

# ORGANIZATIONAL PRIORITIES AND CHANGES

**Police Services Board  
May 25, 2020**



**OTTAWA POLICE SERVICE  
SERVICE DE POLICE D'OTTAWA**  
*A Trusted Partner in Community Safety  
Un partenaire fiable de la sécurité communautaire*

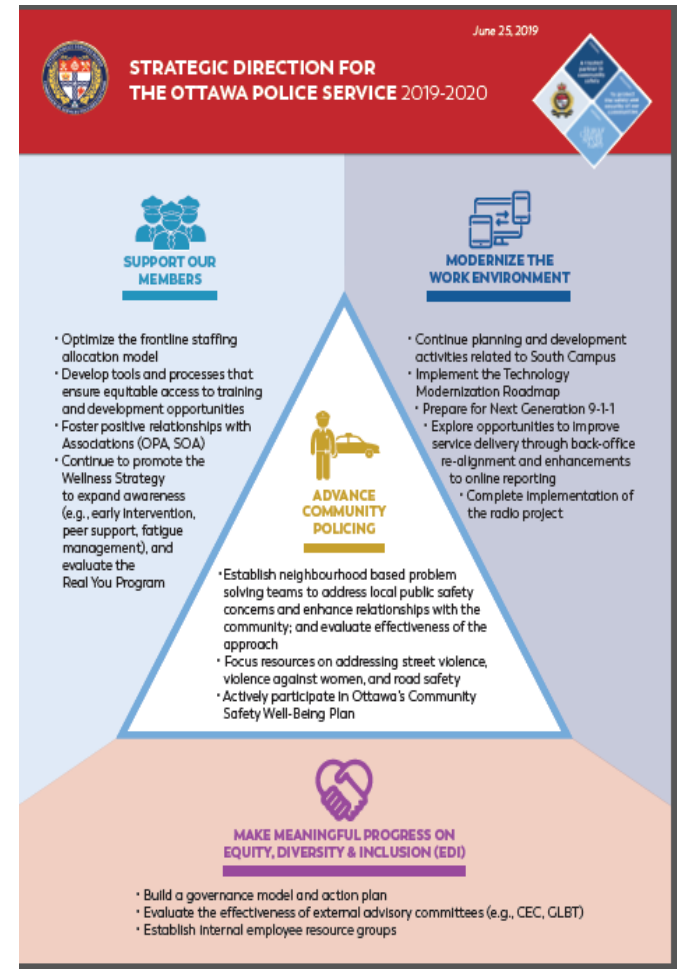


[ottawapolice.ca](http://ottawapolice.ca)

# IMPLEMENTING BOARD'S STRATEGIC DIRECTION



1. Making Meaningful Progress on EDI = creation of EDI Action Plan, EDI Unit, SSM & CSM positions along with the Joint Workplace Sexual Violence & Harassment Project
2. Supporting Member Wellness = substantial total net new funding and staff dedicated to Health & Wellness/EDI Unit/RVI Directorate for 2020
3. Modernizing the Work Environment = new OPS Organization Chart including new RVI Directorate
4. Advancing Community Policing = doubling NRTs in 2020 (from 3 to 6)

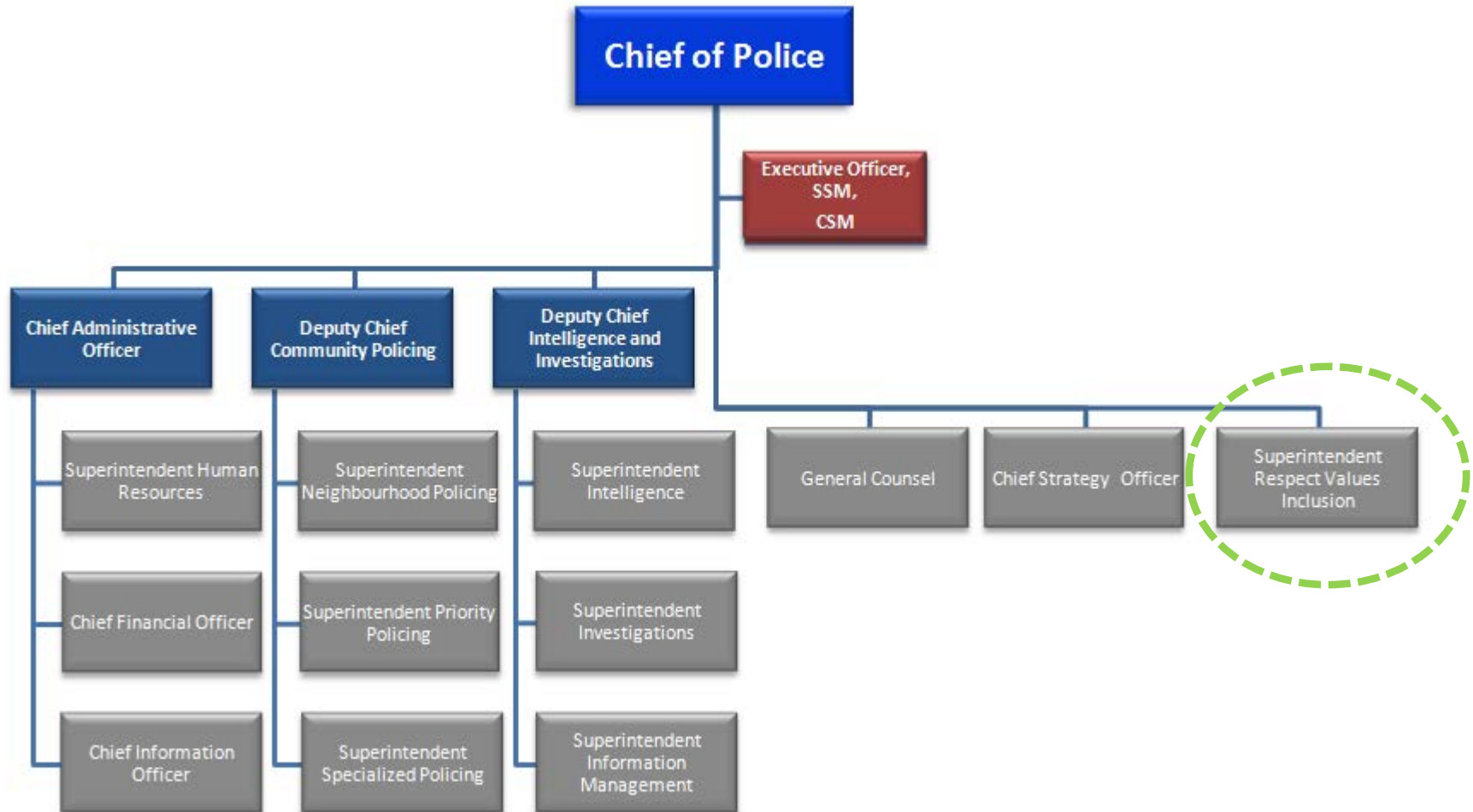


# PREVIOUS OPS INVESTMENTS AND ADVANCEMENTS



- Respectful Workplace Program (2008)
- Racial Profiling Policy (2011)
- Ethics Program (2011/2018)
- Traffic Stop Data Collection (2012 & 2019)
- Gender Equity Project (2016-2018)
- Diversity Audit (2018/2019)
- SSM and CSM Pilot Project (2018/2019)
- Authentic Inclusion Training (2019)
- Employee Resource Groups (2019)
- Community Equity Council (2019)
- EDI Action Plan (2020)
- Workplace Harassment Audit (2020)
- High Risk Case Management Process (2020)
- *...But more and better needs to be and will be done!*

# ORG STRUCTURE MODERNIZATION



# GROUND TRUTH - INTERNAL



- **Executive Officer:** serves as direct representative of Office of the Chief to the whole of organization and the City of Ottawa
- **Service Sergeant Major:** serves as a direct and unfiltered contact between frontline and the Office of the Chief – specific focus on the delivery of policing in the community (health, service, etc.)
- **Corps Sergeant Major:** serves as a direct and unfiltered contact between frontline and the Office of the Chief – specific focus on member preparation for policing in the community (department, values, etc.)
- **Employee Resource Groups:** provide mentoring, coaching and support for traditionally under-represented OPS members

# GROUND TRUTH - EXTERNAL



- Community Equity Council (CEC) represents EDI SMEs and a broad group of demographic, NGO, and sector stakeholders
- Provides direct, meaningful input on community concerns while also identifying opportunities to improve trust through open dialogue
- Involved in the development, implementation and evaluation of OPS initiatives, projects and priorities (i.e. EDI Action Plan)

# RESPECT VALUES AND INCLUSION (RVI) DIRECTORATE



- The **RVI Directorate** will allow us to take a whole of service approach to issues related to EDI and REV
- An **intersectional approach** ensures overall member inclusion, promotes better practices, policies and decision-making in a fair, respectful and equitable manner
- Also allows implementation of evidence-based organizational and systemic change strategies which support community safety and well-being

# RVI OUTCOMES



When fully aligned, **Member Impacts**

- Greater transparency and resolution
- Streamlined conflict management system
- Reduction in complaints (as organizational capacity increases)
- Increased morale, wellness, confidence, trust and inclusion



# RVI OUTCOMES (CONT'D)



When fully aligned, **Community Impacts:**

- Recognition OPS taking seriously and investing
- Improved relationships, citizen engagement, officer safety, civilian led intelligence
- Improved trust and confidence especially with traditionally marginalized communities
- Value for money

# REV DELIVERABLES: 2020



*REV will focus on respectful workplace and ethics and proactive and responsive strategies to improve professional, ethical, values-based behavior*



## **Proactive: Ethics Framework**

- Develop TOR and Governance
- Utilize Measurement and Metrics
- Create Helpline
- Formalize Code of Ethics
- Create Ethics Consultation Committee
- Enhance Ethics Training
- Utilize Early Detection System

## **Reactive: Conflict Management**

- Formalize Triage Complaint Process
- Update policy
- Enhance Mediations and Investigation Process
- Provide Clinical Consultations on Strategic and Organizational Concerns

# EDI DELIVERABLES: 2020



*EDI will focus on implementing inclusive practices, as well as leading and incorporating systemic change*



EQUITY | DIVERSITY | INCLUSION

## Internal

- Create EDI office
- Provide EDI coaching and mentoring
- Develop EDI toolkit
- Reintroduce Hate Crime Section
- Enhance Community Policing

## External

- Continue Anti-Racial Profiling
- Update Outreach & Recruitment and background check processes
- Improved options for responses to persons with mental health
- Enhance member wellness
- Improve complaint resolution process

# WORKPLACE SEXUAL VIOLENCE AND HARASSMENT



- **JOINT BOARD AND OPS STRATEGY ON WORKPLACE SEXUAL VIOLENCE AND HARASSMENT**



# "DRAFT" - MISSION STATEMENT



*Eliminate workplace sexual violence and harassment in the Ottawa Police Service by creating and maintaining a supportive and inclusive work environment for all members*

**AND**

*Ensure an overall organizational culture of respect, openness and high standards for professional and equitable policing that is reflective of our core values*

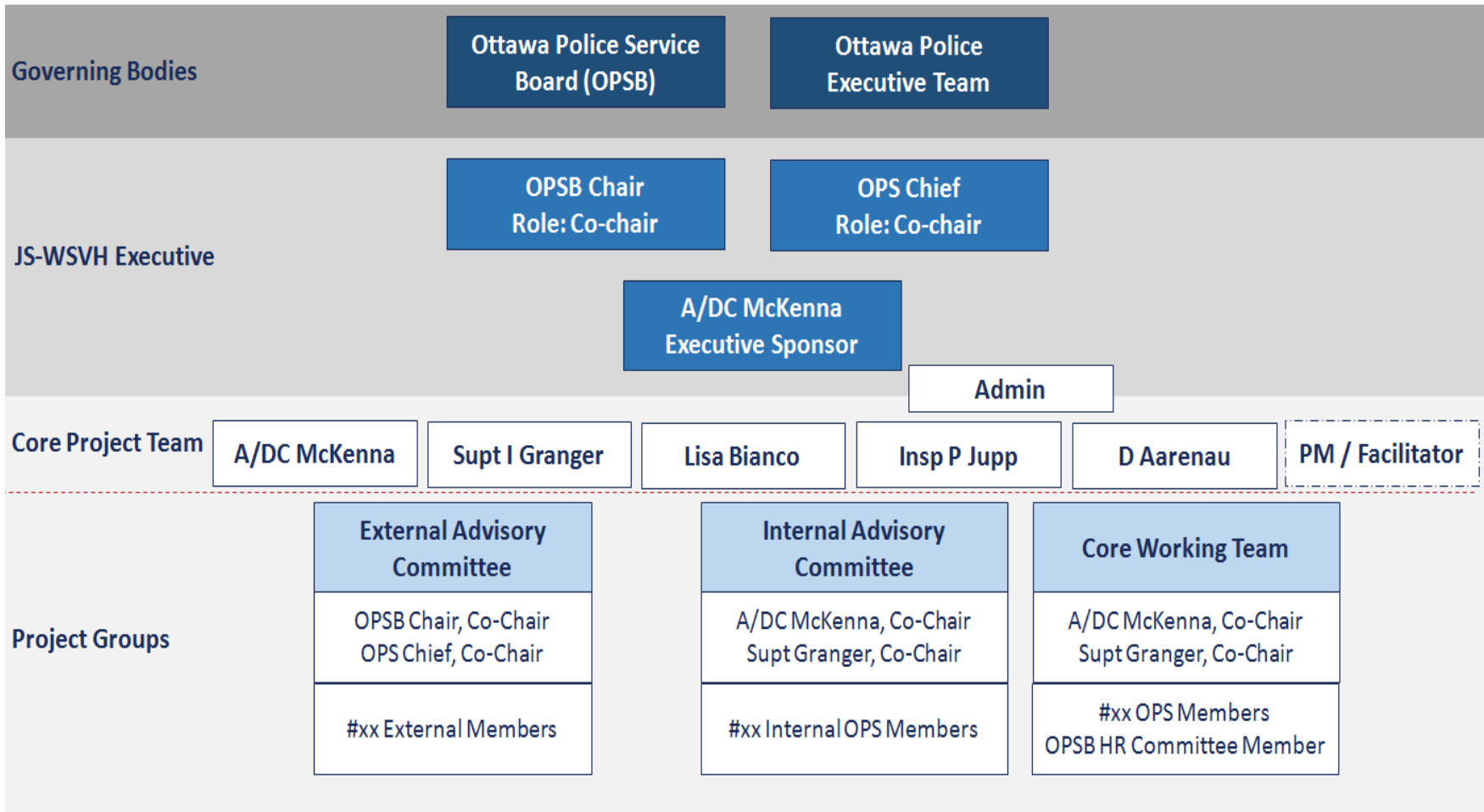
# DRAFT BUILDING BLOCKS



- **UNDERSTAND** the sexual violence & harassment problem
- **SUPPORT** and create safe space for disclosure
- **RESPOND** to sexual violence and harassment in a coordinated and timely way
- **PREVENT** incidents of sexual violence and harassment

*...What will success look like?*

# "DRAFT" - GOVERNANCE



# WORKING AND ADVISORY GROUPS



- Working Group
- Internal Advisory and Focus Groups
- External Advisory Group
- Longer-term go-forward continuity through the RVI Directorate



OCTEVAW - COCVFF



Community  
Equity  
Council



# CONCLUSION



- The new organizational design will enable innovation while better ensuring effective implementation leading to needed change
- The OPSB/OPS are fully committed to preventing and reducing incidents of workplace sexual violence and harassment, supporting survivors, enabling increased reporting and decreasing reprisals
- The RVI Directorate will advance EDI in the OPS as well as reduce all aspects of workplace bullying, harassment and violence

