



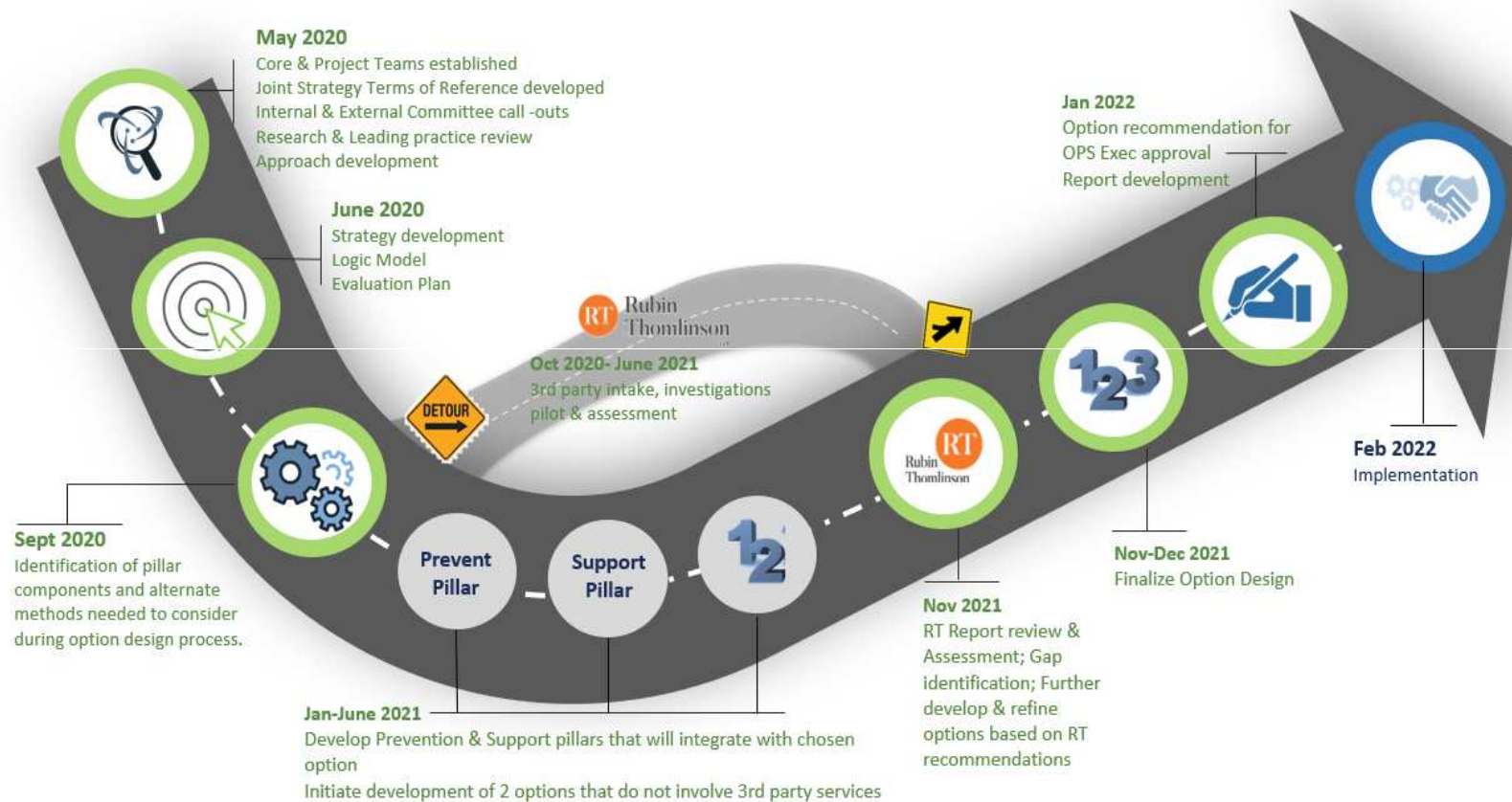
The Safer Workplace Action Plan

January 24, 2022

The Ottawa Police logo, featuring the word "OTTAWA" in a small, blue, sans-serif font above the word "POLICE" in a larger, bold, blue, sans-serif font. The "O" in "POLICE" is stylized with a circular graphic element.

OTTAWA
POLICE

OVERVIEW



MISSION



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

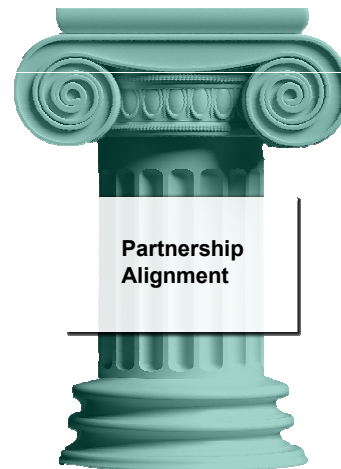
- To eliminate workplace sexual violence and harassment at the OPS by ensuring a safe, supportive and inclusive work environment for all members, and an overall organizational culture of respect, openness, and high standards for professional and equitable policing that reflect the Service's core values.



Leadership
Commitment



Strengthening
Respectful Workplace
Program (RWP)



Partnership
Alignment



Culture Shift
& Systemic
Barriers

Ottawa Police Service and
Ottawa Police Services Board
long-term unwavering commitment

Renew and strengthen the RWP program
to eliminate gaps and build member
confidence with improved services

Strengthen alignment & influence between
the Board, OPS, the Ottawa Police Association
and the Senior Officers Association

Taking action on organizational/contributing
factors: culture & systemic barriers

DEVELOPMENT

- Several reports informed the development of the path to the Safer Workplace Action Plan



FINDINGS



RT provided recommendations to respond to feedback in key areas:

- The experience of female members
- The experience of racialized members
- Mental health at the Ottawa Police Service
- Unwillingness to complain and fear of reprisal
- Concerns regarding supervisors and leadership team
- Workplace culture

RECOMMENDATIONS: **ACCEPTED**

Increase accountability

- #1: Dedicated Senior OPS Leader to lead and be accountable of the implementation recommendations
- #2: Report on the state of affairs/results to OPS Members"
- #3: PSB increased oversight- requirement for additional resources may be required"
- #4: Measure Progress- develop tools and KPIs and report on progress/change"

Strengthen Leadership

- #5: Strengthen Leadership- Diversify Leadership Team
- #6: Commit to lead by example - model desired behaviour

Restore the Workplace

- #7: Restore the Workplace—Heal longstanding wounds
- #8: Review all outstanding legal disputes relating to the workplace, and make best effort to resolve them

Set clear expectations for workplace behaviour

- #9: Establish an OPS Code of Conduct and a call for professionalism
- #10 Update policies—expand examples of respectful behaviour, abuse of authority, reprisal, EDI as it relates to these policies, obligation of an OPS member to participate in these types of investigations, eliminate duplicate policies
- #11: Review current professional development offerings and engage in strategic curriculum development—improve and revamp training associated to respect at work, EDI, harassment, workplace violence. Engage in strategic curriculum development. Invest in Curriculum designer for adult learners"

Encourage reporting & improve investigation of complaints

- #12: Create new "" Office of the Workplace Investigator""—independent from chain of command, must be a lawyer, adjudicator with employment law, labour law and/or human rights background
- #13: Heighten knowledge of human rights within PSU and for hearing officers (additional training on human rights, harassment, discrimination, EDI as well as human rights-based workplace investigations models
- #14: Facilitate making group complaints and supported through policy

Provide support to employees

- #15: Increase mental health support for OPS members—full time psychologist to be on site to provide support to members
- #16: Provide support for women returning from pregnancy and parental leave—specialized support (coaching/mentoring) to assist back to work transition

Augment programs and resources

- #17: Engage in additional cultural interventions to address systemic issues
- #18: Allocate additional support for the review and redesign of the promotional and PRP processes

FUTURE STATE



Preventing sexual violence & harassment from occurring and actively taking action to mitigate the risks.



Build ongoing awareness within OPS to strengthen the program, support services, and strategies to change behaviour that violates policy



Provide support (from all levels) to complainants, respondents, bystanders, and managers in relation to violation of policy



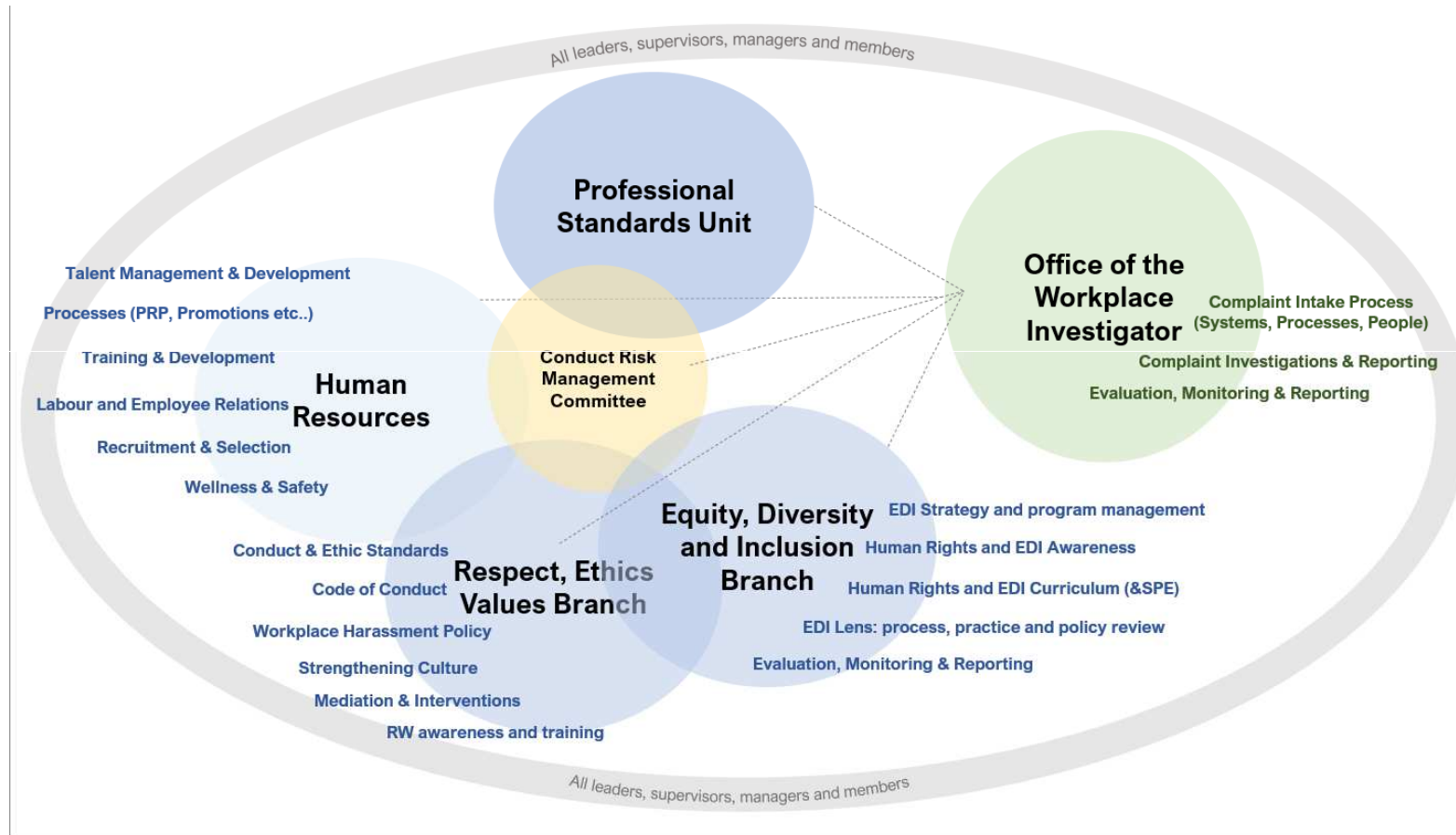
Respond to complaints and incidents in accordance with policies and ensure accountability (at all levels) for behaviour that violate policies



Adopt practices of evaluation, continuous improvement, response and cultural reform in order to restore member confidence

- 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 Respect Values Inclusion, Human Resources, and the Office of Chief, and will transform the internal culture of the Service, as well as leadership culture at every level.

FUTURE STATE



QUESTIONS





**SERVICE DE POLICE D'OTTAWA
OTTAWA POLICE SERVICE**

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