OTTAWA POLICE SERVICE
SERVICE DE POLICE D'OTTAWA

A Trusted Partner in Community Safety
Un partenaire fiable de la sécurité communautaire

Meaningful Progress on Equity, Diversity, and Inclusion:

Creating a Police Service that Community and Police Members Deserve

Draft Strategic Action Plan: 2020 – 2022

Version 1.0| Focus on Year One – 2020 Action Items

Release Dates: Tabled - January 27, 2020; <u>Revised – February 14, 2020</u>; Approval – February 24, 2020

EDI

EQUITY | DIVERSITY | INCLUSION

January 27, 2020

Message from Ottawa Police Service – Executive Command Team

At our fifth Annual Human Rights Learning Forum last month, a commitment was made to police and community members that we would continue our leadership and partnership work on EDI and release a strategic action plan in January 2020.

We are pleased to deliver on that commitment by providing this EDI Action Plan along with the first year of action items.

The 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.

Stakeholders will continue to be involved in the implementation and monitoring of the action plan. We will develop a joint accountability and monitoring framework with the Community Equity Council (CEC) and the Police Services Board, and we will invite the CEC to provide updates and progress reports to the Police Services Board as an independent voice from the community.

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

Together we'll make more meaningful and measurable progress on EDI by focusing on culture change, removing barriers, and improving our systems. It's about creating a police service that our community and police members deserve.

Peter Sloly
Chief of Police

Uday Jaswal
Deputy Chief,
Investigations & Support

Steve Bell
Deputy Chief,
Front Line Operations

Jeff Letourneau
Chief Administrative Officer

2020 Priority Action Items

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 for internal and external systems and responses – ie. missing persons/Indigenous women and internal transfer, promotions, and developmental rotation processes.
4. **Reintroduce Hate Crime Section** to improve response and support to impacted communities.
5. **Enhance Community Policing** including expansion of Neighbourhood Resource Teams.
6. **Continue Anti-Racial Profiling** efforts on addressing over and under policing concerns using a multi-stakeholder approach to policy, procedures, and accountability measures.
7. **Update Outreach Recruitment and Background Check Processes** to remove unintended barriers and increase competitive applications.
8. **Initiate community dialogue and work with stakeholders for more effective mental health response (including training) with an interagency and intersectional approach – that addresses gaps, improves service delivery, builds collective action, and contributes to community safety and well-being**
9. **Enhance Member Wellness** supports and inclusion efforts - accommodations, early intervention, and formalizing Employee Resource Groups (ERGs).
10. **Improve Complaint Resolution Process** for members and supervisors.

## I. What is the Purpose of the EDI Action Plan?

From Reports and Recommendations to Action: Creating an EDI Action Plan Together

a. EDI Action Plan 2020 - 2022: Overview

This is an organizational three year strategic action plan (2020 – 2022) focused on creating meaningful and measurable progress and building a culture that embraces equity, diversity, and inclusion. The Plan has:

- o Focused activities and defined deliverables;
- o Target outcomes and benchmark measures;
- o Regular updates and progress reporting;
- o Culture change and engagement actions;
- o Multi-stakeholder approach – development, implementation, and monitoring;
- o Accountability role for the Community Equity Council (CEC) including presentations to the Board; and
- o Key focus areas of work represented by the "house" image at right.
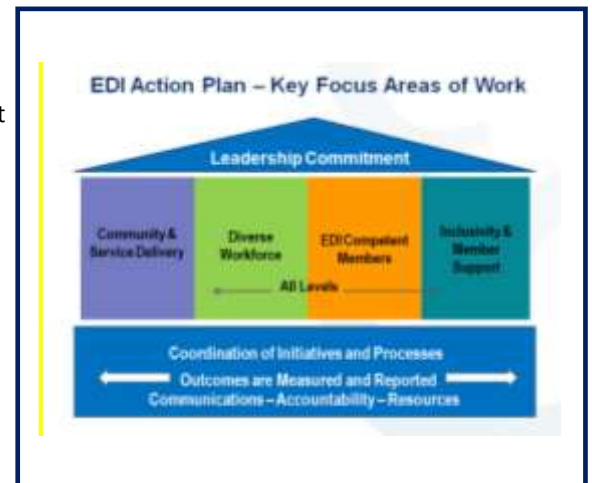
b. What will the EDI Action Plan Help Us Accomplish? Expected Outcomes

We are fully committed to doing all we can – including working with our members, the OPS Board, the police associations, the Ontario Human Rights Commission, Community Equity Council, affected communities and the larger community to achieve the following outcomes:

- *Prevent, identify and eliminate individual acts of racism and all forms of discrimination in our workplace and service delivery;*
- *Overhaul systems that have unintended consequences on police and/or community members (such as over-policing and under servicing); and*
- *Indications that we are moving in the right directions (perception, feelings and impact such as improved trust and confidence) both internally and externally.*

Chief Peter Sloly, 5th Annual Human Rights Learning Forum, December 2019

Measurement Indicators:

- ✓ Number of complaints, annual reports, complaint trends and analysis (types and clearance rates)
- ✓ Number of EDI Lens reviews, barrier removals, policy and procedure changes
- ✓ Increases/decreases in reporting, results and other representation data trends (ie. OPS Workforce Census)
- ✓ Feedback from internal and external stakeholders (questionnaires, interviews, focus groups)
- ✓ Police Member Engagement Survey; Public Engagement Survey

c. Year One: 2020 Priority Action Items

o 28 EDI Action Items for 2020 with assignment, completion date, draft outcomes and measurement tools (10 Priority Items).

o Regular Progress Updates and Dialogue: Senior Leadership Team and Community Equity Council (Annual Report to Board).

o Year Two Action Plan Items: Assessment of year one action items, budget planning, and prioritization exercises with internal and external stakeholders.

2020 Priority Action Item – Description (not listed in order of priority or sequence – all priorities)	Target Completion	Target Outcomes Potential Measurement Tools
EDI Office will be created to enhance EDI efforts and coordination across OPS and manage the plan.	Q2	Increased EDI coordination and capacity for ops – moving from project approach to operations. (annual report)
EDI Coaching and Mentoring will equip our leaders with culture change tools to build momentum and inclusion.	Q1	Increased EDI awareness and capacity for leaders and managers (pre/post questionnaire; member engagement survey)
EDI Lens Toolkit to improve our decision-making and internal and external systems – including updates to the transfer, promotions, and developmental rotation processes.	Q2	Increased problem solving capacity for members who apply an EDI lens to the work environment and service delivery (number of successful uses of EDI lens; focus groups for feedback; and possibly questionnaire).
Hate Crime Section reintroduction to improve response and support to impacted communities.	Q3	Enhanced response to hate crime incidents and support to impacted communities (post complainant survey, public engagement survey, stakeholder survey, comparison of pre-unit stats with unit stats)
Outreach Recruitment and Background Check Process updates to remove unintended barriers and increase competitive applications.	Q1 – Q4	Greater applicant pool (application numbers; selection numbers increase). Tools – benchmark previous year(s) with current to determine increases/decreases (recruitment process data/records; workforce census). Transparent background check process (debrief/post-process questionnaire)
Initiate community dialogue and work with stakeholders for more effective mental health response (including training) with an interagency and intersectional approach – that addresses gaps, builds collective action, and contributes to community safety and well-being.	Q4	Gaps in training are filled; increased member awareness and capacity about the topic/impacted communities (pre/post training questionnaire; member engagement survey; focus groups with community and police training). Stakeholder and public survey improvements/satisfaction.
Member Wellness supports and inclusion enhancements focused on accommodations, early intervention, and formalizing Employee Resource Groups (ERGs).	Q2 – Q4	Measurements via quarterly and annual reports, member engagement survey and possibly feedback questionnaires; program participation rates.
Complaint Resolution Process improvements for members and supervisors.	Q4	Increased EDI awareness and capacity for leaders and managers (pre/post questionnaire; member engagement survey)
Community Policing enhancements and expansion of Neighbourhood Resource Teams.	Ongoing	NRT pilot report/evaluation, and Traffic reports; potential for surveys/focus groups with impacted communities and stakeholders). -Independent review by Dr.Linda Duxbury on NRTS – including surveys, community focus groups, and other engagements. -expansion of NRTs announced mid-January 2020.
Anti-Racial Profiling efforts will focus on addressing over and under policing concerns using a multi-stakeholder approach to policy, procedures, and accountability measures.	Ongoing Q1 – Q4	- Drop in racial profiling concerns/complaints and increase in recognition of efforts to address it. -Decreases in the high disproportionate rates in traffic stops (t-stop data). -Compliance with race data standards (annual report). -Increase in compliance rates for data collection; Improvements in accountability and training efforts (compliance rates).

For full listing of 2020 Activities, see Appendix: EDI Action Plan – 2020 Action Items.

EDI
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II.   What is Equity, Diversity, and Inclusion and Why is it Important?

Ensuring a Professional and Equitable Workplace and Service to the Communities We Serve

a.   Definitions of Equity, Diversity, and Inclusion (EDI)

> **Equity:** is about treating everyone fairly and ensuring equal access to results and benefits by acknowledging their unique situation and addressing systemic barriers.
>
> **Diversity:** refers to all the ways in which we are different – race, gender, sexual orientation, nationality, education, where you live (rural/urban), age, ability, etc.
>
> **Inclusion:** means acknowledging and valuing people's differences so we all have a sense of belonging, acceptance, and recognition as valued and contributing members of society.
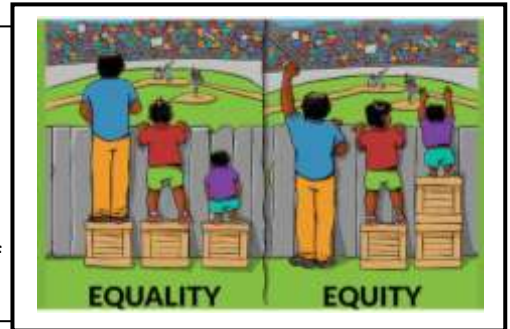
b.   An EDI Approach or "Lens" is Essential to Our Success

Using an EDI lens is like a pair of glasses that helps us see things from differing perspectives, provides us with a clearer focus, and gives us a more complete view. The lens enables us to incorporate a diversity of perspectives that strengthens capacity of work teams, problem solving and productivity, creates a more positive and respectful work environment, creates a workforce and service that is more reflective of our diverse communities, and helps us address systemic barriers and inequities people face.

The Gender Based Analysis Plus, or GBA+, is an example of a tool from Status of Women Canada that helps us apply an EDI lens.

In an increasingly diverse and complex city, interweaving knowledge and awareness of EDI in our day-to-day work is essential to our success as a service organization. EDI has emerged as a worldwide practice and OPS will continue integrating these principles into business practices, processes, planning, decision making, and the daily actions that define our culture.

c.   Why Do we Want to Make More Meaningful and Measurable Progress on EDI at OPS?

- Legislation, Research and Best Practice
- OPS Mission, Values and 10 Ethical principles
- Reduces costly class action lawsuits and complaints
- Strategic plan priority – significant reports, surveys and recommendations from police and community members; and
- Ensures a professional and equitable workplace for our members and policing services for the communities we serve.

Note: A "glossary" of additional terms is included in the appendix – complements of the Centre for Intercultural Learning, Global Affairs Canada.

Our Vision:

A trusted partner in community safety.

Our Mission:

The Ottawa Police Service is committed to protect the safety and security of our communities.

Our Values:

Honour Courage Service

10 Ethical Principles of the Ottawa Police Service

Leadership: Always demonstrate leadership, even when this simply means leading by example in performing your duties to the best of your abilities.

Honesty: Practice absolute honesty in all interactions and reporting. Even when the truth may appear contrary to your own self-interest, know that honesty is the right approach.

Integrity: Maintain integrity under all circumstances. Compromising your integrity adversely impacts your own name, as well as those of the service and the profession.

Professionalism: Continuously practice professionalism. Know that impartial and competent fulfillment of your duties defines you as an individual, but also contributes to the perception of the police service and the profession as a whole.

Duty: At all times, remember your duty to your professional obligations, including service to the public and to one another within the profession.

Respect: Always demonstrate respect toward others, regardless of differences—whether based on culture, religion, or strongly held personal beliefs. Especially maintain respect when you are in an adverse situation and feel that you and your profession are not being shown respect.

Compassion: Demonstrate compassion toward others, regardless of their actions or behaviour.

Fairness: Practice fairness by considering all views in all situations, no matter how divergent these may be from your own.

Loyalty: Display loyalty to the profession, the organization and fellow members without sacrificing adherence to OPS core ethical values and principles.

Responsibility: Approach everything with the knowledge that you are responsible for your decisions and actions. Act in a manner that will withstand impartial scrutiny

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