# Ottawa Police Service
# Workplace Violence & Harassment Program
# JS-WSVH Project Report

January 2022

## Executive Summary

The Ottawa Police Service (OPS) and the Ottawa Police Services Board (OPSB) recognize the moral and operational necessity of addressing workplace sexual violence and harassment (SV&H) within the OPS. The OPS and OPSB acknowledge that complainants and victims lack confidence with the current workplace complaints process and are not experiencing meaningful inclusion and complaint resolution. OPS leadership understands that addressing sexual violence, discrimination, and workplace harassment requires a multi-faceted strategic approach.

**The Joint Strategy on Workplace Sexual Violence and Harassment (JS-WSVH) is a long-term commitment from the OPS leadership and the OPSB to prevent and understand workplace SV&H, provide meaningful supports, ensure timely action and response to complainants, respondents, and bystanders, and restore a safe, equitable workplace for all members.**

JS-WSVH Goals

1. Foster an environment where OPS members can focus on their duties, be productive, contribute daily without the fear of harassment or reprisal
2. Ensure the health and wellness of all OPS members
3. Safeguard an environment where OPS members trust the service and feel supported
4. Regain public trust and confidence in the Service and its members
5. Prioritize public safety by ensuring those that serve the public are both mentally and physically fit

The development of JS-WSVH is part of on-going efforts to address EDI within the OPS. As such, the JS-WSVH can be seen as bringing together new and existing efforts to support member well-being across the Service. There is significant intersection between other strategies that are in progress, particularly the High-Risk Case Management and the EDI Action Plan.

One of the intents of the Joint Strategy development was integration of the JS-WSVH with the Inclusion, Diversity, Equity, and Anti-racism (IDEA) strategy that is being implemented more broadly across the OPS. The aim of IDEA is to enhance OPS ability to provide continued excellence in service to the people of Ottawa. To assist in furthering this vision, the OPS solicited support to guide the development of the strategy in order to strengthen OPS cultural competence and proficiency to support and influence the organization's decisions.

In 2020, the SV&H Project was established with the purpose of producing recommendations for a service wide strategy and identifying elements of the process framework for understanding, supporting, responding to, and preventing workplace SV&H at OPS. The working committee had multiple tasks, including reviewing existing policies, processes and infrastructure in the space of workplace SV&H, engaging relevant subject matter experts, and coordinating efforts with other ongoing organization wide strategies (i.e., High Risk Case Management, Complaint Triage Process, EDI Action Plan). The project adopted a collaborative approach and included a variety of internal and external working groups, as well as several OPS focus groups representing over 100 OPS and Ottawa community members. The JS-WSVH advances these efforts by establishing a long-term approach to addressing workplace SV&H.

The guiding objective of the JS-WSVH strategy is to eliminate workplace sexual violence and harassment at the OPS by ensuring a safe, supportive and inclusive work environment for all members, and an overall organizational culture of respect, openness, and high standards for professional and equitable policing that reflect the Service's core values.

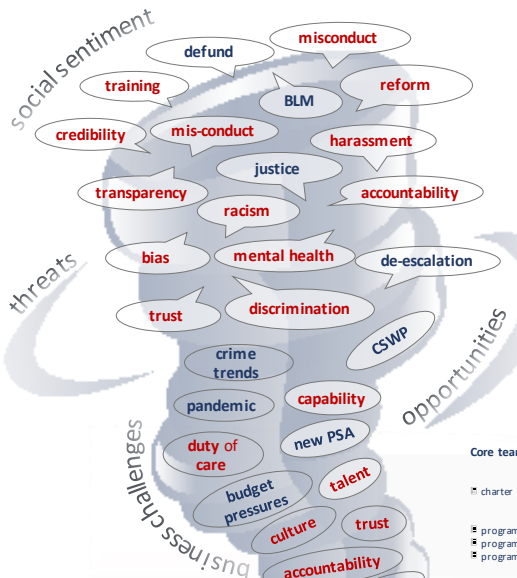
Building upon a substantive understanding of the issue, and the previously identified strategies and initiatives, the OPS aims to create a safe place for disclosure. In recognition that there is underreporting and significant fear of reprisal, the OPS aims to remove systemic barriers, respond to incidents of sexual violence and harassment in a coordinated and timely way, and improve the supports in place for existing survivors.

The Strategy aims to adhere to legislative requirements and be legally defensible. It will also be successfully aligned with other organizational complaint processes in order to improve effectiveness and member experience. Most critically, there is an acknowledged need to prevent future incidents of sexual violence and harassment by implementing meaningful change to the OPS workplace culture and commitment from all levels of leaderships (OPSB, Associations, and OPS executive). Victims and complainants must be fully supported. Perpetrators must be held to account both as a remedy and a deterrent.

# Charting the path to a more inclusive and respectful workplace, and an actively engaged community

OTTAWA POLICE

## Social, legal and political winds




## Where are we now?

### Context
- the expectations and needs of Ottawa's citizens, its diverse communities, and our stakeholders are changing (and growing)

### Challenges
- new challenges require leadership which is capable and diverse, and can build a high performing culture and workforce, foster trust and accountability

### Opportunities
- an inclusive and respectful workplace improves trust and business performance
- forging stronger partnerships with community service providers will improve the safety and wellbeing of Ottawa's citizens
- a sound equity and inclusion strategy which drives well-targeted and prioritized initiatives, aligned to our business priorities and culture change agenda

## Where do we want to be?

### Our service
- is an innovative leader which harnesses the talent and diversity of thinking that members from different backgrounds produce in an inclusive culture

### Our leaders
- hold themselves accountable for EDI & RW progress and measurable outcomes
- consistently role-model inclusive leadership behaviours, accountability and trustworthiness

### Our members
- help create a safe, respectful, inclusive and productive workplace
- engage fully, trusting their contribution will be fairly recognized and rewarded
- be ambassadors and recommend us as a great (inclusive) place to work
- lead by example and act as role models for our culture and values

## How will we get there?

### Priority actions
- build capacity on unconscious bias and inclusive behaviours, anti-racism, de-escalation and bystander skills, and trauma informed response
- attract talent from underrepresented groups and help them thrive
- support retention and equitable promotion of members of under-represented/marginalized groups
- bring EDI into internal and external processes, practices, policies and messaging
- support internal communities by setting up employee resource groups (ERG)
- set up mentoring and coaching programs
- develop diverse high performing teams
- continually improve our feedback loop to gather insight from Ottawa's citizens, its diverse communities, and stakeholders to evaluate their needs, and deliver value that resonates.
- continually seek guidance and participation from community leaders
- track EDI and RW progress, make course corrections

## How can we track our progress?

### Measures
Leadership accountability
- achievement against targets, scorecards and KPIs

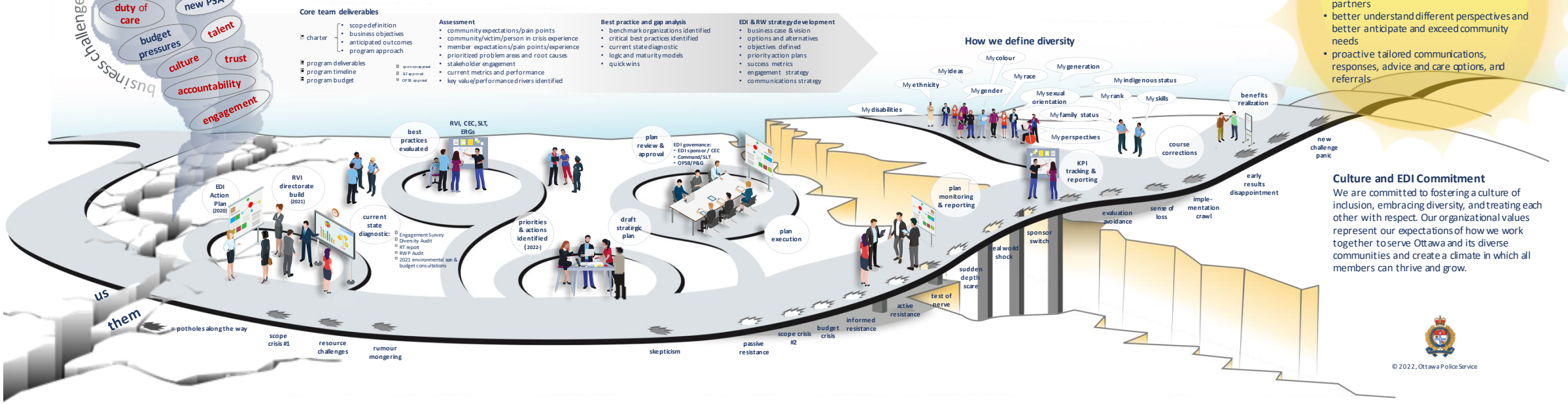
Measurement and reporting
- KPI baselines established, and targets set and communicated to all stakeholders
- quarterly EDI, SPE & RW dashboard in place
- executive team and partner's quarterly EDI and SPE plan progress review established
- achievement rates of post-reporting action items/plans

## Community and Member expectations

### Goals
- respectful, values-based environment
- highest high standard of ethical conduct
- inclusive and equitable culture
- diverse and representative workforce and teams/sections
- complementary capabilities in teams
- flexible and empowering workplace
- robust talent engagement, mobilization and retention practices
- diversity of thinking, innovation, culturally sensitive, problem-oriented, and 'user friendly' culture

Trust and Legitimacy

### Outcomes
Higher levels of legitimacy and trust, and care, safety and well-being:
- deeper and more meaningful connections and relationships with our community and partners
- better understand different perspectives and better anticipate and exceed community needs
- proactive tailored communications, responses, advice and care options, and referrals




### Culture and EDI Commitment
We are committed to fostering a culture of inclusion, embracing diversity, and treating each other with respect. Our organizational values represent our expectations of how we work together to serve Ottawa and its diverse communities and create a climate in which all members can thrive and grow.

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## Current Context

Over the past decade, the OPS has conducted numerous studies to identify challenges within the Service, address barriers to equity, and improve member well-being. These studies include a Gender Audit (2016), Diversity Audit (2019), OPS Member Engagement Surveys (2018; 2020), the OPS Workplace Harassment Audit (2020), and the Rubin Thomlinson (RT) Pilot Project (2021). These studies have made clear that a significant number of OPS members have experienced harassment and discrimination at the workplace. For example, the Diversity Audit concluded there have been gaps in setting expectations and taking a stand regarding appropriate and inappropriate behaviours.

Currently, complainants and victims lack confidence with the process of investigation and response to workplace SV&H. They do not experience meaningful inclusion and complaint resolution. In 2020, the OPS Workplace Harassment Audit found that member experiences of harassments and discrimination far exceeds the number reported to the Respectful Workplace Program (RWP)[1] process, which suggests both a lack of trust in the process and a fear of reprisal. Indeed, OPS members have described facing various forms of reprisal in response to filing complaints such as being put through intense scrutiny, intimidation by senior officers, not being supported on the road or considered for promotional opportunities and being alienated and excluded from their team. Additionally, the workplace culture at the OPS has been described as rife with gossip and complainants have little confidence in the supposed confidentiality of the process.

Workplace complaints about SV&H are currently received and managed by various departments and individuals, including supervisors, Respect, Ethics and Values (REV), PSU, Health Safety and Lifestyle, and Labour Relations. Employees can also submit complaints outside the organization through their respective Labour Unions/Associations, the Ministry of Labour, or the Ontario Human Rights Tribunal. Labour Relations (as respondent for the OPS) become involved in such external investigations. Additionally, workplace harassment or discrimination issues can be classified as Code of Conduct issues under the Police Services Act (PSA), and therefore can also fall under the Professional Standards Unit (PSU) process. The PSU is the Unit within OPS that investigates complaints made against sworn members of the Service, including complaints about sexual harassment and discrimination. This lack of centralization in the process of filing and investigating workplace SV&H complaints increases risks of delays and duplication of efforts.[2] Additionally, the chain of command system results in many members at various ranks and sections becoming involved in a complaint, which undermines the privacy and confidentiality of the complaint and investigation process.

### Legislative frameworks, and constraints

The OPS is mandated under the PSA to be sensitive to the "the pluralistic, multiracial and multicultural character of Ontario society" (s. 1). At the same time, the rigid framework of the PSA makes it difficult for the OPS to hold members accountable for violations of workplace and human rights policies. For example, officers charged with an offence under federal, provincial or territorial laws can be suspended from duties, but they will still receive pay during an investigation (PSA s. 89.6).

Whether police chiefs should have the power to suspend officers without pay has been long-standing debate, particularly in cases where officers face criminal chargers and those where multiple appeals and administrative delays drag cases on for months. Recent surveys with members of the public indicates significant levels of frustration from the public when officers accused of assault, violence or other misconduct continue to receive pay, and for what is perceived by the public to be an 'unwillingness' within the Service to 'weed out bad apples' [3]. Yet as the law currently stands, it is only after officers are convicted of an offence and sentenced to imprisonment that the chief of police or police board can suspend them without pay (s. 89.6). There are also constraints within frameworks governing internal investigations and complaint resolution which complicate efforts to bring in third party investigators. As per the PSA, the only way a sworn member can be disciplined for their behaviour is if there is a finding of misconduct after an investigation by the PSU.

[1]The Workplace Harassment Audit (2020, p. 11) compared the number of case/incidents filed with the RWP in 2018 (55) with the number of reported incidents of harassment (201) and discrimination (150) disclosed in the 2018 Member Engagement Survey.

[2]Workplace Harassment Audit: Management Summary (2020), p. 8.

[3]The OPS/OPSB Budget Consultation Survey 2021 found more citizens reported lack of trust in the OPS, up to 29% from 10% in 2018. Frequently mentioned suggestions for ways to increase trust were to address accountability and consequences for misconduct. Similarly, there were repeated expressions of frustration regarding officers continuing to receive pay while under investigation, which was associated with the perception of the Service protecting its own and being unwilling to hold members accountable.

## Current Context

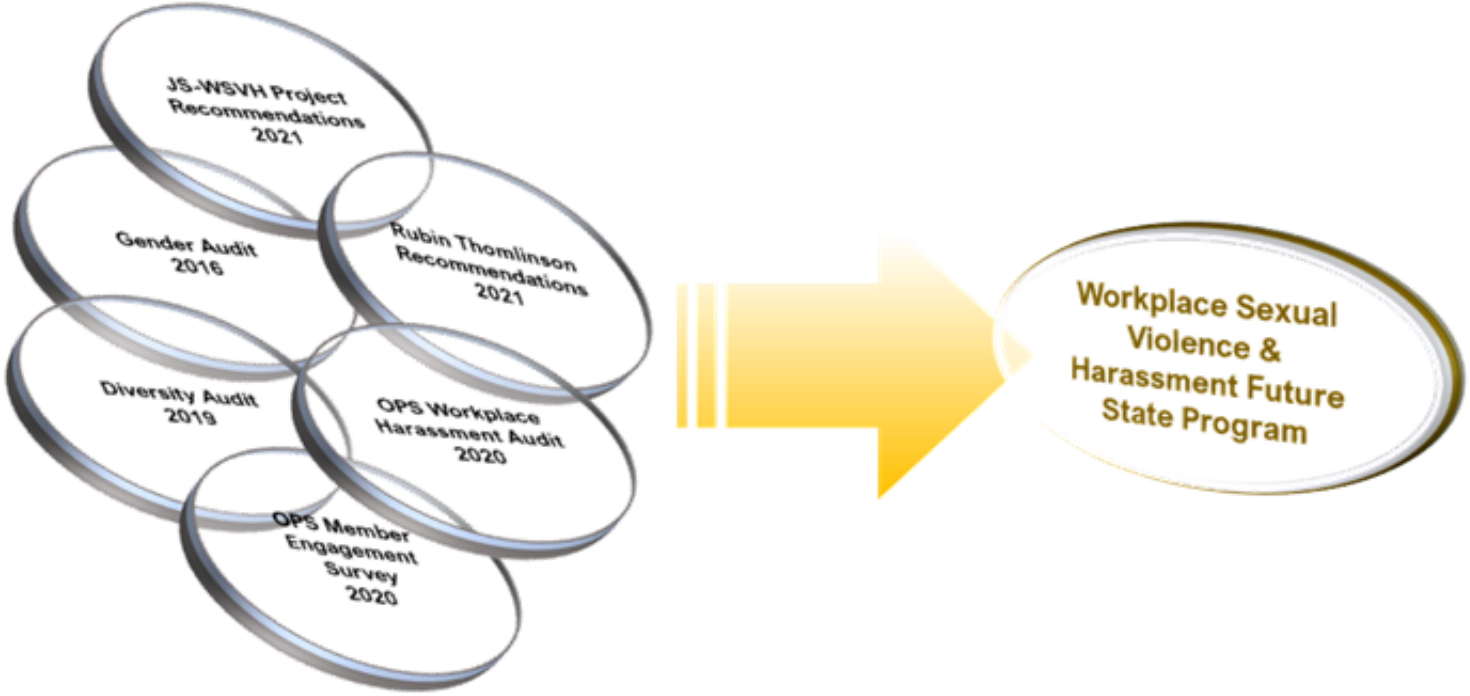
At the same time, there are laws, human rights codes, and legislated frameworks (such as Occupational Health and Safety Act (OHSA) and the Ontario Human Rights Code (the Code) ) which require the OPS to protect the rights and safety of its members, and which forbid discrimination and harassment. More specifically, the OHSA "requires that an investigation appropriate to the circumstances be conducted into complaints or incidents of workplace harassment and discrimination, including conduct of interim measures and corrective actions that may be taken while complaint or incident is being investigated." [4]

OPS direction of workplace SV&H is covered under four different policies: Respectful Workplace Policy (2002), Human Rights – Race Relations (2002), Violence & Harassment in the Workplace (2010), and Equitable Work Environment (2017). The RWP operates under the authorities of the Ontario Occupational Health and Safety Act (OHSA); Ontario Human Rights Code (OHRC); Ministry Standards, AI-003 Equal Opportunity, Discrimination and Harassment; and Workplace Violence Prevention, AI-016. The RWP also responds to the OPSB Board requirements, CR-1 Positive Workplace (CR1-PW) and CR-13 Workplace Violence and Harassment (CR13-WVH). These Board Policies require the Chief of Police to develop policies and program and conduct program assessment every three years.

The JS-WSVH will ensure the safety of OPS as a workplace, thus meeting safety and human rights legislative requirements, while also meeting the existing requirements of the PSA. Additionally, definitions of workplace SV&H, which will be clearly provided in the Strategy, will be consistent with current legislation and worker safety policies.

## Formation of the Workplace Violence & Harassment Program

The development of the future state program has been significantly informed by the JS-WSVH project, a pilot project in 2021 with Rubin Thomlinson (RT), the Gender Audit (2016), Diversity Audit (2019), OPS Member Engagement Surveys (2018; 2020), the OPS Workplace Harassment Audit (2020).




[4]Workplace Harassment Audit (2020), p. 9.

## Joint Strategy Workplace Sexual Violence & Harassment (JS-WSVH)

The Joint Strategy recognizes that there is a need for overarching capacity building, education, and commitment by each member in order to meet their objectives. There is an additional need for an intersectional approach to SV&H which takes into consideration the overlapping and compounding impacts of gender, race, rank, mental health, and other social locations and identities.

Yet while there is a need for a broad and holistic approach to understanding and addressing SV&H, there is a need for a centralized system of reporting and investigation that can manage the process from beginning to end. This process requires development of criteria, such as categories and sub-categories of complaints, for classifying incidents which could help determine the type of investigations and investigators required. This will also support assessment of risks involved (e.g., cause and effects) that could drive escalation activities.

As noted above, the JS-WSVH builds upon the third-party reporting pilot project (2020-2021), particularly the results and recommendations of the 2020 pilot project on workplace harassment and discrimination led by Rubin Thomlinson . The Strategy is also designed to encompass the broader cultural shift and leadership commitment required to make meaningful change toward a safe workplace for all OPS members. Fostering a workplace that supports all members, including bystanders, so they feel as though they can speak up without reprisal requires significant culture change.

The multi-faceted nature of the Joint Strategy approach recognizes the contributions, rights, and responsibilities of individuals at all levels of the Service. At the level of leadership, actions must be taken to resolve issues; protect the confidentiality of those involved; and ensure that those who come forward are not penalized or marked for the duration of their careers and that they are treated fairly and supported. At the level of management, all managers must understand what it means to be in a position of power and authority and the impact of abuse of power on members. It is essential that managers triage issues; allow members to bring complaints to them; intervene effectively in order to prevent situations from escalating; and coach members on prevention, detection, and response. Finally, at the level of membership, all OPS members must be encouraged to come forward when an incident occurs; they should know what to expect in the reporting process, and they should feel assured that confidentiality is guaranteed.

Broadly speaking, the JS-WSVH is dependent upon four foundational pillars: leadership commitment, strengthening the Respectful Workplace program, partnership alignment, and advancing culture.

### Leadership Commitment

The Strategy requires clear leadership and a commitment to sustained engagement over the span of multiple years. Based on the strategy put forth, a long-term commitment will be required in excess of five years given the amount of change required to truly make an impact. Such long-term changes include advancing workplace culture to adopt new beliefs that will drive action; identifying and assessing systemic barriers; and actively responding to these systemic barriers. Joint strategic plans are also needed in order to improve gender parity in leadership positions, address diversity, and support activities related to sexual violence.

### Respectful Workplace Program (RWP)

The RWP will be rebuilt to ensure meaningful responses to complaints and a respectful, confidential reporting process. SV&H will be addressed with an intersectional approach that considers multiple identity characteristics and workplace factors including race, mental health, position, and rank.

The RWP approach is rooted in five aspects:

1) Prevent – prevent workplace SV&H from occurring and take action to mitigate risks
2) Understand – build awareness within OPS to strengthen the program, support services, and strategies to change behaviour that violates the policy
3) Support – provide support (from all levels) to complainants, respondents, bystanders, and managers in relation to violation of policy
4) Respond – respond to incidents in accordance with policies and ensure accountability (at all levels) for behaviour that violate policies
5) Restore – adopt practices of evaluation, response and cultural reform in order to restore member confidence

## Partnership alignment

Partnership and joint commitments are required in order to see meaningful change and successful implementation, particularly regarding support from OPSB, the Ottawa Police Association (OPA), and the Senior Officers' Association (SOA). Education is likely needed to improve OPSB, OPA, and SOA understanding of gender bias and the impact of SV&H on policing and the OPS. Specifically, decisions made by OPS/OPSB on the consequences imposed on the respondent will need to be supported by the OPA and SOA.

The oversight role of the OPSB could be strengthened to include evaluation of core competencies in appointment, promotion, and performance management processes. Work is also needed to strengthen the relationship with the Associations in order to ensure support for activities related to workplace SV&H and so that members trust and use the processes when they need help, and so that decisions made by OPS/OPSB regarding consequences to respondents are supported by Associations.

## Advancing Culture

The Strategy will be integrated within broader efforts to foster equitable, diverse, and inclusive (EDI) culture within OPS and remove systemic barriers to reporting and resolution of workplace SV&H. As such, the JS-WSVH will integrate with EDI initiatives addressing various aspects of the OPS workplace culture including gender and racial equity in promotions, training, and recruitment. The Strategy will also prioritize internal training and capacity building to champion change addressing violence, harassment and discrimination.

A positive culture shift within OPS will result in a workplace that supports all members, including bystanders, so that all can speak up without reprisal. Reprisals which could be eliminated through a positive culture shift include those that extend beyond the OPS workplace into areas like social settings. Most importantly, a positive culture shift will mean that member well-being is central and that all can come into work and focus on their job without feeling anxious or nervous around their managers and co-workers.

One example of a culture shift and training approach that has potential to be successful at the OPS is a 'bystander-intervention' approach. The Harvard Business Review (May-June 2020) reported that the benefits associated with redesigning training that treat all workers as victims' allies, rather than identifying some of them as potential perpetrators, is more likely to lead to a decrease in incidents of harassment and discrimination. [5]

[5] Frank Dobbin and Alexandra Kalev, 2020. "Why Sexual Harassment Programs Backfire and what to do about it," Harvard Business Review, May-June 2020, https://hbr.org/2020/05/why-sexual-harassment-programs-backfire.

# Ottawa Police Service

**Vision** A trusted partner in community safety • **Mission** To protect the safety and security of our communities ● **Values** Honour Courage Service

Ottawa Police Service Board Strategic Priorities ➔ Ottawa Police Strategic Vision & Priorities
Supporting Our Members [1] ➔ Making progress on Equity, Diversity and Inclusion [1]

ENDORSED

**ISSUE**

**Key organizational factors that influence how sexual violence and harassment is managed and reported at the Ottawa Police Service.**

## Joint Strategy on Workplace Sexual Violence & Harassment

**Mission**

To eliminate workplace sexual violence and harassment at the OPS by ensuring a safe, supportive and inclusive work environment for all members, and an overall organizational culture of respect, openness, and high standards for professional and equitable policing that reflect the Service's core values.

## Sexual Violence & Harassment Harm Reduction Formula

Criminal Code ● Police Services Act (Code of Conduct & Ministry Standard- AI-003) ● Occupational Health & Safety Act ● Ontario Human Rights Code

OPS & OPSB long term (>5 years) unwavering commitment on this issue

Renew and strengthen the RWP Program to eliminate gaps and build members confidence in the program with improved services

Strengthen alignment & influence between OPSB, OPS. OPA, SOA

Taking action on organizational contributing factors: Culture & Systemic barriers

RWP Program Strategy: Continuous cycle to achieve desired outcomes

**Long Term Outcomes:**

1. A supportive and respectful work environment for all OPS members that is free of bullying, discrimination, sexual violence & Harassment.
2. Healthy, productive and engaged OPS Members who provide exemplary service and strengthen community trust and confidence in the OPS

*Note[1]: one of several strategic priorities represented*

## Anticipated Benefits and Outcomes

The anticipated result of the JS-WSVH strategy is a better and more respectful workplace, free of bullying, harassment, and discrimination, where all members feel safe empowered and supported to provide exemplary service to the public. This initiative will also contribute to the ongoing OPS strategy of (re)building public trust and demonstrating greater duty of care (for all community members/OPS members). Financial returns on investment are likely to come through a reduction in resources needed to address workplace complaints, investigations, and litigations. By proactively developing an inclusive workplace culture and establishing an Independent Office of Workplace Investigations, the OPS can offset costs associated with complaints and allegations.

The benefits and overall outcomes associated to this investment, include but are not limited to the following:

- Building a culture of accountability and respect, whereby leaders, supervisors and members demonstrate the behaviours and actions needed to build a respectful and professional workplace, where every member feels respected, and safe. Ultimately, leading to increased level of trust in the service, leaders, supervisors, and associated systems and processes.
- Most importantly, the successful implementation of the JS-WSVH will result in improved safety and well-being of OPS members and the broader community. All members will be able to come to work and focus on their job without fear for their safety. This will result in better service to the community and positive, healthy relationships within the workplace.

**Key Performance Indicators:**

- It is anticipated that improvements to the complaint process will result in members filing complaints without fear of reprisal, this should be interpreted as an indicator of success and increased confidence
- Increased number of interventions and prevention activities that will ultimately reduce the escalation of internal conflicts that have typically evolved to more severe complaints
- Improved member job and workplace satisfaction leading to increased productivity and quality of service
- Reduction in IPP, WSIB costs
- Reduced litigation related to work-related complaints and reduction in associated costs
- Improved Workplace Sexual Violence & Harassment Program credibility given improvements related to effectiveness, efficiency, clarity of processes & policy, timeliness, protection of confidentiality, consistency, fairness, safety from reprisals
- Increased reporting to OPS intake channels vs external intake channels
- Increased public trust and confidence resulting from less media reports on internal harassment matters

## Workplace Violence & Harassment Program Components

A fully implemented and supported Workplace Violence & Harassment Program will be comprised of joining the work of the JS-WSVH project along with the findings and recommendations formed through Rubin Thomlinson and the EDI Action Plan.

As part of the JS-WSVH project, Rubin Thomlinson was engaged by the OPS and the OPSB in 2020 to act as an outside third party on the intake and investigation of workplace complaints and to assess OPS workplace culture, practices, policies, and procedures relating to workplace harassment and discrimination. In conducting 116 interviews, they heard female OPS members describe incidents of sexual harassment and violence, general mistreatment, unequal career opportunities, and hostility regarding pregnancy and parental leave. They also heard accounts of negative day-to-day experiences, exclusion, difficulties in the promotions process, and misconceptions on hiring decisions from many racialized interviewees. Additionally, there was a widespread perception that the OPS does not appropriately or transparently address workplace misconduct. RT concluded that OPS appeared to be breaching its commitment to provide all its members with a respectful workplace that is free from harassment and discrimination.

RT concluded that the workplace situation at OPS "requires urgent and immediate attention". They provided 18 recommendations for action, grouped under seven core action items:

1) Increase accountability through the appointment of a senior person to lead the strategy, enhanced oversight, and improved reporting and assessment measures
2) Strengthen leadership by diversifying those at the table and modeling desired behaviour
3) Restore the workplace by resolving outstanding legal disputes relating to workplace culture and by healing old wounds
4) Set clear expectations for workplace behaviour by establishing a Code of Conduct, updating policies, and creating a culture of ongoing professional development
5) Encourage reporting and improve the investigation of complaints through the creation of a new 'Office of the Workplace Investigator', education on human rights, and facilitation of group complaints
6) Provide better support to employees increasing mental health support and providing support for women returning from pregnancy and parental leave
7) Augment programs and resources to address systemic issues and to review and redesign promotion and performance management processes

In addition to the JS-WSVH project recommendations and the Rubin Thomlinson findings, the Equity, Diversity, and Inclusion Action Plan 2020-2022 provides critical elements. This Plan is built on significant engagement, both within OPS and with the broader community, and responds to various recommendations from surveys, research, complaints, and audit reports. It includes accountability and monitoring measures with the Board and with the Community Equity Council (CEC). One of the priority commitments of the EDI Action Plan is for the OPS to listen and act on important areas of systemic discrimination, including gender-based discrimination and workplace SV&H as well as racial discrimination.

Findings from the various studies and processes are generally consistent, particularly regarding member descriptions of workplace experiences. They all point to the need for targeted efforts to address workplace culture, equity, inclusion, and workplace SV&H. As summarized in the Rubin Thomlison report, "the time for more audits and reports is over". Now is the time for concrete and committed action. However, it is necessary to consider the legislative frameworks which constrain the design and implementation of the JS-WSVH.

## Workplace Violence & Harassment Program Components

The future state of the Workplace Violence & Harassment Program is formed through combining the findings and solutions of the JS-WSVH Project along with the recommendations brought forward through the Rubin Thomlinson (RT) Report. The future state presented, aligns to the key components of Prevent, Understand, Support, Respond and Restore. The activities, recommendations within these components directly support the foundational pillars of the JS WSVH Strategy—leadership commitment, evolving the respectful workplace program, partnership alignment and advancing culture.

A fully implemented and supported Workplace Violence & Harassment Program will be comprised of multiple elements including the formation of an Office of Workplace Investigations, policies, processes (intake, reporting, responding), service standards, education (awareness and communication), support services, training, and accountability. It will span multiple directorates, including RVI, Human Resources, and the Office of Chief and will transform the internal culture of the Service, as well as the cultures of management and leadership.

The "Prevent" component focuses on the prevention of sexual violence and harassment from occurring and actively taking action to mitigate associated risks.

The development of this component leveraged the "Culture of Accountability-Results Pyramid"[6] approach which required a methodical breakdown of current cultural beliefs formed through experiences, identifying specific behaviours/ actions that drive results. This approach led to a full review of OPS culture and identified cause and effect (root cause analysis) and generated targeted solutions. These solutions have formed the strategies within the Prevent, Understand, Support, Respond and Restore program components.

The Prevent Strategy focuses on the following:

- Knowledge, Skills, Abilities (KSAs) gap determination
- Harassment Training learning and development
- Policies & Introduction of Code of Conduct
- Internal Structure, Programs and Processes – recommended adjustments
- Internal Structure, Programs and Processes – additions
- External Influencers
- Building Critical Mass—Change Leaders
- Awareness Campaigns

[6] Change the Culture Change the Game—"Results Pyramid", Roger Connors & Tom Smith

## Workplace Violence & Harassment Program Components

Prevent

It is recommended that the Prevent Strategy be led and owned by the Respect, Ethics and Values (REV) Branch as the REV Branch is mandated to implement proactive and responsive strategies to improve professional, ethical, values-based behaviour for all OPS members.

### Knowledge, Skills, Abilities (KSAs) gap determination

Supervisor, Managers and Leaders across the Service play an important and integral role in demonstrating and reinforcing professional behaviour. Through root cause analysis, it was determined that Supervisors, Managers and Leaders lacked key skills and abilities in managing within a culture where social relationships are as important as professional relationships.

1. It is recommended that the Talent & Management section within Human Resources review the current leadership development courseware and approaches to respond to these identified gaps within member, Supervisor, Manager and Leadership ranks/positions. The skill gaps include the following:
    i. Ability to identify and respond appropriately to reprisal behaviours and micro-aggressions
    ii. Conflict Management & Conflict of Interest training (navigating social and professional relationships)
    iii. Having difficult conversations (providing feedback, coaching, correcting and reinforcing behaviour)
    iv. Training towards a "culture of accountability" (see it, own it, solve it, do it)
    v. Authentic EDI training and building cultural competencies service-wide to all sworn and civilian members
    vi. IDI Assessment to all Managers/Supervisors both civilian and sworn
    vii. Dealing Respectfully with Mental Health Issues (RT Recommendation #6)

### Harassment Training learning and development

Training is intended to help members understand harassment, the impact of harassment and related boundaries, to make a distinction between behaviors inside and outside the workplace, and to lay the expectations of professional and acceptable behavior at work.

2. It is recommended that mandatory and annual refresher training is provided to all members. Training delivery should include both computer-based and instructor-led and shall be tracked for completion rates and compliance. Further to this, RT provided a recommendation (Recommendation #11) that OPS review its current professional development offerings and engage in a strategic curriculum designer.

    Courses to be delivered:

    i. Workplace Violence & Harassment (Introduction & Regulations)
    ii. Workplace Violence & Harassment—safe work practices
    iii. Bystander Training (in progress: Active Bystander for Law Enforcement (ABLE) Bystander train-the-trainer happening in January 2022. Rollout to membership (supervisors first) starting in February 2022)
    iv. In addition, RT provided a Recommendation (#13) that training, and development related to human rights is provided to the Professional Standard's Unit and for hearing officers

### Policies & Introduction of Code of Conduct

3. It is recommended that the Service streamline all current policies (currently 4) into one organizational "Workplace Discrimination, Harassment, and Violence" Policy. A draft policy has been developed and will require final review and approval.

4. It is recommended that the Service introduce a Code of Conduct that provides members with a set of expectations that they must adhere to. To ensure the Code of Conduct remains relevant and important, it is also recommended that an annual review and sign off by each member is done during the Annual Intake process.

### Internal Structure, Programs and Processes – recommended adjustments

Throughout the project, it was identified that several systemic barriers and issues related to structures, programs and processes contributed to the lack of trust and confidence member's have on the current harassment complaints process. Many members refrain from coming forward or acting as a bystander in certain situations as it is believed that opportunities to advance would be impacted. Key processes such as the Promotional process, Performance Reviews and Training opportunities are seen as highly subjective in nature and lack the rigour needed to ensure a fair, equitable and just process. Without change to these key processes, the culture of "silence" and "abuse of power" will continue.

5. It is recommended that the Talent Management section review the following and move towards standardization by adopting merit-based criteria (a measure of the employees' contributions based on performance) to the various processes. Focus should be placed on a clear, transparent and defendable process as current practices are seen as subjective in nature. The following processes should be considered:
    - Promotional Process
    - Acting Opportunities
    - Training Opportunities
    - Performance Review Process (PRPs)

    This recommendation was also provided through the RT Report (Recommendation #18)

### Internal Structure, Programs and Processes – additions

6. It is recommended that REV implement a Continuous Improvementt process to identify gaps in OPS systems and work practices through conducting Incident Reviews on complaints that are deemed severe in nature and/or complaints involving repeat complainants or respondents. This review process will seek to identify and implement preventative measures to resolve the root issue and/or establish early indicators to identify potential reoccurrences.

### External Influencers

7. It is recommended that OPS initiates and/or establishes a Policing Culture Committee with other Services and the Ottawa Police College (OPC) to discuss the cultural behaviours within the policing industry and determine an approach that can be introduced at the very onset of a recruit's experience. It was discussed how the time spent at the OPC was instrumental in forming and introducing policing culture with new recruits.

8. It is recognized that both Associations, the Ottawa Police Association (OPA) and the Senior Officer's Association (SOA) are extremely influential with its membership and that for true change to materialize regarding harassment and building a respectful workplace, both Associations must be involved. It is recommended that OPS continue to initiate discussions with the OPA and SOA and determine how adjustments within each organization can benefit a member's work experience and mental health.

### Building Critical Mass & Awareness

In 2021, the Respect, Ethics and Values (REV) Branch initiated an approach to identify and build champions of change from within the membership and across the Service. REV introduced the "Sparks Strategy" to the Service and to date a total of 40 members, both civilian and sworn, have participated in these sessions. Igniting the "spark for change" within the Service, starts with members—building critical mass from the ground up. As part of the Sparks Strategy, these Champions have led and developed a communications approach related to building awareness and understanding harassment and sexual violence issues at OPS.

## Workplace Violence & Harassment Program Components

9. Over the course of 2022, these Champions will be implementing the following to support an Awareness Campaign:
    - Development of a sexual violence and harassment learning pathway on Degreed (currently in progress with support from Talent Management)
    - Development and roll-out of an Awareness Campaign (print, video)
    - Development of a Leadership Workshop Series—starting with managers and supervisors, with content on police culture and emphasis on sexual violence and harassment, building awareness through discussion, supports and preventative measures

10. It is recommended that OPS continue with the building of Champions through adding additional Sparks Strategy workshops throughout 2022 and beyond.
    - This recommendation was also provided through the RT Report (Recommendation #7)

The "Understand" component focuses on building member's understanding of the overall issues at OPS, the future state program and strategy. This component also includes the implementation of an evaluation strategy, with approved key performance indicators needed to manage the effectiveness the overall program and approach.

11. To increase the level of understanding related to the overall program, associated processes such as prevention initiatives, complaint submission process, monitoring a complaint in progress, the roles and expectations of all members, managers, supervisors and leaders, along with overall progress and achievements will be part of the full redesign of the RWP wiki section.

12. The Program and overall strategy will be supported through an Evaluation Plan. This plan will identify key performance indicators relevant to assessing progress, both at a Program and strategy-level and/or areas for improvement.
    - As part of the JS-WSVH project, the team developed a Logic Model supported with an Evaluation Plan (refer to Appendix for Logic Model)

    Activities related to this overall recommendation, include the following:
    - An independent review of the Draft Logic Model and Evaluation Plan
    - Setting and approval of Key Performance Indicators (Target, timeframe, data source and frequency)
    - Automating metrics to monitor progress
    - Establishment of Reporting cadence to OPS Executive, Leadership and the Ottawa Police Service's Board (OPSB)

## Workplace Violence & Harassment Program Components

The "Support" component seeks to identify gaps in support services and heighten the available support systems in place, from an accessibility and service perspective to members involved in a workplace matter, this includes supports to complainants, respondents, bystanders, and managers.

The "Support" working group from the JS-WSVH Project initiated a review of the current Wellness service offerings to members. The support systems in place currently are many (ranging from an Employee and Family Assistance Program (EFAP), to Peer Support Groups) and are managed through our Wellness & Safety Branch. The largest issue members have identified is the user-friendliness and accessibility of locating the most appreciate service given the issue that they are experiencing. The Wellness & Safety Branch had identified this long-standing issue and launched a project in 2021 to integrate all available services into a consolidated, user-friendly, searchable and accessible Wellness Portal. This integrated Wellness Portal is scheduled to launch in Q1 of 2022.

The review also identified other areas that OPS can improve on, this includes:

13. In 2021, an Early Intervention System (EI) was launched through the Wellness & Safety Branch. This EI System provides early notifications to Managers when a member has experienced several types of operational incidents, that collectively, could indicate a need for a "management wellness check". The recommendation put forth are as follows:
    i. to expand the EI System to include data and associated thresholds related to harassment related issues/incidents, providing Supervisors and Managers timely notification of areas that require timely intervention.
    ii. To extend support and "touchpoints" to members who are not currently at work. This touchpoint should be done by current managers to maintain a member's connection with the Service and support the member throughout.
        - This recommendation was also provided through the RT Report (Recommendation #6)
14. In relation to the Support Group links available, the recommendation is to expand the language to be more inclusive and include "civilian" type of supports as many are focused on "first responders" and to extend the current list to include specific harassment/ sexual violence and VAW in the workplace support links.
15. The Wellness & Safety Branch identified the need to onboard a full-time psychologist as part of the overall Wellness Strategy for the Service. This request has been approved through the 2022 Budget process and is also identified as an opportunity within the RT Report (Recommendation #6)
16. Recommendation to implement the RT Recommendation #16: : RT has recommended that OPS provide support for women returning from pregnancy and parental leave. As a further way to support the full integration of women into all areas of the OPS, RT has recommended specialized support when women return from pregnancy and parental leave. A Program that provides formal coaching or mentorship to assist those who return to work from these leaves.

## Workplace Violence & Harassment Program Components

The "Respond" component focuses on three core functions: the intake of complaints, the investigation process and the resolution process.

The Intake functions focuses on the creation of an end-to-end formal complaint process for harassment-related issues. This includes the requirement to implement a Case Management System, that provides members with the ability to track their complaint progress through the various stages. Members have identified the need for this process to be independent, confidential, available 24/7 and provides several channels and methods in which complaints can be submitted. The focus on this Intake Process must align to key principles, which include the need for this process to be member-centric, confidential, consistent, efficient, timely, responsive, accessible and user-friendly.

The Investigative function within the "Respond Component" seeks to ensure that investigations are conducted in a thorough, fair, transparent, reasonable manner with the proper application and understanding of balance of probabilities and intersectionality. The investigations must be conducted through various legislative lenses (OHRC, OHSA while considering the correlation between the PSA). Through this, opportunities for mediation and intervention activities should be considered.

The Resolution function seeks to administer meaningful and fair decision making on corrective action—free from preferential treatment.

- The Rubin Thomlinson pilot,. formed through the project, provided an opportunity to learn from an independent 3rd party intake and investigative process. Certain limitations, such as outsourcing the harassment and complaint process to an external party and the potential overlap between the various legislation (OHRC, OHSA and PSA). Taking these considerations into account, Rubin Thomlinson provided the following recommendations, which OPS fully agrees with and will help form a critical part of the future state.

17. RT Recommendation 12: To create a new "Office of the Workplace Investigator"—this Office, will operate independently and would report directly to the Chief of Police. The functions of this office would include the following:
    - Manage a centralized "Intake" Process
    - System Administrator and Business Owner of Case Management System
    - Conduct and report on complaint investigations and determination of alternative resolution methods (mediation etc.)
    - Reporting and trend analysis

    This Independent Office will be staffed with 2 Investigators (recommendation resources should be a lawyer or an adjudicator with an employment law, labour law and/or human rights background) and 1 Coordinator Support Specialist.

18. Throughout the RT pilot, OPS strengthened its Complaint Risk Management Committee—a Committee that jointly reviews completed Investigative Reports and recommends an appropriate corrective action plan for Chief consideration and approval. This Committee will continue its function within the future state process.

## Workplace Violence & Harassment Program Components

The "Restore" component focuses on adopting practices that restore members' confidence and trust in the Service , their colleagues and the overall Program.

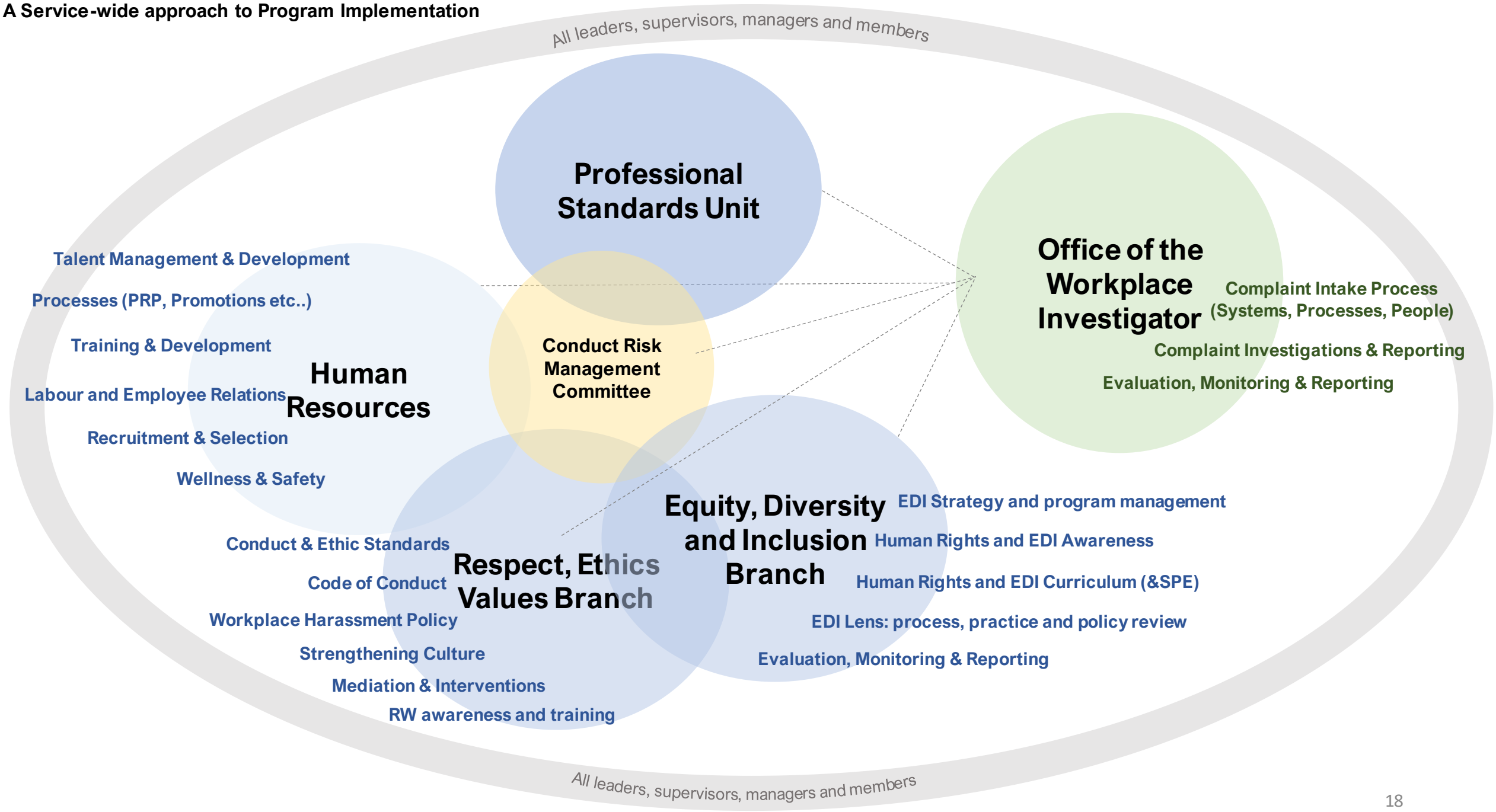
19. RT's recommendation #2—Report on the State of Affairs to OPS members, supports the objective of the "Restore" component. RT has recommended that the full RT Report be made available to the OPS membership by January 31, 2022, and to host a "town hall" to discuss with its members the results of the assessment, the recommendation and the OPS action plan. These activities will further build the level of understanding of the current issues within the Service and the level of commitment of building a stronger and more respectful workplace for all.
20. Duty of Care—following the completion of investigations and/or other interventions, the Office of Investigations will follow up and connect with both complainants and respondents to ensure these members have not experienced any negative repercussions.
21. Annual Report to Membership: Reporting to the members and Associations on an annual basis of the state of affairs "OPS year in review—harassment and culture"
22. Development of a restorative justice approach designed specifically for OPS

## The Focus in 2022

The Service will see significant changes over the course of the year, as the strategy moves from concept towards completion, working towards the initial goals to:

1. Foster an environment where OPS members can focus on their duties, be productive, contribute daily without the fear of harassment or reprisal
2. Ensure the health and wellness of all OPS members
3. Safeguard an environment where OPS members trust the service and feel supported
4. Regain public trust and confidence in the Service and its members
5. Prioritize public safety by ensuring those that serve the public are both mentally and physically fit

## A Service-wide approach to Program Implementation



## Implementation Approach—High level 2-year plan

**2022 – Building the foundation**

- Onboarding of expertise (Investigators, Coordinator, Curriculum Designer) and assignment of Project Manager
- Build and Operationalize the Independent Office of Investigations (Intake, Respond, Restore) and required Communications
- Evaluation Plan, KPIs and Monitoring / Reporting Plan
- Awareness Campaign developed and launched by OPS Champions
- Addressing systemic issues related to promotional, performance management etc.. Processes

**2023 – Stabilizing the foundation and continuing with advancing culture**

- Introduction of additional mental health supports to members through onboarding of a Service Psychologist
- Implementation of a Case Management System
- Updated Policy and introduction of a Code of Conduct
- Learning Development Plan & initiation of course delivery

**2024 – 2025**

- Continuous build and improvement on processes and foundational elements
- Respectful Workplace Campaign
- Additional “Sparks Strategy” workshops and building of internal Change Champions
- Influencer Relationship and Partnership building

# Implementation Approach—Work Breakdown Structure (WBS)

## Resourcing

1. Assignment of Project Lead Implementer (Senior Leader)
2. Establish a Project Team
3. Job Description for Investigators and Coordinator (ref: Office of Investigations)
4. Curriculum Designer (PDC)
5. Psychologist (Wellness)
6. Competition, Interview Boards, Selection and Onboarding

## Restore

1. Reporting on the State of Affairs to OPS members: Release of RT Report - Town Hall
2. Duty of Care practice – post investigation (follow through with Complainants and Respondents)
3. Annual Report to Membership
4. Development of a restorative justice approach

## Service terms & conditions

1. Update and streamline of Policies "Workplace Discrimination, Harassment, and Violence Policy"
2. Approvals and implementation plan
3. Code of Conduct development
4. Approvals and implementation plan

## Establish Independent Office of Investigations

1. Secure office space and complete office set up (IT equipment, telecom, Shared Drive)
2. Case Management System
   - Business Requirements
   - Software identification
   - Selection & Procurement
   - Configuration
   - Testing
   - Training
   - Implementation
   - Reporting
3. Development of an end-to-end Intake Process
   - Intake Channels
   - Group Complaints
   - Processes
4. Establish MOU between Office of Investigations and PSU
5. Wrap-up of Rubin Thomlinson
6. Continuous Improvement Plan
7. Go Live- Launch date for new Office and associated processes
8. Communications Plan to support new state
9. Adjustment to Complaint Risk Management Committee as part of new Office of Investigations- determine required processes

## Evaluation, Monitoring & Reporting

1. Logic Model & Evaluation Plan – Independent 3rd party reviewer
2. Setting and approval of KPIs
3. Establishing metrics to monitor progress
4. Establishment of Reporting Cadence to OPS and OPSB

## Training & Development

1. PSU and Hearing Officer training on human rights and various legislations (OHRC, OHSA)
2. Curriculum Designer to review member course offerings related to harassment- development of a learning and development plan
3. Initiate required learning and developing course offerings throughout service
   - Procuring courseware
   - Integration with OPS systems
   - Roll out
   - Tracking & Monitoring
4. Active Bystander Training

## Support to members

1. Extension of Early Intervention System to include indicators of harassment issues within OPS
2. Expansion of Support links beyond "First Responders" and to extend list to include harassment/ sexual violence and VAW in the workplace support links
3. Onboarding of Full-time Psychologist
4. Return to Work Program for women (specific to pregnancy and/or parental leave)

## Awareness & Communications

1. Development of a sexual violence and harassment learning pathway on Degreed (currently in progress with support from Talent Management)
2. Development and roll-out of an Awareness Campaign (print, video)
3. Development of a Leadership Workshop Series
4. Redesign of the RWP wiki include latest information on the overall Program, Strategy and key processes

## Systemic Structures, Processes

1. Promotional process
2. Training opportunities
3. Acting Assignments
4. Performance Management Process (PRPs)

*Linkage to work underway with HR—not managed under the SVH Project*

## External Influencers Relations

1. Establish a Policing Culture Committee with other Services and the Ottawa Police College (OPC) (Recruit)
2. Establishment of Joint Commitment with OPS, OPA and SOA

*Part of Year 2 work packages*

## Awareness Building Critical Mass

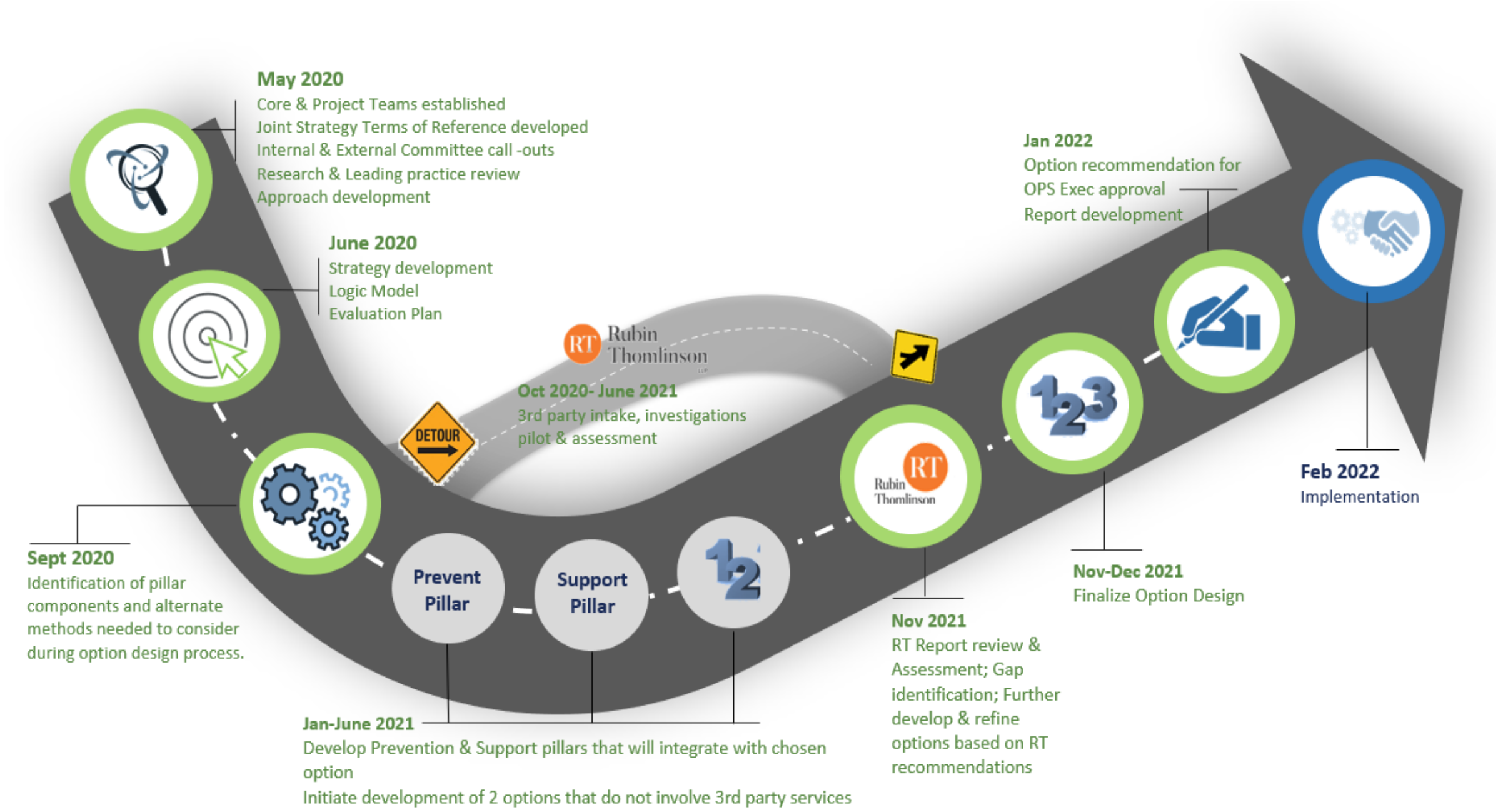
1. Respectful Workplace Campaign
2. Continue to build critical mass through additional Sparks Strategy sessions throughout 2022.

*Part of Year 2 work packages*

In progress

# Appendices

# JS-WSVH Strategy and Program Development Roadmap



# V2 DRAFT Logic Model for OPS Respectful Workplace Program 3.0

**Inputs**

- Sufficient human resources, technology/tools and budget committed to implement and manage an effective Respectful Workplace Program (RWP 2.0) that addresses issues of bullying, harassment and discrimination at OPS

**Activities**

## *Restore*

*Adopt practices that restore member's confidence and trust in the Service their colleagues and the overall Program*

- Release of Rubin Thomlinson's Report to members
- Hosting of a "Town Hall" with members to discuss culture, issues related to SV&H at OPS
- Reconciliation practices to restore working relationships between Complainants and Respondents

## *Prevent*

*Take the deliberate and consistent actions needed to influence the culture and processes in order to stop behavior that violates RWP policy from occurring*

- Implement communication, change management strategies to promote RWP, culture change, zero tolerance
- Conduct regular Member training/ education re. RWP/conflict resolution
- Provide clear, accessible RWP policy, procedures and review & update
- Embed RWP competencies in HR/ Performance Management processes

## *Information*

*Build awareness to strengthen program, support services and strategies to change behaviour that violates RWP policy*

- Provide RWP-related training, education, information, progress updates & post policies, forms, procedures
- Conduct data collection, analysis & track performance measures over time

## *Support*

*Provide support (from all levels) to complainants, respondents and managers in relation to violations of RWP policy*

- Create a safe/brave space for complainants, managers, respondents, and others to report/discuss RWP incidents without fear of reprisal, and to achieve closure
- Provide referrals to services, PSS, HSL , LS as appropriate

## *Respond*

*Respond to incidents in accordance with RWP policy and ensure accountability (at all levels) to act on behaviour that violates RWP policy*

- Provide effective processes (intake, reporting, investigation, mediation, status updates, & interim strategy)
- Impose consequences for RWP policy violations, reprisals, disclosing confidential information
- Conduct training for managers in RWP/conflict resolution
- Conduct training for investigators

**Outputs**

- Annual Performance Accountability Report to members

- Communication messages
- Policies, procedures

- RWP 2.0 statistics & records
- RWP complainant input survey
- Member survey results
- Reports/Updates (SLT/PSB)

- RWP 2.0 records
- Referrals

- Training Guides & input surveys

**Immediate Outcomes**

- Confidence building of members through acts of transparency and honest discussion

- Complainant and Respondent willingness to participate in reconciliation processes

- Increased member understanding of RWP (policy, procedures, definitions)
- Increased member confidence, skill in conflict resolution

- Increased reporting of workplace complaints (via all intake channels)

- Increased awareness of prevalence of RWP issues (at all levels)
- Increased understanding of complainant perceptions about RWP 2.0
- Increased understanding of member perceptions about RWP 2.0, OPS culture

- Reduced time for complaint resolution
- Increased complainant satisfaction with process, resolution
- Increased manager satisfaction with process, resolution
- Increased manager confidence, skill in managing complaints
- Increased investigator confidence, skill in investigating complaints

**Intermediate Outcomes**

- Improved Member perceptions with respect to OPS culture/climate:
  - supportive and inclusive work environment for all
  - organizational culture of respect, ethical conduct reflecting OPS core values
  - Members comfortable reporting/standing up to those violating RWP policy
- Improved credibility of RWP 2.0 and enhanced perceptions of RWP 2.0 amongst RWP 2.0 complainants and OPS Members with respect to:
  - Effectiveness (resolution), efficiency (timeliness), clarity, transparency, consistency, fairness, support, confidentiality, safety from reprisals

- Reduced reporting of workplace complaints (via all intake channels)
- Increased proportion of complaints resolved without escalation
- Increased proportion of reporting to OPS intake channels vs external intake channels
- Reduced litigation related to work-related complaints and reduction in associated costs
- Reduced number of Members on RWP-related stress leave

**Long-Term Outcomes**

*A supportive and respectful work environment for all OPS members that is free of bullying, harassment discrimination.*

*Healthy, productive and engaged OPS Members who provide exemplary service and strengthen public trust and confidence in the OPS*

## Budget—5-year Forecast

| Resource Costs | Details on cost breakdown | FTEs | Year 1<br>Year 2022 | Year 2<br>Year 2023 | Year 3<br>Year 2024 | Year 4<br>Year 2025 | Year 5<br>Year 2026 | Total $$ |
|---|---|---|---|---|---|---|---|---|
| Dedicated Senior OPS Leader to lead implementation | Backfill | 1 | 145000 | 145000 | | | | 290000 |
| Office of the workplace investigator (FTEs/Assets) | 2 lawyers (370k) / 1 Coordinator· lev 4 (80k) | 3 | 450000 | 450000 | 450000 | 450000 | 450000 | 2250000 |
| Increase mental health supports (Psychologist) | Pscyh $180k) | 1 | 180000 | 180000 | 180000 | 180000 | 180000 | 900000 |
| Conflict Management Approach for REV | Workplace assessements and team conflict mediation etc.. Sgt (150k) training | 1 | 150000 | 150000 | 150000 | 150000 | 150000 | 750000 |
| | | 6 | $ 925,000.00 | $ 925,000.00 | $ 780,000.00 | $ 780,000.00 | $ 780,000.00 | $ 4,190,000.00 |

| Material and Consulting Costs | Details on cost breakdown | | Year 1<br>Year 2022 | Year 2<br>Year 2023 | Year 3<br>Year 2024 | Year 4<br>Year 2025 | Year 5<br>Year 2026 | Total $$ |
|---|---|---|---|---|---|---|---|---|
| Restorative Justice Expertise | Consulting | | 120000 | | | | | 120000 |
| Redesign of promotional and performance management processes, Recruitment & Selection | Consulting Services to work on promo, transfer, PRP | | 250000 | | | | | 250000 |
| Restore workplace- resolve outstanding disputes (to support potential increase once report released- to include legal costs) | 4 Human Rights/ 10 Grievances, 20 brewing.. | | 320000 | 250000 | 200000 | 150000 | 150000 | 1070000 |
| Strategic Curriculum Designer/ ongoing professional development (training for service) | PDC has requested a Curriculum Designer (150k) | 1 | 150000 | 150000 | 150000 | 150000 | 150000 | 750000 |
| Human Rights training for PSU | 5k per investigator/ 10 Investigators | | 50000 | 50000 | 50000 | 50000 | 50000 | 250000 |
| Ongoing professional development (training for service) | harassment training (100k) | | 100000 | 100000 | 100000 | 100000 | 100000 | 500000 |
| Awareness Campaigns | Intneral effort- no additional costs, minor material costs | | 20000 | 20000 | 10000 | 10000 | 10000 | 70000 |
| Champions for Change Workshops | Workshops to be done in 2021, build new champions every two years.. | | | 45000 | 45000 | 45000 | 45000 | 180000 |
| Office of the workplace investigator (FTEs/Assets) | Costs for external ivestigations (150k)for volume | | 150000 | 150000 | 150000 | 150000 | 15000 | 615000 |
| Intake Process - Clearview System (example)- includes Case Management System, various channels to report / anonymous reporting) | 8700/year- system as part of Intake Services | | 10000 | 10000 | 10000 | 10000 | 10000 | 50000 |
| Increase mental health supports | expansion of EIS | | | 20000 | 20000 | | | 40000 |
| Supports for return to work from maternity | Reintegration Process, Pregnancy accomodations | | | 5000 | | | | 5000 |
| Cultural Interventions (through Diversipro) | | | 125000 | | | | | 125000 |
| | | | $ 1,295,000.00 | $ 800,000.00 | $ 735,000.00 | $ 665,000.00 | $ 530,000.00 | $ 4,025,000.00 |

## Budget—Project Budget Decrease— 5-year forecast

| | Year 1<br>Year 2022 | Year 2<br>Year 2023 | Year 3<br>Year 2024 | Year 4<br>Year 2025 | Year 5<br>Year 2026 |
|---|---|---|---|---|---|
| **Resource Costs** | $ 925,000.00 | $ 925,000.00 | $ 780,000.00 | $ 780,000.00 | $ 780,000.00 |
| **Material Costs** | $ 1,295,000.00 | $ 800,000.00 | $ 735,000.00 | $ 665,000.00 | $ 530,000.00 |
| | $ 2,220,000.00 | $ 1,725,000.00 | $ 1,515,000.00 | $ 1,445,000.00 | $ 1,310,000.00 |
| **% Budget decrease year over year** | | -22% | -12% | -5% | -9% |