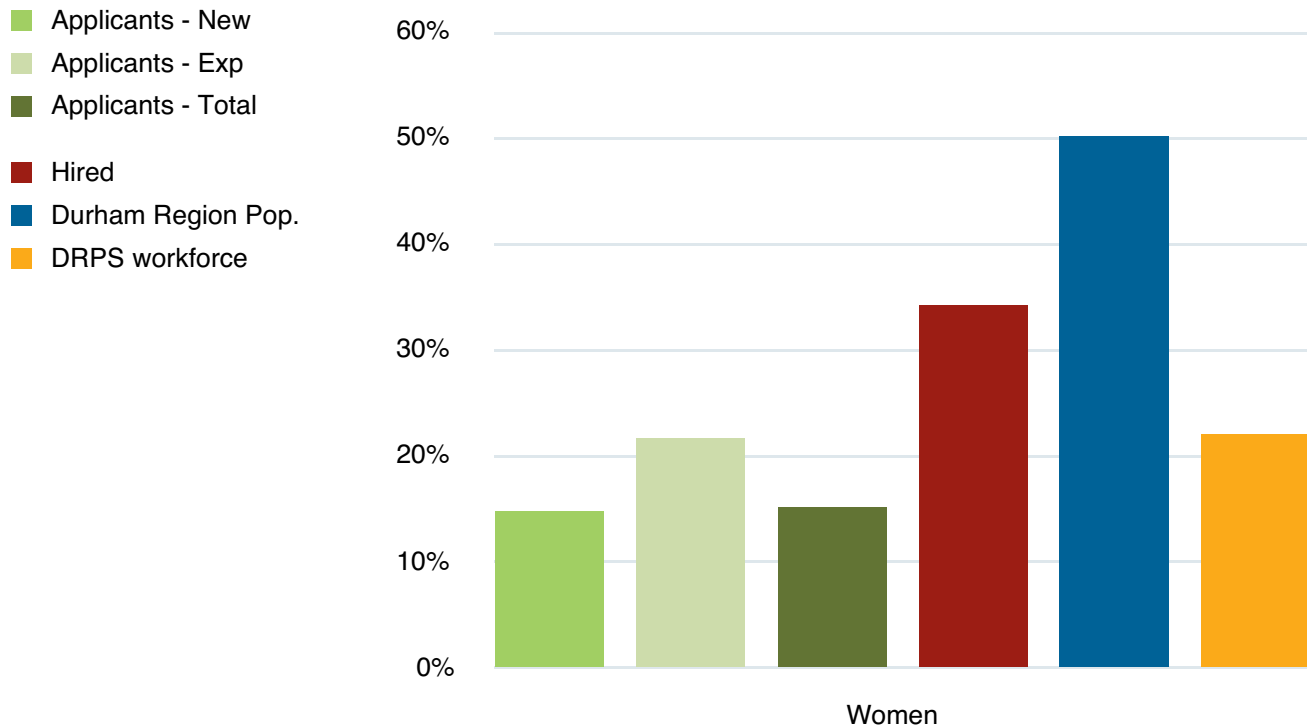


## Representation of Women

Figure 3 shows the representation of women through the application and selection process. The Figure shows:

- Women were better represented among hires compared to their representation in the DRPS workforce, which is positive
- They were very **under-represented among constable applicants and new hires** compared to the population
- They were better represented among hires than among applicants. This suggests that women do well in the selection process
- They were better represented among experienced applicants than among new applicants.

**Figure 3** • Representation of Women



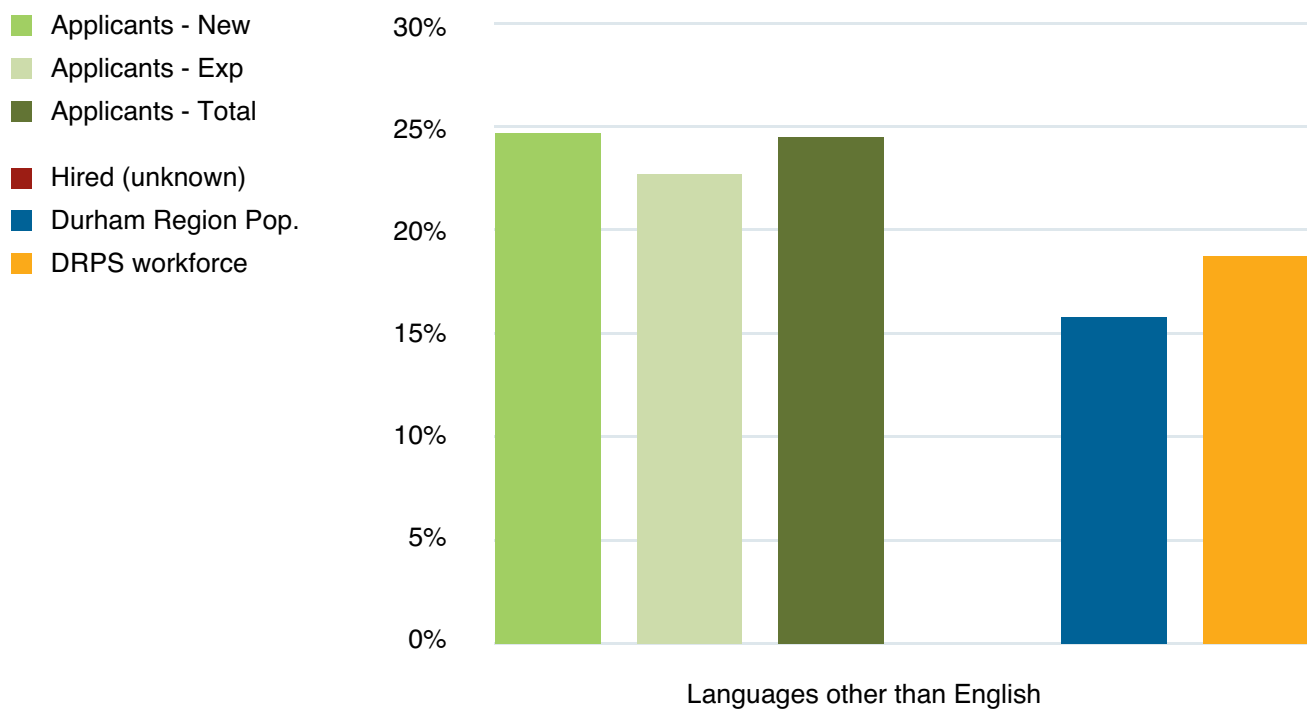
## Representation of Speakers of Non-Official Languages

Figure 4 shows the application process for people with fluency in languages in addition to English. DRPS members frequently noted the need for members who speak languages in addition to English.

Those who speak languages in addition to English appear to be well represented among applicants.<sup>59</sup> Operational requirements may dictate even greater efforts to recruit and hire speakers of non-official languages.

Additional analysis of those hired is required.

**Figure 4** • Representation of Speakers of Non-Official Languages

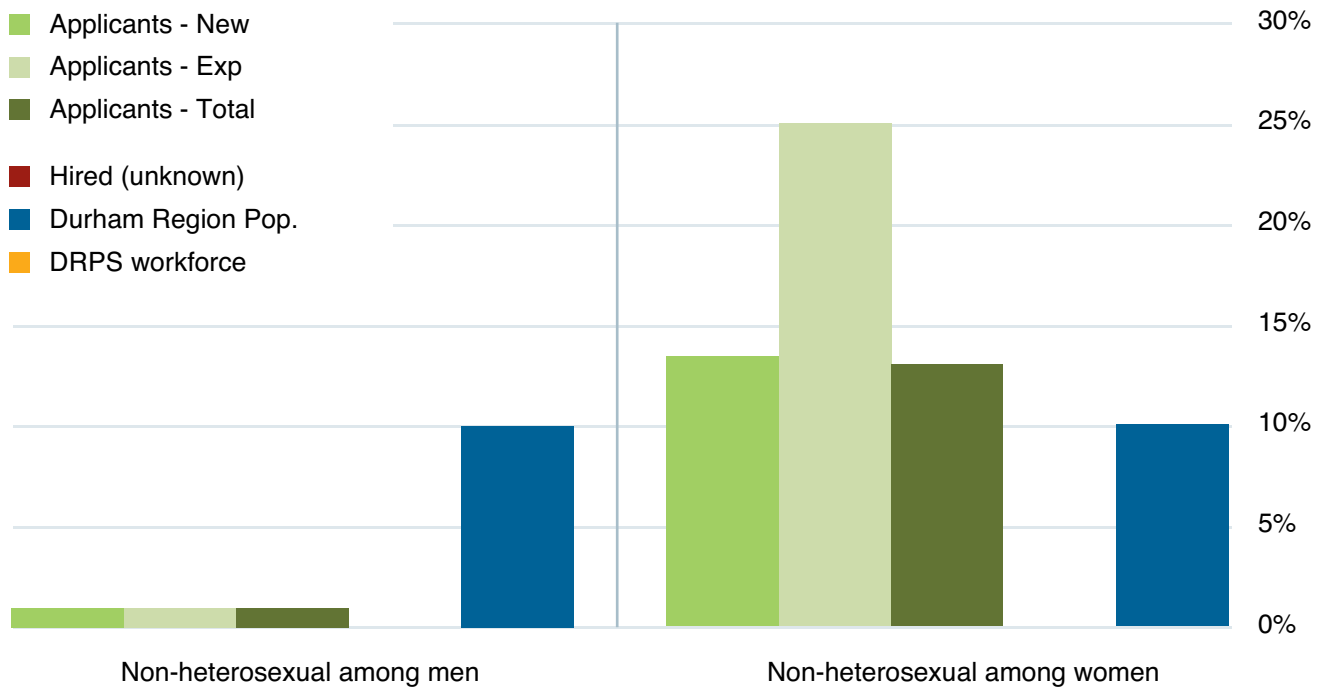


### Representation of Members of the LGBTQ Community

Figure 5 shows the application process for women and men who identified in groups other than heterosexual (LGBTQ). Note that:

- LGBTQ women are well represented among applicants compared to their representation in the Region.
- Men who identify as gay and bisexual are very poorly represented. This requires further investigation.
- Analysis of the data on hires by gender is required.

**Figure 5 • Representation of LGBTQ by Gender**



## Summary of Areas Needing More Attention

- Women, members of the Black community, and LGBTQ men are less likely than others to apply to the DRPS.
- Experienced officer recruits are less likely than new recruits to speak non-official languages. They are less likely to be racialized.
- The selection process may present a barrier to racialized applicants.

This summary suggests the **next steps** in the analysis of the DRPS selection process:

- 1 In subsequent years, continue to add to this valuable database.
- 2 Analyze hiring for the all groups including the LBGQTQ community by gender.
- 3 Investigate potential barriers causing the lack of women, Black and LGBTQ men applicants to the DRPS:
  - Assess the organizational culture with respect to its attractiveness to these groups
  - Assess the extent of outreach to these groups.
- 4 Investigate the extent to which each step in the selection process is a barrier to racialized applicants and any other groups who are under-represented among hires.

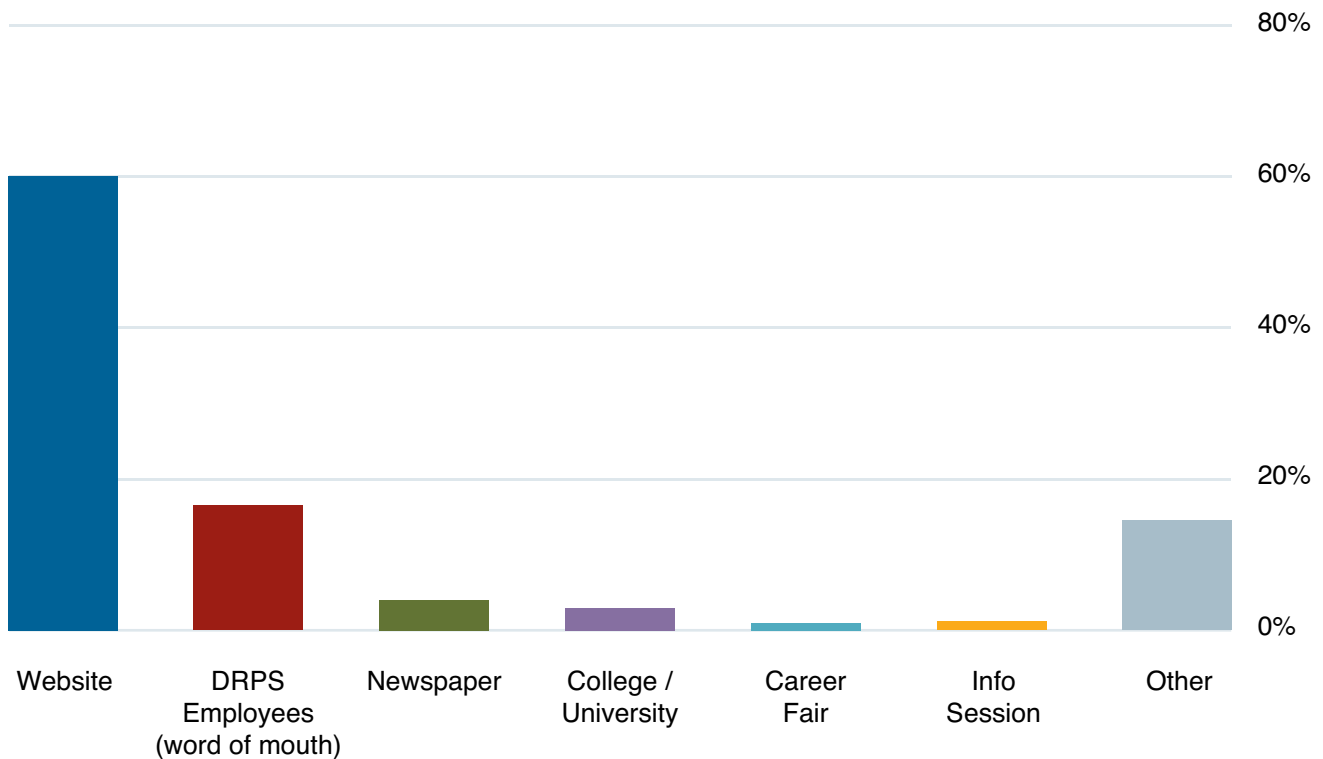


## How Do Applicants Find Out About DRPS Constable Positions

The database provided information on how the applicants heard there were DRPS job openings. This information is particularly useful for planning future outreach to groups currently under-represented among applicants. At DRPS, the groups under-represented among applicants are women, members of the Black community and LGBTQ men. The number of LGBTQ men applicants was so small that the media analysis was not meaningful for this group.

Figure 6 indicates that by far the most important source of information is the DRPS website. Note that “word of mouth” from DRPS employees is also important.

**Figure 6** • Media Sources Where Applicants Learned of DRPS Job Openings



### Media Use by Under-represented Groups

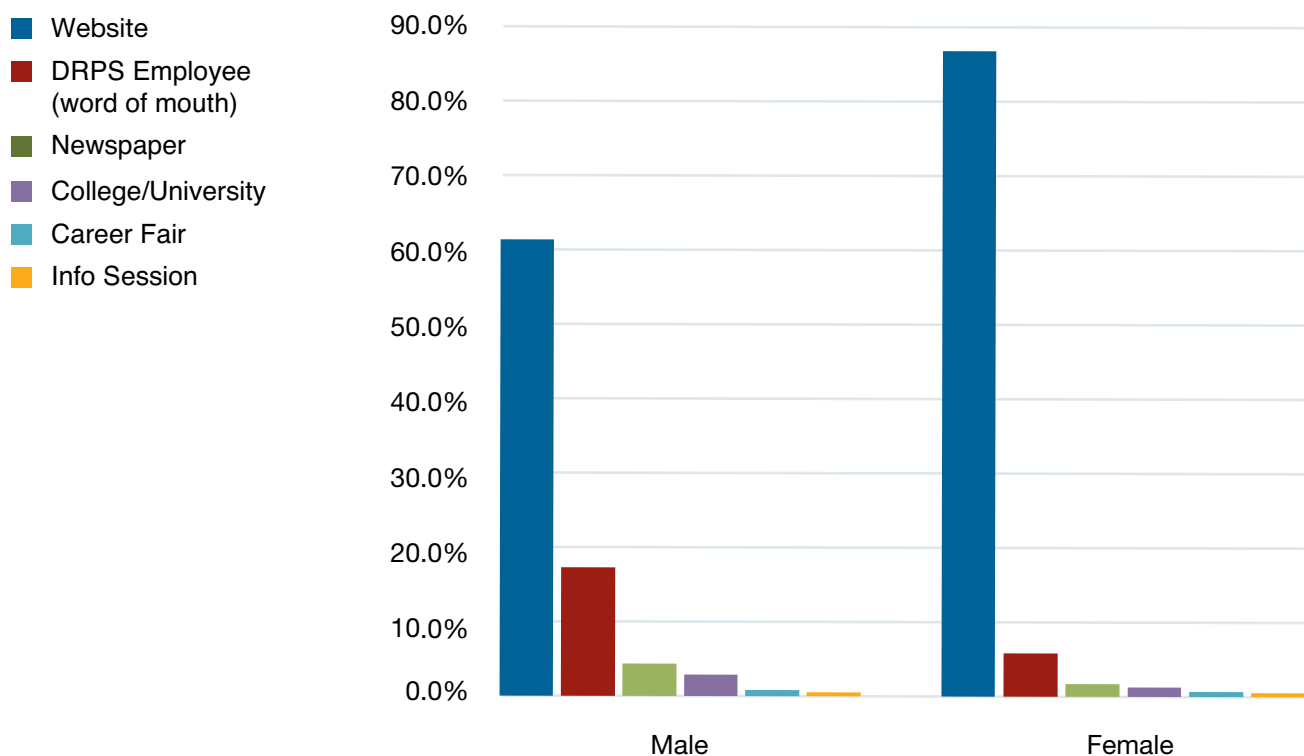
Since the recruitment data indicated that women, members of the Black community, and LGBTQ men are less likely than others to apply to the DRPS, it is helpful to determine if any media are particular sources for these groups. While the data indicates that these are currently not very significant sources for applicants as a whole, they could be used strategically to reach specific under-represented groups.

### Media Use by Gender

Figure 7 indicates that women are more likely than men to find out about jobs through the DRPS website for job information. They are less likely to get information from current DRPS employees. This suggests strategies to reach more women:

- Ensure that the website is attractive and encouraging to women job seekers.
- Encourage employees to recruit more women as constable applicants.

**Figure 7** • Media Sources Used by Men and Women Applicants

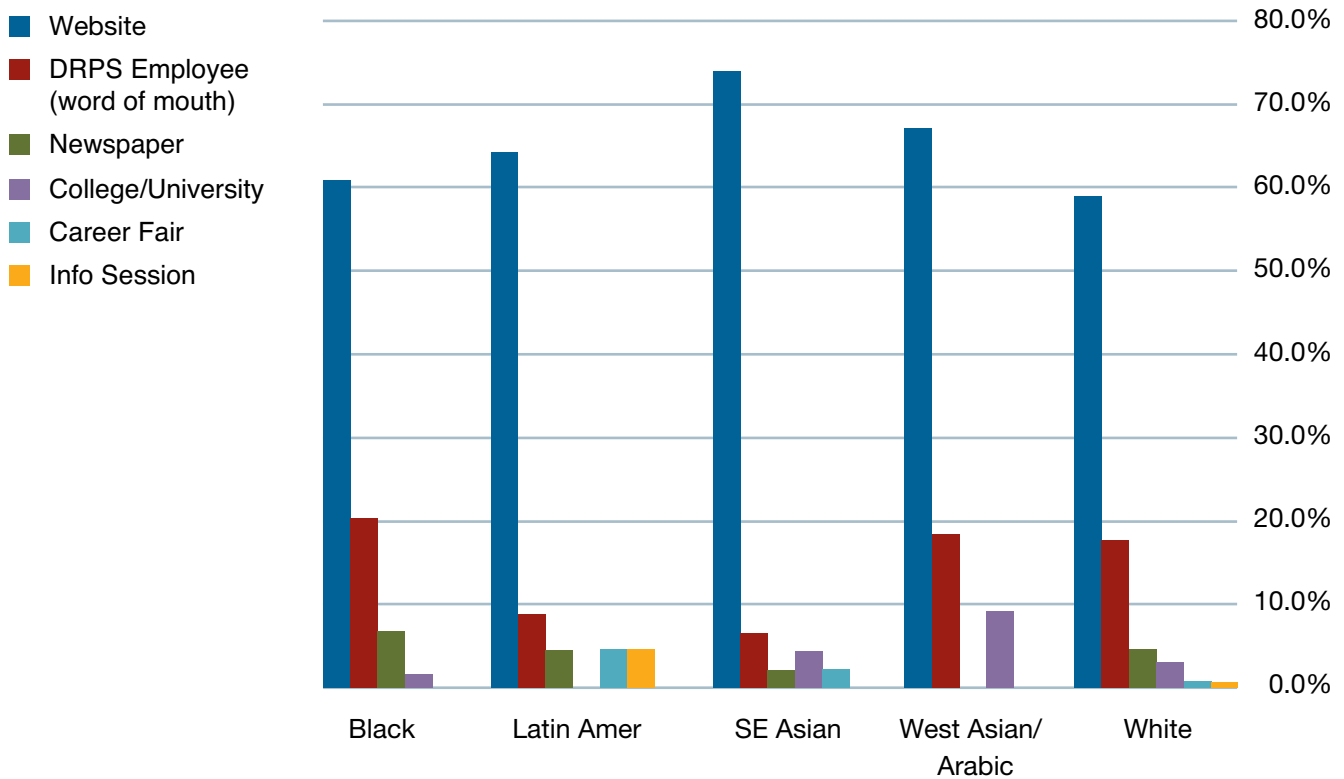


### Media Use by Selected Ethno-racial Groups

Figure 8 shows the media analysis for selected ethno-racial groups, respectively. Note that:

- Applicants who identified as Black were more likely than others to have found out about DRPS jobs from newspapers and through a DRPS employee.
- West Asian/Arabic applicants were more likely to obtain information through college or university sources.

**Figure 8** • Media Sources Used by Various Ethno-racial Groups



## Appendix 6

# Example of a DEI Business Case

### Ottawa Police Service

#### Business Rationale for Becoming Employer of Choice for All



Created by Ottawa Police Service with TWI Inc. in 2005. The OPS Business Rationale for Becoming Employer of Choice for All is intended for discussion purposes only.

#### 1. Meeting Operational Requirements

As the city grows and changes, the OPS must grow and change in order to ensure continuity of effective and efficient law enforcement services. Growth and demographic shifts in the city, technological change, the rise of terrorism and other trends in criminal behaviour are driving the need to diversify and grow the OPS workforce to ensure availability of the skills, knowledge, training, experience and awareness needed to meet operational requirements.

Operational requirements now include new language skills, knowledge and understanding of newly settled ethnic groups, ability to gain the trust of victims who are reluctant to pursue complaints, ability to encourage participation of diverse communities.

#### 2. Competing for Talent

The OPS is operating in a highly competitive labour market. The employment market for law enforcement professionals has expanded in the last five years at a rapid rate and is expected to continue to grow at this pace for the foreseeable future.

Traditional sources of new recruits are increasingly inadequate to meet the demand. To win the war for the best and the brightest police officers and new recruits, OPS needs to adopt measures to find, recruit, retain and provide a satisfying work experience. In order to meet the demand for new recruits with the skills needed to meet operational requirements, the OPS must look beyond traditional sources and recruit from communities that often have not considered a career in law enforcement viable or attractive.

To attract new recruits, we must better relate to that audience. Those we are targeting to become recruits have different values, wants and desires for their career. More than ever, the younger generation is more open to - and expects - diversity in an organization.

### **3. Becoming Employer of Choice**

Now more than ever employers recognize their greatest asset is their workforce. This is true for OPS, which relies on the skills, experience and judgment of its employees to deliver its law enforcement mandate. Building a workplace atmosphere where all employees are valued and respected will improve productivity, lower the cost of turnover, and ensure minimal disruption of succession and promotion planning.

### **4. Achieving Competitive Advantage**

The OPS does not compete in the traditional business sense. But as a public service the OPS is competing vigorously for trust and confidence that plays out in the trades offs and decisions made on behalf of taxpayers.

Policing accounts for XX% of the City's total budget. The OPS annual budget of \$160 million represents one of the largest single expenditures on any municipal service.

The OPS has an impressive track record in this area. During a time when most other public service expenditures were being cut, OPS budgets were being increased. This high valuable asset needs to be protected by ensuring the OPS connection with all the communities it serves is strong and vibrant.

### **5. Protection against Legislative non-compliance**

OPS has a statutory duty to provide certain workplace standards concerning harassment, discrimination on the basis of gender, etc. Already, non-compliance with these obligations has cost OPS thousands of dollars in settlements.

## Endnotes

- 1 DRPS website. [www.drps.ca/internet\\_explorer/mission.asp](http://www.drps.ca/internet_explorer/mission.asp) accessed Nov 14 2016.
- 2 “A shift from traditional to community policing involves a change in a department’s orientation, emphasis, community relations, geographical organization, power base, and recruitment and training . . . incorporates a mixture of order maintenance and community service . . . responsibility for community relations is on every officer . . . emphasis shifts from one of bureaucratic process to concrete results, and the power base shifts from complete police control to a shared power with the community.” Woods, 1996 as quoted in Department of Justice. Police Discretion with Young Offenders. 7.0 Support for community policing. [www.justice.gc.ca/eng/rp-pr/cj-jp/yj-ij/discr/org/supp-appu.html](http://www.justice.gc.ca/eng/rp-pr/cj-jp/yj-ij/discr/org/supp-appu.html) Accessed Sept 5 2016
- 3 Department of Justice. *Op. cit.*
- 4 The Durham Regional Police Service Diversity Advisory Committee was established in order to deal with issues that impact our diverse community. The appointed citizens to the committee sit as a consultative and advisory body to the Office of the Chief of Police. Internal memo. Jul 25, 2012.
- 5 The previous membership survey in 2006 had a low (56%) return rate but suggested under-representation of ethno-racial groups and women. A new survey is planned for October 2016. There was a hiring freeze from 2010 to 2015.
- 6 DRPS Interviews 2016.
- 7 DRPS website *op.cit.*
- 8 Durham Regional Police Service Draft 2017-2019 Business Plan, pg. 10.
- 9 DRPS website *op.cit.*
- 10 DRPS website *op. cit.*
- 11 Request For Proposal: Diversity, Equity and Inclusion Strategic Plan, RFP Reference Number: DISP-2016-1
- 12 Diversity and Immigration Community Plan (2016-2019). Local Diversity and Immigration Partnership Council. [www.durhamimmigration.ca/about/community\\_plan/Pages/default.aspx](http://www.durhamimmigration.ca/about/community_plan/Pages/default.aspx)
- 13 E.g., Statistics Canada (2012) [www.statcan.gc.ca/eng/dai/smr08/2015/smr08\\_203\\_2015#a3](http://www.statcan.gc.ca/eng/dai/smr08/2015/smr08_203_2015#a3); ; Communities Involved Committee Downtown Oshawa Safety Survey Results – July 2015 Accessed July 28 2016.
- 14 No documents provided.
- 15 Laws, J. Durham Regional Police Service (DRPS) Diversity Competence Environmental Scan and Evaluation Project. Current State Report. Graybridge Malkam, 2011.
- 16 Durham Regional Police Service Draft 2017-2019 Business Plan (2016).
- 17 Durham Regional Police Service Draft 2017-2019 Business Plan (2016) page 10.
- 18 Laws, J. *op. cit.*
- 19 Although uniformed recruitment was suspended from 2010 to 2015, civilian recruitment resulted in continuing increase in diversity for the Service as a whole.

- 20 Wilson, T. *The Human Equity Advantage*, 2013.
- 21 Wilson, T. *op.cit.*
- 22 Van Korlaar, C. *Guide to Creating Mission & Vision Statements*. 2012. [topnonprofits.com/vision-mission](http://topnonprofits.com/vision-mission) Accessed Oct 3 2016.
- 23 Ben-Porat, G. *Policing Multicultural States: Lessons from the Canadian Model*. Immigration, Minorities and Multiculturalism In Democracies Conference Ethnicity and Democratic Governance MCRI project October 25-27, 2007/ Montreal, QC, Canada [www.queensu.ca/csd/sites/webpublish.queensu.ca.csdwww/files/files/publications/wps/6-EBen-Poratpaper.pdf](http://www.queensu.ca/csd/sites/webpublish.queensu.ca.csdwww/files/files/publications/wps/6-EBen-Poratpaper.pdf) Accessed Sept 7 2016
- 24 The Mental Health Response Unit, (MCIT (Mobile Crisis Intervention Team)). See DRPS website. [www.drps.ca/internet\\_explorer/our\\_organization/unit.asp?Scope=Unit&ID=78](http://www.drps.ca/internet_explorer/our_organization/unit.asp?Scope=Unit&ID=78) Accessed Dec 8 2016.
- 25 See best practices model: Russell, H.C. & Taylor, N.E. *New Directions in Community Safety*. The Ontario Working Group on Collaborative, Risk-Driven Community Safety. 2014. (Report on file)
- 26 DRPS Mental Health Unit [www.drps.ca/internet\\_explorer/our\\_organization/unit.asp?Scope=Unit&ID=78](http://www.drps.ca/internet_explorer/our_organization/unit.asp?Scope=Unit&ID=78) Accessed Sept 15 2016
- 27 The Ottawa Police Service model is described in: Hylton, J.H. *Canadian Innovations in the Provision of Policing Services to Aboriginal Services*. Paper on file.
- 28 Hylton, J.H. *Canadian Innovations in the Provision of Policing Services to Aboriginal Peoples*.
- 29 Kirkup, K. *Practices in Policing and the LGBTQ Communities in Ontario*. An OACP Resource Document Produced by the OACP Diversity Committee, 2013 [www.oacp.on.ca/Userfiles/Files/NewAndEvents/OACP%20LGBTQ%20final%20Nov2013.pdf](http://www.oacp.on.ca/Userfiles/Files/NewAndEvents/OACP%20LGBTQ%20final%20Nov2013.pdf) Accessed Sept 8 2016
- 30 National Centre for Women & Policing. *Recruiting and Retaining Women. A Self-Assessment Guide for Law Enforcement*. [www.womenandpolicing.org/sag.asp](http://www.womenandpolicing.org/sag.asp) Accessed July 23 2016
- 31 Hylton, J.H. *op.cit.*
- 32 Personal communication, Nov 2016.
- 33 Appendix 5 provides a partial analysis of these demographics from the 2015/16 DRPS Constable recruitment. This can serve as a model for future tracking.
- 34 Changes to the YIP program must be consistent with specific criterion required by the funders.
- 35 US Department of Justice. Office of Community Oriented Policing Services. *Mobilizing the Community for Minority Recruitment and Selection Strategy to Leverage Community Assets to Enhance Recruitment and Placement of Minorities*. [www.theiacp.org/Portals/0/pdfs/WhatsNew/FinalCLPReport.pdf](http://www.theiacp.org/Portals/0/pdfs/WhatsNew/FinalCLPReport.pdf) Accessed July 21 2016.
- 36 Institute for Women in Trades, Technology and Science (special section for Women in Law Enforcement) [iwitts.org/projects/law-enforcement](http://iwitts.org/projects/law-enforcement) 2016 Accessed July 23 2016.

- 37 This is required of all federal government departments, and all private sector employers who look for large government contracts (e.g., University of Western Ontario, KPMG, Capital One, GE Hitachi)
- 38 Gallup online [www.gallup.com/topic/employee\\_engagement.aspx](http://www.gallup.com/topic/employee_engagement.aspx) Accessed Sept 6 2016.
- 39 For discussion of measuring virtues in promotion process, see Wilson, T. *The Human Equity Advantage. Op.cit.*
- 40 Personal interview. 2005.
- 41 Shusta, R.M., Levine, D.R., Wong, H.Z., Olson, A.T. & Harris, P.R. Multicultural Representation in Law Enforcement: Recruitment, Retention, and Promotion. In: *Multicultural Law Enforcement: Strategies for Peacekeeping in a Diverse Society*, Fourth Edition, Pub: Prentice Hall. by Pearson Education, Inc. [wps.pearsoncustom.com/wps/media/objects/10774/11033223/CJ310\\_Ch03.pdf](http://wps.pearsoncustom.com/wps/media/objects/10774/11033223/CJ310_Ch03.pdf) 2008 Accessed July 21 2016.
- 42 Personal communication, October 2016.
- 43 CIPD. Employee Engagement Factsheet. 2015. [www.cipd.co.uk/hr-resources/factsheets/employee-engagement.aspx](http://www.cipd.co.uk/hr-resources/factsheets/employee-engagement.aspx) Accessed July 23 2016.
- 44 Gallup online *op. cit.*
- 45 Moreland, J. The Costs of Ignoring Employee Engagement.2013. [www.fastcompany.com/3009012/the-costs-of-ignoring-employee-engagement](http://www.fastcompany.com/3009012/the-costs-of-ignoring-employee-engagement) Accessed Sept 6 2016
- 46 Riffkin, R. & Harter, J. Using Employee Engagement to Build a Diverse Workforce. Gallup online. [www.gallup.com/opinion/gallup/190103/using-employee-engagement-build-diverse-workforce.aspx](http://www.gallup.com/opinion/gallup/190103/using-employee-engagement-build-diverse-workforce.aspx) Accessed Sept 6 2016.
- 47 Employee Satisfaction Survey, 2016.
- 48 While there is a DRPS workplace harassment/discrimination process in place, it would be helpful to review its effectiveness.
- 49 For example, the Toronto Police Service lets individuals formally develop “Internal Support Networks” to act as affinity groups for its members including Black, Women’s, Filipino and LGBTQ Networks. Ministry of Labour *op.cit.*. Another example is A.B.L.E. The Association of Black Law Enforcers. [www.ablenet.ca](http://www.ablenet.ca) Accessed July 23 2016.
- 50 Handbook on file with DRPS DEI Unit.
- 51 Hein, C. & Cassirer, N. *Workplace solutions for childcare*. International Labour Office, Geneva, Switzerland. 2010. [www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms\\_110397.pdf](http://www.ilo.org/wcmsp5/groups/public/@dgreports/@dcomm/@publ/documents/publication/wcms_110397.pdf) Accessed July 23 2016.
- 52 Riffkin, R. & Harter, J. *op. cit.*
- 53 In the Appendix, measures of both Goals and Milestones are proposed. In a few cases, the Goal Implementation Group is charged with developing milestone measures that will suggest progress is being made.
- 54 See best practices model: Russell, H.C. & Taylor, N.E. *New Directions in Community Safety*. The Ontario Working Group on Collaborative, Risk-Driven Community Safety. 2014. (Report on file)



- 55 Wilson, T. *op.cit.*
- 56 Laws, J. DRPS 2012 – 2015 Diversity and Inclusivity Strategic Plan.
- 57 Laws, J. *op.cit.*
- 58 The 2011 Census is considered to significantly under-estimate the racial, ethnic minority and immigrant populations in the region.
- 59 The comparison is not exact since the available research was based on mother tongue while the DRPS survey was based on (current) fluency.