

**Report to / Rapport au:**

**OTTAWA POLICE SERVICES BOARD  
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

**25 May 2020 / 25 mai 2020**

**Submitted by / Soumis par:**

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**SUBJECT: EQUITABLE WORK ENVIRONMENT ANNUAL REPORT**

**OBJET: ÉQUITÉ EN MILIEU DE TRAVAIL — RAPPORT ANNUEL**

**REPORT RECOMMENDATIONS**

**That the Ottawa Police Services Board receive this report for information.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de services policiers d'Ottawa prenne connaissance du présent rapport à titre d'information.**

**BACKGROUND**

This 2019 Annual Report for the OPS Equitable Work Environment Policy provides an overview of the substantial human rights and EDI work that was completed last year in order to support the policy and set the Ottawa Police Service (OPS) up for more action and progress. We are already seeing results in 2020.

The 2019 work contributed to building the OPS EDI Action Plan 2020-2022 that the Ottawa Police Services Board (Board) approved on February 24, 2020.

Focused on taking action and making progress, the OPS launched the EDI Action Plan this month:

New Respect, Values and Inclusion (RVI) Directorate: The new RVI Directorate addresses the major concerns raised by both OPS members and Ottawa community

members for a more progressive and inclusive police service and is a significant investment in advancing the Board's strategic priorities.

The OPS Executive Command began planning the implementation of the RVI Directorate in late 2019 to help improve in areas of workplace harassment, discrimination, human rights issues, ethics, diversity and inclusion. The new directorate will build on the existing work of both the Respectful Workplace Program and the Equity, Diversity and Inclusion (EDI) project. Under the RVI directorate, the newly formed Respect Ethics and Values (REV) Section will work to support professional, ethical, values-based behaviour in the OPS, and the new EDI section will support the OPS with proactive and responsive strategies to better-serve our communities.

### **REPORTING RECOMMENDATION**

It is recommended that future annual reports for this policy and the Human Rights and Racial Profiling Policy report (also presented this month) be included within the OPS EDI Action Plan annual reporting requirement to align related policies, streamline resources and reporting, and avoid duplication.

### **Overview of the OPS Equitable Work Environment Policy**

On August 16, 2012, a human rights application was filed with the Human Rights Tribunal of Ontario (HRTO) by a female OPS officer against the Board, alleging discrimination in employment on the basis of sex and family status. The Ontario Human Rights Commission (OHRC) intervened as a party under section 37 of the Human Rights Code.

As part of the settlement reached through the OHRC, the OPS agreed to undertake a series of actions to address problems related to gender within the organization, with regular reporting at each phase of the project.

The OPS concluded its obligations under the Minutes of Settlement in accordance with the prescribed deadlines. Out of the deliverables of the Minutes of Settlement, the OPS developed and approved the Equitable Work Environment Policy.

The Equitable Work Environment Policy reaffirmed the OPS' commitment to providing an environment that is inclusive and free of barriers, based on Ontario Human Rights Code grounds – age, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex (including pregnancy), gender identity, gender expression, sexual orientation, record of offences, marital status, family status, and disability.

The Equitable Work Environment policy established the following parenthood statement that, along with other Board and OPS human rights policies, has helped guide the EDI work at OPS:

The OPS will serve the community and create and maintain an equitable and adaptive work environment that ensures every employee can make a valuable contribution, free from systemic barriers and discrimination, throughout their OPS career. The OPS is committed to fostering a work culture that actively promotes equity, diversity and inclusion.

The Equitable Work Environment policy commits the OPS to removing barriers that cause discrimination in the employment relationship by identifying and eliminating discriminatory policies and practices. This includes all stages of the employment relationship, including hiring and recruitment, designing job responsibilities, competitions, promotions, job placements, and training.

The Equitable Work Environment policy also establishes the requirement for regular audits and reviews to measure the performance of the policy and to monitor and evaluate progress toward achieving equality goals. The policy also establishes a requirement for the Chief of Police to report to the Board on an annual basis with respect to these audits and reviews.

## **DISCUSSION**

This report fulfills the requirement for annual reporting to the Board by highlighting key 2019 activities that contribute to the Equitable Work Environment Policy in these main areas:

- Launch of Employee Resource Groups;
- Implementation of the ongoing OPS Workforce Census known as Dynamic Mode;
- Outreach Recruitment Team continued to remove barriers and promote diversity in outreach recruitment efforts;
- Implementation of new Authentic Inclusion Training for all sworn and civilian supervisors and management;
- Completed the OPS Diversity Audit and received the report and recommendations in November 2019; and
- Worked through significant report findings and consultation efforts with police and community members to develop a new OPS EDI Action Plan 2020-2022.

### **Employee Resource Groups launched**

Employee Resource Groups (ERGs) were also launched early in 2019. ERGs are a chance for members to engage, network, and share ideas in groups that have specific and identifying characteristics, with a formal support structure within OPS.

Feedback from these groups can help shape policy, provide data to examine issues or problems with existing processes, support career advancement goals, and make positive changes in the workplace and service delivery.

Organizations that have adopted ERGs have found that members were more involved in contributing to operational success, had a greater sense of wellness, and had better communications amongst colleagues as well as externally with residents. Members from these groups will often have a deeper understanding of the communities they represent, which can greatly enhance how we protect and serve. The introduction of ERGs at other police services has also translated into increased safety for all members, along with a decrease in the number of complaints from the public.

Three ERGs emerged in 2019 including:

- Women's Internal Network & Support (WINS)
- Ottawa Police Pride (OPP)
- ERG for racialized members

The goal is to create a robust assortment of ERGs that can ally with each other to bring much-needed change to our Service.

### **Workforce Census – Dynamic Mode implementation**

The OPS was the first police service in Canada to conduct a workforce census in 2005 through a third-party data-collection expert, and the OPS has completed new workforce census surveys approximately every 5 to 7 years.

The OPS worked with the Canadian Centre for Diversity and Inclusion to build on the last workforce census conducted in 2017, and introduced a new dynamic mode for the Service in 2019. The dynamic mode allows for the collection and updating of demographic data on an ongoing basis to ensure we have the most accurate picture of who our members are at any given time.

Having up to date information about the demographics of our workforce allows us to support all members of our organization by making appropriate updates to policies and procedures and plan programs. It also provides current information to measure progress and monitor changes and trends.

### **Outreach Recruitment – Make Ottawa Your Best Decision**

A dedicated Outreach Recruitment Team continued to focus on recruiting the best, most talented, and diverse group of officers by removing barriers and streamlining the recruiting process including:

- Created a mentorship program for potential new recruits that partners officers with applicants;
- Researched and implemented voluntary demographic data collection at all stages of the recruiting process to be able to monitor all steps in the process for potential barriers;
- Streamlined the application process to now take between two and four months rather than up to 24 months with the former process;
- Improving the background investigation process by: a) providing all background investigators with same training as OPS members and focus, b) standardizing background reports and eliminating pass/fail method, mandatory performance review tracking for investigators;
- Improved Coach officer process and training to better-prepare new recruits for their careers with the OPS;
- Conducted research, identified barriers, and replaced the former physical testing requirement for a new local, less costly, more efficient and modern style of physical testing assessment
- Implemented creative outreach strategies in the community that are being recognized locally and abroad by holding women's only sessions, attending diversity focused events, and creative use of social media to name a few.

### **Education and Awareness – New Authentic Inclusion training**

The OPS has been working with the Centre for Intercultural Learning at Global Affairs Canada since the Gender Project to develop appropriate training programs.

In August 2018, the OPS held a two-day train the trainer session for approximately 25 staff which covered human rights, Gender Based Analysis Plus (GBA+) and bias awareness.

The OPS also implemented bias-awareness training as part of all of our major human resource management functions such as promotion and transfer. Any employee participating in the administration any of these processes is required to complete the training before they can participate.

In 2019, a project team led by Michelle Rathwell, continued its partnership work with the Centre for Intercultural Learning to develop a new mandatory training session for supervisors called Authentic Inclusion.

The curriculum for the full day interactive training session focuses on ethical leadership and EDI principles, bias awareness, human rights and equitable work environment policies and procedures including a focus on accommodation, as well as practical training on the Gender Based Analysis Plus (GBA+).

The mandatory training for supervisors was completed in 2019. A similar half day curriculum was also designed for mandatory roll-out to all other civilian and sworn employees in 2020.

### **Diversity Audit – November 2019**

In May 2018, Graybridge Malkam was hired as the diversity audit specialist following a competitive selection process – with involvement from police, community, and Board members during the hiring/selection process and throughout the project.

The comprehensive diversity audit follows the Gender Audit and builds on the OPS Workforce Census that was conducted in December 2017. It uses Global Diversity and Inclusion Benchmarks for benchmark measurements, and includes quantitative and qualitative methods to examine and review organizational culture and key areas of the organization.

Presented the Board on November 25, 2019, the Diversity Audit Report (add link) highlights many strengths and areas of progress as well as a number of weaknesses and gaps that need to be addressed in key audit areas like leadership and performance, workforce diversity, policies, service delivery and community engagement, and several areas of human resources.

The audit team noted that they saw progress in many areas even in this last year of the audit, and we must build momentum where there are early signs of progress. There is a large number of recommendations (97) including a few key recommendations that the audit team identifies as critically important for “signaling commitment, creating a foundation for change, and generating momentum at this pivotal time.”

- Trustworthy Leadership;
- Inclusive Hiring
- Inclusive Careers
- Equitable Workplace Accommodation
- Climate of Openness and High Standards
- Psychological Wellbeing
- Learning Partnerships

The OPS made a committed to work with police and community members as well as other stakeholders, including the Community Equity Council (CEC), to ensure the list of recommendations are reviewed, prioritized and implemented for meaningful change and progress. The recommendations will be added to the EDI Action plan for tracking and monitoring.

**OPS EDI ACTION PLAN 2020-2022 (Tabled Jan. 2020; Approved Feb. 2020)**

The Equity, Diversity, and Inclusion Action Plan 2020-2022 is a major deliverable of the Ottawa Police Services Board's Strategic Plan in the priority area to make "Meaningful Progress on Equity, Diversity and Inclusion (EDI). In recent years, there have been a number of independent reports and recommendations as well as significant input from police and community members through many different formats including: meetings, focus groups, surveys, and forums.

Following the release of the two latest independent reports last fall, the second Traffic Stop Race Data Collection Report and the Diversity Audit, the OPS made a firm commitment to make meaningful and measureable progress and move from reports and recommendations to greater action.

At our fifth Annual Human Rights Learning Forum on December 4th, 2019, OPS made a commitment to community and police members that we would continue our leadership and partnership work on EDI and release a strategic action plan in January 2020. The OPS delivered on that commitment by tabling and presenting the Draft EDI Action Plan 2020-2022 at the January 27th, 2020 Board meeting. It was subsequently approved by the Board at the February 24, 2020 meeting.

The three-year organizational plan focuses on creating meaningful and measurable progress and building a culture that embraces equity, diversity, and inclusion. It has:

- Focused activities and defined deliverables;
  - Target outcomes and benchmark measures;
  - Regular updates and progress reporting;
  - Culture change and engagement actions;
  - Multi-Stakeholder approach – development, implementation, and monitoring;
- and
- Five Key focus areas of work represented by a "house image": Leadership and Accountability, Community and Service Delivery, Diverse Workforce – All Levels, EDI Competent Members, Member Support and Inclusion.

The short and user-friendly action plan, and this year's priorities, were built on many different sources including the recently released reports and significant inputs from both police and community members who contributed to the many meetings, interviews,

forums and surveys over the last two years. We also worked closely with the Community Equity Council (CEC) and its working committees to design the plan and set priorities.

Priority action items for 2020 include:

1. Create EDI Office to enhance EDI efforts and coordination across OPS.
2. Provide EDI Coaching and Mentoring to equip our leaders with culture change and EDI tools
3. Develop EDI Lens Toolkit to improve our decision-making and internal and external systems – including updates to the transfer, promotions, and developmental rotation processes.
4. Reintroduce Hate Crime Unit to improve response and support to impacted communities.
5. Update Outreach Recruitment and Background Check Processes to remove unintended barriers and increase competitive applications.
6. Develop New Training Plans for human rights, anti-racism, indigenous awareness, and mental health to address gaps and provide intercultural learning opportunities.
7. Enhance Member Wellness supports and inclusion efforts - accommodations, early intervention, and formalizing Employee Resource Groups (ERGs).
8. Enhance Community Policing including expansion of Neighbourhood Resource Teams.
9. Continue Anti-Racial Profiling efforts on addressing over and under policing concerns using a multi-stakeholder approach to policy, procedures, and accountability measures.
10. Improve Complaint Resolution Process for members and supervisors – including a special project focused on addressing sexual violence and harassment in the workplace.

It should be noted that following the approval of the EDI Action Plan, a new initiative was added to the priority action item #10 – to create a special project focused on addressing sexual violence and harassment in the workplace.

All 2020 action items include assignment, completion dates, draft outcomes and measurement tools. There will be collaboration with stakeholders, regular progress reports and dialogue with the Senior Leadership Team and the Community Equity Council, as well as an annual report to the Police Services Board. Subsequent annual action planning will include an assessment of the current year action items, budget planning, and prioritization exercises with internal and external stakeholders.

## **CONSULTATION**



Human Rights and EDI work to date is built on significant consultation with internal and external stakeholders, and that will continue with the development, implementation, and monitoring of the EDI Action Plan.

### **FINANCIAL IMPLICATIONS**

N/A

### **CONCLUSION**

A significant amount of foundational EDI and human rights work was carried out with police and community members this year, which contributed to building the new OPS EDI Action Plan 2020-2022.

The EDI Action Plan will be our road map for the next few years to build on the great work that has already been done – placing us at the forefront of professional and equitable policing.

Together we'll move from reports and recommendations to greater action – making more meaningful and measurable progress on EDI by focusing on culture change, removing barriers, and improving systems. It's about creating a police service that our community and members deserve.