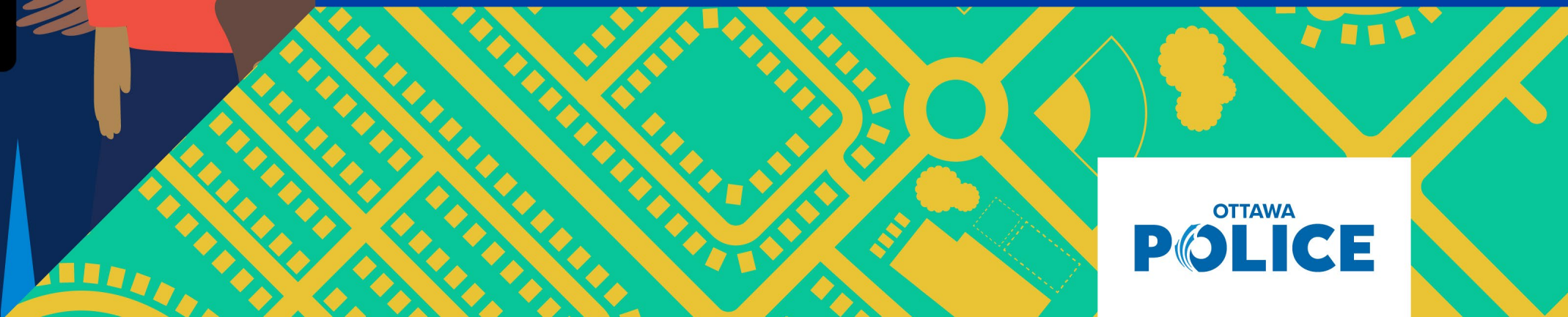




# Safe Workplace Program

*Ottawa Police Services Board -  
Human Resources Committee*

**February 16, 2024**



# Safe Workplace Program Journey

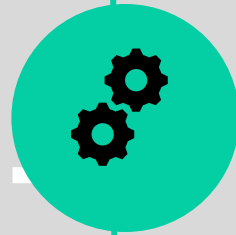
2020/2021



## Call To Action

- OPS Exec & OPSB Partnership established
- Project initiation & Strategy build out
- Pillar Development
- Rubin Thomlinson Pilot Begins
- RT Assessment report received (2021)

2022



## Program Approval & Implementation Activities

- Program Foundational work commences
- Onboarding of investigative office – Oct. 2022
- RT Pilot ends- Oct 2022

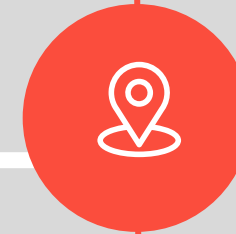
2023



## Completion of Foundational Activities

- RT Recommendations – Implemented
- Governance & Policy Documentation created and implemented
- Challenges with previous investigation models
- Consultation with Respectful Workplaces in Policing

2024



## Understand, Prevent & Restore

- Raising internal awareness
- Re-establishment of advisory group engagement
- Build toward a program Evaluation

# SWP Overview- Key Changes

- The pillars in the new program structure have remained the same.
- This approach ensures continual cross-directorate engagement, unwavering support from Senior Leadership and a coordinated response to each of the program elements.
- The new SWP investigative model facilitates better adherence to the legislative requirements under Part V of the PSA and ensures procedural fairness for all parties involved through the enhanced structure of the Triage and Resolution Committee.
- This program plays a critical function in ensuring that issues are investigated through the appropriate framework from the onset and is well situated to respond to the CSPA changes upcoming in 2024.
- The new program focuses on a continuum of dispute resolution mechanisms without an exclusive use or emphasis on investigations.

# Program Foundations



## Understand

Focuses on building the organization and member's understanding of the overall issues at OPS, the future state program and evaluation strategy.



## Prevention

Focuses on the prevention of sexual violence and harassment from occurring and actively taking action to strengthen the culture of OPS and improve the workplace environment.



## Support

Seeks to identify opportunities to provide support services and heighten the available support systems in place, from an accessibility and service perspective to members involved in a workplace matter.



## Respond

Focuses on three core functions: the intake of complaints, the investigation process and the resolution process.



## Restore

Focuses on adopting practices that restore members' confidence and trust in the Service, their colleagues and the Program.

**Advancing Workplace Culture**

- OPS is committed to increasing the level of understanding related to the cultural challenges within the organization.
- The Program has built out the associated policies and processes and defined the roles and expectations of all members, managers, supervisors and leaders.
- The Understand Pillar will continue to play a key role in understanding the needs of the organization. As new trends emerge, this pillar is responsible for ensuring the continuous improvement of the program and the development of a comprehensive evaluation strategy for 2025.

- Prevention initiatives have been focused on the development and implementation of:
  - Active Bystandership for Law Enforcement (ABLE) training
  - Applying an EDI Lens on promotional processes, HR-related policy developments and revisions, Performance Management Process updates, and a new Code of Professional Ethics
  - Employment Systems Review to proactively identify systemic barriers and other DRIVE2 initiatives
  - Champions of Professional Practice (COPP)

- Timely access to the right support services is paramount within this program. A number of wellness initiatives have been implemented to date to widen the reach of the Wellness team and to increase the accessibility of support services.
- Enhanced organizational awareness and collaboration on Program related files through an enhanced case management system that spans all SWP business lines.

## **Wellness Program Evaluation**

- As part of our commitment to increasing the mental health supports available to OPS members, OPS is engaging in a third-party Wellness Program Evaluation to help inform future mental health investments.
- OPS is partnering with the OPA and the SOA on the Wellness Evaluation to ensure the right breadth and depth of support options are available for the members.

# Respond

- The Complaint process includes:
  - Intake
  - Triage
  - Referral
  - Resolution
- Within this process, a continuum of resolution options is made available at every stage of the process
- Updated policy framework with investigative thresholds for all SWP complaints.



# Investigative Thresholds

- Complaints of workplace harassment, discrimination, violence, and reprisal, will be assessed for the appropriateness of an investigation, based on the definitions contained in the *Occupational Health and Safety Act (OHSA)* and the *Ontario Human Rights Code*.
- Investigative resources will be managed by the Program Manager, Safe Workplace Program to conduct investigations in accordance with best practices.
- Investigations will be conducted in those circumstances where it is determined at the Triage and Resolution Committee that the complaint meets the investigative thresholds as legislated in the OHSA.

- Restoration takes an integrative approach that focuses on restoration of both the *individual* and the *work environment* by:
  - Restoring members' confidence, wellness, and trust in the Service, their colleagues, and the Program and;
  - Addressing identified workplace inequities and systemic barriers, leveraging EDI-related initiatives included in the Service's DRIVE2 Strategy.
- Restoration is aimed at improving internal relationships, member wellness, and equity in employment. The approach:
  - Helps members work through issues in a safe, positive, and collaborative manner and focuses on trust, wellness, and relationship building and the identification of deliberate positive outcomes.
  - Helps the organization improve equity and inclusion within the Service by ensuring any systemic barriers or inequitable practices experienced by a member of the Service are identified and addressed.

# REPORT ALL INCIDENTS OF WORKPLACE HARASSMENT, DISCRIMINATION, VIOLENCE AND REPRISAL

WE ALL DESERVE A SAFE WORKPLACE.

Information on how to report is available on  
the Safe Workplace Program wiki page:



[SAFEWORKPLACEPROGRAM@OTTAWAPOLICE.CA](mailto:SAFEWORKPLACEPROGRAM@OTTAWAPOLICE.CA)

613-784-9706



Questions?