

Report to / Rapport au:

**OTTAWA POLICE SERVICE BOARD
COMMISSION DE SERVICE DE POLICE D'OTTAWA**

28 October 2024 / 28 octobre 2024

Submitted by / Soumis par:

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**SUBJECT: SAFE WORKPLACE PROGRAM ANNUAL REPORT (OCTOBER 2023
TO SEPTEMBER 2024)**

**OBJET: PROGRAMME DE SÉCURITÉ AU TRAVAIL- RAPPORT ANNUEL DE
2023 – 2024 (OCTOBRE 2023 À SEPTEMBRE 2024)**

REPORT RECOMMENDATIONS

That the Ottawa Police Service Board receive this report for information

RECOMMANDATIONS DU RAPPORT

Que la Commission de service police d'Ottawa prenne connaissance du présent rapport à titre d'information.

BACKGROUND

As per the Ottawa Police Service Board policy CR-1 Positive Workplace, it is the responsibility of the Chief of Police to submit an annual report to the Board, specifically to address the requirement to ensure that there are procedures or practices in place that contribute to a positive and respectful workplace. Remaining Policy CR-1 requirements are reported to the Board through separate reporting mechanisms throughout the calendar year in alignment with the Board's annual Calendar of Monitoring Requirements.

The Ottawa Police Service (OPS) is committed to fostering a safe, equitable, healthy and respectful workplace for all members, which has led to the development of the Safe Workplace Program (SWP).

This report provides the Board with updates related to the Service's SWP and outlines usage and outcomes of the program.

DISCUSSION

Overview: Safe Workplace Program

In October 2023, a revised SWP structure was presented to the Board, the Senior Officers Association (SOA), the Ottawa Police Association (OPA), and the Service. As part of this new structure, a Program Manager, SWP was established to administer the internal complaint process and ongoing monitoring, evaluation and reporting on the Program's effectiveness. This change has been effective in coordinating the work of the SWP's various Program pillars and providing a transparent and consistent service to the members.

The program functions continue to be shared between the Human Resources and Respect Values and Inclusion Directorates. The Service has maintained the five-pillar approach (Understand, Prevent, Support, Respond, and Restore) which encompasses a holistic approach to improving workplace culture.

Over this reporting period, deliberate steps have been taken by the Service to balance the prioritization of all five program pillars as well as the continuum of resolution options available for all members.

Program Activities 2023-2024

Understand Pillar

The understand pillar focuses on facilitating organizational understanding and managing program effectiveness to identify early opportunities for improvement and integration within all pillars. The following provides a summary of the progress made on the foundational activities in this area:

1) Policies and Procedures

In December 2023, the OPS launched the Workplace Harassment, Violence, Discrimination and Reprisal Policy, the Equitable Workplace Policy, and the Core Human Rights Policy.

These policies are designed to uphold our commitments under the Ontario Health and Safety Act and the Human Rights Code, fostering a workplace that is free from harassment, violence, discrimination, and reprisal.

To support member awareness of the program, including the reporting and investigative processes, a Complaint Guide was published and shared with all members, which includes the processes of complaint intake, triage, investigation, and resolution.

It is important to note that with the implementation of the new Community Safety and Policing Act (CSPA) in April 2024, the program has remained vigilant in its ability to manage the new reporting member conduct requirements under section 183. Work is well underway to review the revised policies and procedures mentioned above and to update them in accordance with the new legislative requirements.

2) Monitoring and Reporting

The program has now fully implemented case management systems across each pillar to support a structured approach to data collection, identification of key themes and strengthened responsiveness to emerging challenges.

Monitoring effectiveness of the program is crucial for ensuring continuous improvement. Work is underway to develop a scope of work to initiate an independent review of the program in 2025. The results of this assessment will provide clear recommendations for the future development of the program, including recommendations on program structure and resources.

Prevention Pillar

The Program's prevention strategy seeks to provide proactive initiatives and awareness building to prevent discrimination, violence, reprisals, and harassment from happening in the workplace. It also takes steps to improve and enhance the culture of the organization and create a better work environment. The following provides a summary of the progress made on the foundational activities in this area:

1) Awareness Campaign

Within this reporting period, the program has prioritized making information about the program more accessible. To support these efforts, a year-long awareness campaign was designed and implemented that promotes member awareness through multiple channels and provides opportunities for continual dialogue and feedback on the program.

The Program has delivered numerous presentations at internal events, engaging participants from various ranks and directorates. This has included Champion of Professional Practice (COPP) meetings, Joint Senior Officer Supervisor and Manager meetings, and a SWP Training Day.

2) Code of Professional Ethics:

The OPS is committed to upholding high professional standards that align with the Service's core values. To this end, the Service created a Code of Professional Ethics, launched in April 2024, which provides all members with clear expectations for their behavior. The Code of Professional Ethics is aspirational and instills a sense of unified commitment to guide the conduct of all members, influence workplace culture, and outline an ethical framework that helps each member in delivering services to the community and interacting with colleagues in a professional, ethical, equitable, and inclusive manner.

3) Application of EDI Lens

As supported through the revised Equitable Work Environment Policy, the Service has diligently applied an EDI Lens to the SWP work at various levels. This has been done in an effort to proactively address all forms of potential discrimination in employment opportunity related practices and decision-making. The Lens supports equitable and inclusive processes that address systemic inequities and provides guidance to advance equity within the OPS.

4) Champions of Professional Practice (COPP)

Through the Spark Strategy initiative, the Service developed the Champions of Professional Practice (COPP). This is comprised of a group of members both sworn and civilian from all ranks who are ambassadors for the Strategy, and act as force multipliers for positive culture change and engagement.

5) Training:

Throughout this reporting period, the OPS has worked diligently to continue training efforts. The Active Bystandership for Law Enforcement (ABLE) training began as a pilot project in October 2022 and was completed in July 2024, with over 1900 members trained. This training will now be part of the library of training offered to all new employees/recruits.

The Program has engaged the support of our internal curriculum designers to develop new training on workplace harassment, discrimination, violence, and reprisals, and clarify their duties under legislation.

Additionally, the Service has delivered Ethical Leadership and Conflict Management to new recruits and new supervisors and has provided specialized training to requesting sections.

6) Ethics and Risk Detection

During this reporting period, we have completed the necessary groundwork to initiate a six-month pilot project, set to launch in Q1 2025, aimed at implementing a technology-based risk detection system utilizing IAPro. The primary objective of this pilot is to identify and highlight organizational cultural risks.

Support Pillar

The support strategy seeks to support all members involved with the Program processes. This pillar plays a crucial role in helping members navigate the processes and cope with any challenges they may encounter. This work can take on several forms including:

Reintegration: Assisting members in transitioning back to work after an absence or resolution of a workplace issue.

Peer Support: Providing emotional and practical support from colleagues who have undergone similar experiences.

Safety Programs: Ensuring that safety protocols are in place and adhered to.

Abilities Management: Offering support during medical absence and during a Return to Work (RTW) process.

The following provides a summary of the progress made on the foundational activities in this area:

1) Wellness Evaluation:

In Q1 of 2024, the Service engaged in co-development of a scope of work with the Ottawa Police Association (OPA) and Senior Officers Association (SOA). This marked the beginning of a vendor selection process to retain a third-party evaluator to lead the Wellness Evaluation. MNP was selected as the successful vendor and has recently commenced its review.

MNP will thoroughly review all current and planned wellness programming at the OPS. The evaluation aims to assess the effectiveness of the current programming and improve support systems for maintaining and enhancing well-being, with the following key objectives:

- Enhanced Support;

- Early Recognition, and implementation of Evidence-Based Practices; and
- Safe Reintegration Practices.

Following the completion of this review in Q4 of 2024, the recommendations will inform the development of a renewed wellness strategy which will be co-developed by the OPS, OPA and SOA in 2025.

2) Enhanced Mental Health Support Offerings

In 2023 and 2024, the Service actively increased the mental health support offerings available for members. The OPS has engaged in a partnership with Wounded Warriors Canada which has supported the Wellness team to utilize the use of a service dog for critical incidents, debriefs, return to work meetings and other wellness related events. Additionally, the OPS has trained 25 members to deliver the Wounded Warriors Canada Trauma Resilience Training course. This Training is available for all OPS members and will continue to be rolled out organizationally into 2025.

Respond Pillar

The Respond pillar encompasses the formal complaint intake, triage, and investigation process. The Program Manager, SWP operates as a centralized role which oversees the intake and triage of all complaints received and manages the third-party investigations.

The Program continues to receive complaints from members through a “no wrong door” approach, which is supported using a standardized complaint intake form, intake meetings with the Program Manager, and the centralized Triage and Resolution committee. The Complaint Issues and Trends section of this report provides insight into the work done in this pillar.

Restore Pillar

The Restore pillar focuses on promoting a healthy, respectful, equitable and productive workplace, utilizing clinical staff, chartered mediators, and conflict coaches to provide a variety of restoration services. Restoration is crucial to the SWP program, helping members and the organization heal after a workplace conflict or investigation. The pillar also creates a supportive place for members to debrief and unpack the outcomes of more formal processes.

Individual Restoration

Restoring members who have been involved in a complaint process can take many forms and may not be a linear process. Processes are being streamlined to glean more

accurate and consistent statistics and metrics in future reporting cycles. To garner a better understanding of the restoration activities most utilized within the program, a break down of each activity has been supplied as Document 1: Restoration Activities.

Organizational Restoration

Within this reporting period, the main organizational restoration activities included the following:

- 1) **Workplace Assessments:** These assessments are conducted using a format where the issues identified are not attributed to any individual and there is no complaint. It involves participants rendering an overview of the workplace, identifying possible causes of the conflict, and developing ways to address/resolve conflict.

- 2) **ABLE & COPP Training:**
Through both ABLE and COPP training, members from across the organization and from all ranks have had access to a space where they could reflect on and share their lived experiences within the Service. With the completion of ABLE training this past summer, the Service will be rolling out a series of town halls to continue the positive momentum created by the ABLE Bystander Training.

- 3) **Speaker Series:**
In April 2024, the Service brought in Dr. Gilmartin's team to deliver presentations on Emotional Survivorship in Law Enforcement. The goal of the presentation was to offer members an opportunity to review the potential impact a career in policing causes in the personal life and to develop strategies for overall emotional survival.

Complaint Issues and Trends

Since October 1, 2023, the SWP has received a total of 66 files.

This includes 39 'issues' files which reflect those that did not result in a formal complaint submission by a member due to the successful prevention and restoration services, and 27 formal complaint submissions through our standardized intake form.

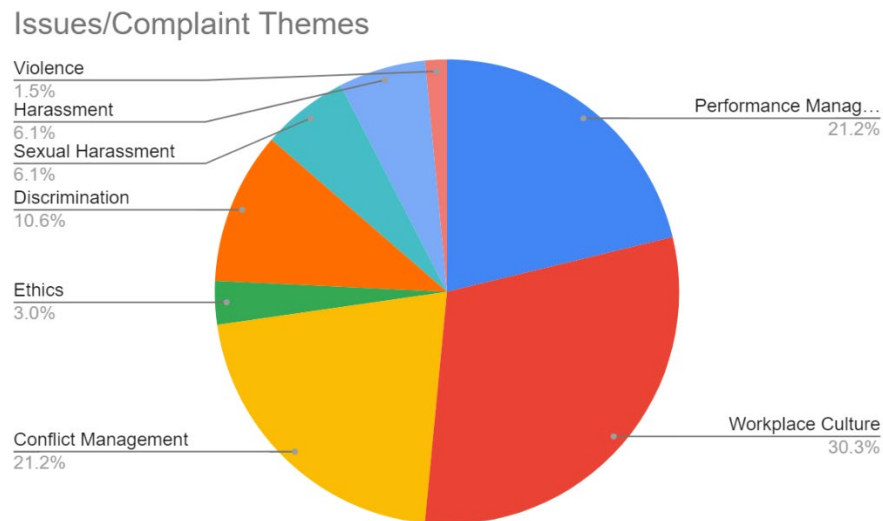
To track trends and compare progress over time, we have formalized our issues analysis into eight categories:

1. Conflict Management
2. Discrimination

3. Ethics
4. Harassment
5. Performance Management
6. Sexual harassment
7. Violence
8. Workplace Culture

The breakdown of the 66 issues/complaints received across these eight categories is represented in the chart below, with Workplace Culture, Conflict Management and Performance Management as the top three themes of issues/complaints received. These trends have remained consistent over the last 5 years, and reflects the work done in areas to prevent normal workplace conflict from progressing into harassing behaviours.

Chart One: Issues/ Complaint Themes



Formal Complaint Submissions

As depicted above, SWP received 27 formal complaint submissions this reporting period, compared to 37 complaints received in the previous reporting period. This reflects the two-month period where the WIO transition took place and complaint submissions were reduced while members re-orientated to the changes. The reduced total is also due to a change in recording 'Inquiries' in which no complaint is submitted. In the previous reporting period, there were five inquiries without submissions counted

as complaints. In this reporting period, inquiries without submissions were no longer assigned a file number or recorded as a complaint submission.

Of the 27 formal complaints submitted to SWP, five remain in the intake/triage stage due to the continuing gathering of information, or the member going on leave. Of those that have been triaged, the majority have been referred to WCRU for restoration (40%), which includes services such as professional consultation, conflict coaching, leadership support, and mediation.

Investigation File Status Overview

Of the 27 formal complaint submissions, the SWP engaged a total of four new investigations. A total of 10 investigations were completed this reporting period, eight of which had been initiated in the previous reporting period. Of the two investigations initiated and completed within this reporting period, they were completed within 54-94 days. Four investigations remain ongoing as of September 30, 2024.

Of the investigations which have been completed, 42% of allegations were substantiated. The substantiated findings involved allegations of harassment (28%), discriminatory harassment (7%) and sexual harassment (7%).

It is important to mention that the completion of an investigation does not automatically signal the closure of a complaint. This can often be a difficult time for all involved members and the OPS is strengthening processes to ensure that all members continue to receive support and resources post-investigation to aid in their individual restoration process and to engage in efforts to repair the impacted unit at the conclusion of an investigation, no matter the findings.

CONSULTATION

The Service conducted thorough consultations and worked closely with internal and external advisory groups including community members, OPS members, and Board members to create this program.

The Service continues this consultation approach by participating in working groups throughout the province which focus on respectful workplace initiatives in policing, meeting with OPS members and seeking individual feedback on their experience with the Program.

The goal for 2025 is to develop the next iteration of our internal and external consultation and advisory groups to leverage expertise on the next set of program initiatives such as the SWP program evaluation and continued training offerings.

FINANCIAL IMPLICATIONS

Due to the cross-directorate nature of this program and its deliverables, it has required dedicated funding from across Human Resources and the Respect Ethics and Values directorates, with some additional financial support from Legal Services. As the program continues to mature and gain greater visibility, we are monitoring and tracking investigation and program related expenditures.

SUPPORTING DOCUMENTATION

Document One - Restoration Activities

CONCLUSION

The SWP continues to be at the forefront of our commitment to advancing a positive organizational culture. This work cannot be done in isolation, and success has been achieved by working alongside initiatives like the DRIVE² Strategy. Together, we aim to eliminate barriers and address incidents of violence, discrimination, and harassment in a coordinated manner that prioritizes the well-being of all our members.

Over the last year, this program has seen great transformation, and through these changes, we have seen steadfast dedication from across the program and have made notable progress in refining and strengthening program structures and processes.

We uphold high professional standards for our members that align with the Board's strategic priorities of the Service. Together, we are driving remarkable progress and cultivating an environment where members can thrive both at work and beyond. We welcome the commencement of the program evaluation in 2025 to better inform our efforts to enhance and strengthen the overall functioning of the program. The Services' commitment to evolving this program in response to the growing needs of our members remains unwavering.