

MANY BACKGROUNDS ONE GOAL A SAFER COMMUNITY TOGETHER  
POLICING ... it's more than you think  
POLICING ... it's more than you think  
POLICING ... it's more than you think

# PEEL REGIONAL POLICE

## Equal Opportunity Plan Results 2014



Recruitment & Staff Support, Corporate Development



# A SAFER COMMUNITY TOGETHER



## STRATEGIC GOALS

Enhance & Promote Safety As Our Highest Priority Together With The Community.

To Be An Employer Of Choice.

Deliver Quality Services Ensuring Accountability & Fiscal Responsibility.

Manage Service Delivery To Respond To Growth & Changing Demographics.

# TRUST

TRUST • RESPECT • UNDERSTANDING • SAFETY • TRANSPARENCY



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# EQUAL OPPORTUNITY PLAN



## 1.1 OVERVIEW

The Peel Regional Police is the second largest municipal police service in Ontario and the third largest in Canada, with a total complement of 1,979 uniform, 30 cadets and 829 civilian members. We serve one of the most diverse regions in Canada.

According to Statistics Canada, Census and the National Home Survey 2011, the reported policing population of the Peel Regional Police was 1,230,045, with Racialized Persons comprising 59.1% or 727,100 people. This representation is substantially higher than that of the provincial population, at 25.9% or 3,279,565, and the Canadian population of 19.1% or 6,264,750.

The annual Equal Opportunity Plan Report offers an overview of our organization's performance and efforts to ensure we live up to the pledge of the Regional Municipality of Peel Police Services Board's to provide a workplace free of systemic discrimination, as first adopted in 1996.

On June 7th, 1996 with the approval from the Ontario Human Rights Commission the Peel Regional Police received "Special Program Status," which permitted the collection of workplace data. The collection was deemed not to be in contravention of the Human Rights Code.

Over the past eighteen years, we have continued, without the need for substantial changes, having established a solid foundation, to record and report this data which has been utilized in several guiding policies and in our overall direction.

1. The recommended Statement of Principles as issued in 1996 for Ontario Police Services by the Ministry of the Solicitor General & Correctional Services is (renamed in 2003 as the Ministry of Community Safety & Correctional Services):

**"This police service believes effective workplace policies and practices are founded on the merit principle - selecting the best candidate for the job. This police service supports a fair, inclusive workplace in which (1) all employees and applicants have an equal opportunity to fulfill their potential; (2) barriers to achievement are identified and removed and prevented; and (3) as provided in the Ontario Human Rights Code, every person has a right to equal treatment with respect to employment without discrimination."**

**Accordingly, the Regional Municipality of Peel Police Services Board and the Peel Regional Police Service affirm their support for, and adherence to, the following principles:**

- Merit being the basis of hiring and promoting, and other employment practices of this Police Service, which allows individuals to be judged on their abilities.
- Taking the necessary steps to eliminate barriers to equal opportunity, including systemic barriers, and to prevent new ones from being established.
- Taking the necessary steps to eliminate discrimination and harassment by effectively preventing it, and responding to it in a manner consistent with zero tolerance.
- Providing employment accommodation in accordance with the Ontario Human Rights Code.

2. Statistical tracking of workforce information collected through a voluntary self-identification survey process for existing employees and applicants entering and progressing through the employment process. The program identifies four prescribed groups: aboriginals, racialized persons, persons with disabilities, and women.
3. Positive measures related to outreach recruitment, pre-employment counseling and internship programs, career development programs, guidance and support programs, and civilianization.
4. Barrier elimination initiatives related to barrier-free employment policies and practices, educational training on race relations, diversity and human rights, elimination of discrimination and harassment in the workplace, assistance for employees in addressing family issues, and accommodating persons with a disability.

The 2014-2016 Strategic Plan guides our desire to continue to develop on our efforts. One of our identified goals is to manage service delivery with a response to our growth and changing demographics.

## 1.2 COMMUNITY REPRESENTATION DATA

The Peel Regional Police, Recruitment & Staff Support Bureau, strives to recruit and always select the best person for the job while endeavouring to be reflective of our community.

According to the “2013 Community Survey Report” 64% of those persons within our region who spoke a language other than English believed “Peel Regional Police are actively trying to recruit locally”.

The 2011 Census data & National Home Survey states that our Region has 59.1% of its population identified as racialized persons. Conversely, 25.9% of Ontarians specify they are racialized, which is well below the diversity in the Region of Peel.

<b>COMMUNITY REPRESENTATION – CENSUS DATA 2011</b>				
	<b>Aboriginal</b>	<b>Racialized Persons</b>	<b>Persons with Disabilities *</b>	<b>Females</b>
<b>Percentage</b>	0.5%	59.1%	10.7%	50.9%

\* Most recent data available from 2001



### 1.3 LANGUAGE PROFILE – COMMUNITY & POLICE SERVICE

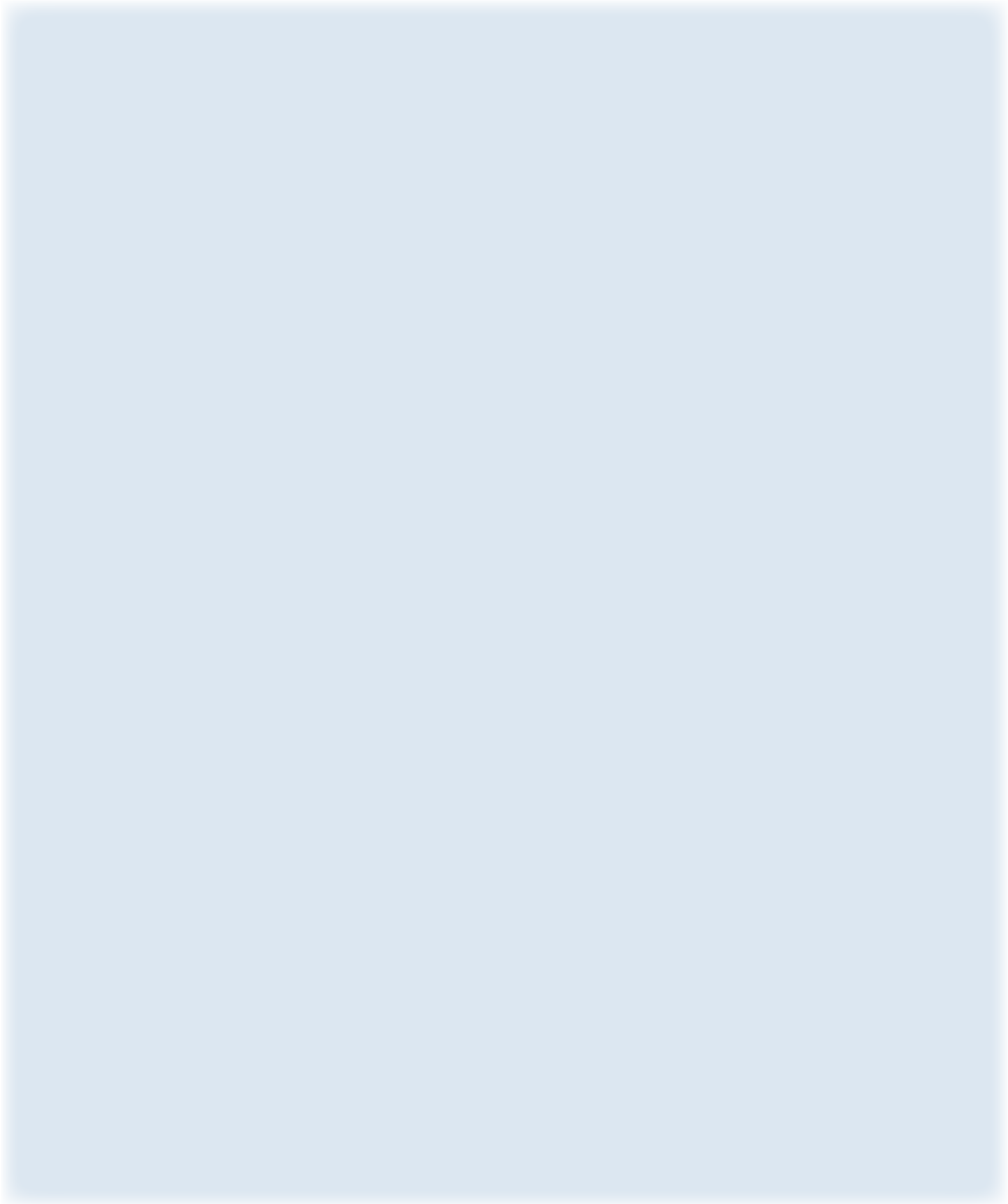
The Region of Peel is a linguistically diverse community. Census Bureau statistics, 2011, indicate that 45.4% of the regional population reported their mother tongue to be one other than the official languages of Canada. Beyond English, the top three languages spoken at home were Punjabi, Urdu and Polish.

The collection and maintenance of information gathered for members of Peel Regional Police with language skills indicates members to be conversant in 53 languages other than English. A total of 752 employees identified themselves as being multilingual, which is a slight increase (0.8%) in the number of members that identified in 2013, at 746. This statistic continues to be indicative of efforts being made to attract and employ person’s representative of the diverse community that we serve.

<b>LANGUAGE PROFILE – 2014</b>			
<b>Number of Languages Spoken *</b>	<b>Number of Members</b>	<b>Number of Auxiliary</b>	<b>Total</b>
1 Language	577	22	<b>599</b>
2 Language	135	9	<b>144</b>
3 - 4 Languages	40	3	<b>43</b>
<b>TOTAL</b>	<b>752</b>	<b>34</b>	<b>786</b>

\* Other than English – 53 different languages spoken by Civilian / Uniform.







# 2

## STATISTICS UNIFORM REPORTING

### 2.1 APPLICANT DATA – UNIFORM (Recruit Constable & Cadet)

2013 represented the first full year of recruitment efforts after adopting the Constable Selection System in June of 2012. The system, mandated by the Ontario Ministry of Community Safety & Correctional Services and the Ontario Association of Chiefs of Police, allows applicants to obtain their Certificate of Results (COR) from Applicant Testing Services (ATS) prior to applying to Peel Regional Police. The COR demonstrates that the applicant has passed all baseline testing requirements including; a Cognitive Recognition Intellectual test, an English writing test, a Behavioural Assessment test and a Physical Abilities test. Once a candidate obtains their COR they are permitted to register for a Local Focus Assessment (LFA) date. This process reinforces our commitment to transparency and equality and falls in line with other police services’ recruiting practices throughout the province. One unique difference with the Peel Regional Police is that after completing their LFA’s, each applicant meets with a Recruiter for a brief interview in order to personalize the process and provide an opportunity for clarification in relation to any matters which may have arisen as a result of completing the LFA.

Peel Regional Police’s recruitment was and will be affected and controlled by the number of ATS applicants who are successful in obtaining their COR. The following demonstrates the number of new applicants registered with ATS and the number of certificates issued throughout the province of Ontario;

CERTIFICATE OF RESULTS *		
YEAR	CERTIFICATES ISSUED	NEW APPLICANTS REGISTERED
2014	3,240	4,996
2013	2,729	4,627
2012	2,776	4,905

\* As reported by OACP-CSS

Peel Regional Police recruiting has focused on hiring the highest quality candidates from the COR pool of applicants. We have also expanded our outreach strategies to attract candidates that represent the community we serve and encourage their interest in policing and provide information about the ATS process.

In 2014, consultation with Finance & Planning, Recruitment & Staff Support determined the need to hire 58 uniformed officers for the year to meet Peel Regional Police’s 2014 uniform attrition. Hiring 58 uniform officers was anticipated to fill vacancies attributed to retirement, alternative career choices, growth and other general attrition.

Although the uniform attrition for 2014 was reported at 58, Peel Regional Police hired 89 uniform officers in 2014. This number can be broken down as follows; 58 for attrition, 22 officers to maintain services for the growing population base and meet emerging service demands (2014 budget) and 9 to address the deficit in staffing levels from 2013.

UNIFORM APPLICANTS			
YEAR	2014	2,013	2012
Number of Applicants	1,045	1,153	1,170

UNIFORM APPLICANT PROFILE FOR VALID RESPONDENTS – 2014												
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS			TOTAL RESPONDENT *		
	Total	%	Total	%	Total	%	Female	%	Male	Total Respondent	Total Non Respondent*	TOTAL
2014	16	1.8%	314	35.2%	9	1.0%	104	11.7%	788	892	153	1,045
2013	11	1.0%	308	28.7%	8	0.7%	87	8.1%	987	1,074	79	1,153
2012	8	0.8%	308	31.0%	1	0.1%	126	12.7%	869	995	175	1,170

\* This number represents the applicants who chose not to complete the voluntary survey.

To satisfy the anticipated vacancies of 2014, Peel Regional Police invited 1,045 COR applications for LFA testing from individuals interested in both the Cadet and Recruit Constable positions; a decrease of 9.8% in comparison to the 1,153 applications accepted in 2013. Of the 1,045 invited, 748 (71%) attended the LFA. Of these 748 LFA applicants, Peel Regional Police hired 89 individuals (12%).

The focus remains on identifying, assessing and processing the most competitive candidates rather than seeking to attract a large pool of applicants in hopes that some worthy candidates will be found. The established policy of limiting the number of test spots available and demanding timely registration is intended to weed out unmotivated applicants. This continues to achieve the desired results.

Recruiting a pool of competitive applicants representative of our local community remains a concentrated, yet challenging priority. Aggressive recruitment drives have been expanded to include target-specific communities and are supported by advertising campaign initiatives geared to attracting both racialized persons and female applicants.

To ensure that our long term goals are achieved, the Recruiting Bureau’s Outreach Program, comprised of two full time officers, was tasked with comprehensively assessing the value of the Unit’s efforts. Documented in the “Outreach Initiative Review and Research Report,” the assignment served to identify best practices, serving to form the basis of the outreach strategy for the Bureau going forward.

2014 continued with the outreach initiative which utilized a pool of officers from across the organization who represented diverse demographics, age groups and genders. The goal of the outreach pool was to assist the Outreach Officers at specific events within the community in the hopes of providing examples of diversity in policing.

Beyond the efforts undertaken by the Recruiting Bureau, recruiting remains the responsibility of the entire organization and is reinforced in Directive 1-A-201 (O), with noteworthy concerted efforts being made by the Diversity Relations Bureau, Neighbourhood Policing Units and Corporate Communications - Public Information, all of who assist in the efforts of recruiting potential candidates from all communities.

Evolving changes in applicant profile demographics point to a measure of success, suggesting that initiatives undertaken have increasingly reached members of our entire community. Although inroads have been made, solidifying gains is essential. The need for ongoing efforts to attract segments of the community traditionally under-represented in policing remains necessary in order to achieve the stated end that employees be representative of our community.

**2.2 NEW HIRE STATISTICS – UNIFORM** (Recruit Constable & Cadets)

NEW HIRES UNIFORM PROFILE – 2012–2014										
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	Total
2014	1	1.1%	21	23.6%	0	0.0%	17	19.1%	72	89
2013	0	0.0%	20	33.9%	0	0.0%	15	25.4%	44	59
2012	0	0.0%	22	35.5%	0	0.0%	17	27.4%	45	62

The 2014 attrition rate saw a decrease to 58 uniformed officers leaving the service. This number was slightly lower than the 63 leaving in 2013. The majority of the 58 officers leaving the service were due to retirements, alternate career choices or personal reasons. Since organizational employment numbers were below the authorized complement level, we were able to hire 89 uniform officers which brought us to the full uniform complement of 1,979 in 2014.





Of the 89 officers hired in 2014, 19.1% are female officers and 80.9% are males. Of these male and female officers, 1.1% is Aboriginal and 23.6% are racialized persons. According to the 2012 Canadian Centre for Justice Statistics our service is slightly higher than the provincial average in hiring female officers (18.7%) and slightly lower than the national average (19.9%). Peel Regional Police is continuing in its commitment to attract individuals to policing who represent the community we serve. Initiatives like our 'Women in Policing Symposium' are designed to expose potential applicants to a variety of opportunities within the police service and offer opportunities to speak directly with female police officers and to attend 'women only' candidate evaluation events.

### 2.3 TRANSFERS & PROMOTIONS – UNIFORM (Includes Cadets)

In assisting the Organization to address succession planning needs, temporary and permanent transfers continued to provide employees with the opportunity for personal and professional growth. In 2014, there were 1,527 permanent and temporary transfer opportunities; a decrease of 8.7% in comparison to the 1,666 transfer opportunities in 2013.

<b>UNIFORM TRANSFERS – 2014</b>		
<b>RANK</b>	<b>PERMANENT</b>	<b>TEMPORARY</b>
<b>Senior Officer</b>	8	6
<b>Detective Sergeant / Staff Sergeant</b>	19	12
<b>Detective / Sergeant</b>	150	51
<b>Constable</b>	820	416
<b>Cadet</b>	0	45
<b>TOTAL</b>	<b>997</b>	<b>530</b>

In 2014, there were 156 uniform promotions; a significant increase of 38.1% from the 113 promotions in 2013. Opportunities for promotion in rank are not necessarily dependent on actual and immediate vacancies.

<b>TOTAL PROMOTIONS – UNIFORM POSITION CATEGORY – 2014</b>										
<b>POSITION CATEGORY</b>	<b>ABORIGINAL</b>		<b>RACIALIZED PERSONS</b>		<b>PERSONS WITH DISABILITIES</b>		<b>EMPLOYEE TOTALS</b>			
	<b>Total</b>	<b>%</b>	<b>Total</b>	<b>%</b>	<b>Total</b>	<b>%</b>	<b>Female</b>	<b>%</b>	<b>Male</b>	<b>Total</b>
<b>Senior Officers</b>	0	0.0%	2	12.5%	0	0.0%	3	18.8%	13	16
<b>D/Sgt. / S/Sgt.</b>	0	0.0%	2	22.2%	0	0.0%	2	22.2%	7	9
<b>Det. / Sgt.</b>	0	0.0%	2	9.5%	0	0.0%	3	14.3%	18	21
<b>Constables</b>	1	1.1%	33	35.1%	0	0.0%	21	22.3%	73	94
<b>Recruit Constables</b>	0	0.0%	6	37.5%	0	0.0%	3	18.8%	13	16
<b>Uniform Total</b>	1	0.6%	45	28.8%	0	0.0%	32	20.5%	124	156

## 2.4 ATTRITION – UNIFORM

At 1.7%, the 2014 attrition rate, which includes retirements, resignations and alternate career choices of uniform members, decreased from 2.8% in 2013. While the majority of these uniform officers left due to retirement; organizational improvements and continued commitment to maintaining a supportive work environment should not be discounted in understanding the slightly lower attrition percentage.

## 2.5 COMPOSITION PROFILE – UNIFORM (Includes Cadets)

### Under-Represented Segments Of The Community

The Peel Regional Police remains committed to offering equitable uniform employment opportunities for women and racialized persons in the community, segments of society that traditionally are under-represented as police officers. Seventeen (17) of the 89 uniform hires in 2014 were female (19.1%). That percentage is slightly above the provincial average of 18.7% and slightly below the national average of 19.9% respectively. This is a decrease from 2013 which has been similarly recognized by other agencies throughout the province.

2014 again marked a slight decrease in the percentage of hires that were representative of racialized persons. 21 of the 89 officers hired were racialized (23.6%) which is a decrease from the 20 of the 59 (33.9%) racialized officers reported in 2013. We are cautiously optimistic that new recruiting initiatives and targeted community recruiting sessions will soon pay dividends and increase the number of racialized hires. Despite the fact that only 23.6% of the police officers hired in 2014 were racialized persons, the organizational complement of racialized officers has increased to 16.4% from 15.9% in 2013.

COMPOSITION PROFILE – UNIFORM POSITION CATEGORY – 2014										
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	Total
Senior Officers	2	3.3%	7	11.7%	0	0.0%	7	11.7%	53	60
Detective Sergeant / Staff Sergeant	0	0.0%	7	10.0%	1	1.4%	7	10.0%	63	70
Detective / Sergeant	1	0.4%	21	8.5%	0	0.0%	30	12.1%	217	247
Constable	15	0.9%	290	17.8%	6	0.4%	310	19.1%	1315	1,625
Cadet	1	3.4%	9	31.0%	0	0.0%	4	13.8%	25	29
<b>Uniform Total</b>	<b>19</b>	<b>0.9%</b>	<b>334</b>	<b>16.4%</b>	<b>7</b>	<b>0.3%</b>	<b>358</b>	<b>17.6%</b>	<b>1,673</b>	<b>2,031</b>



# 3

## STATISTICS CIVILIAN REPORTING

### 3.1 APPLICANT DATA – CIVILIAN

In 2014, the Peel Regional Police received 4,199 civilian applications online, which is a 3.4% increase over the 4,061 applications received in 2013.

Equal opportunity related statistics are dependent on voluntary self-reporting and continuing in 2014, there was a 100% return rate. That said, there remains numerous applicants who fail to complete the survey in it's entirety, which results in incomplete data sets for purposes of reporting and analysis.

A review of the last three years indicates that the percentage of aboriginal applicants remains unchanged and for the remaining three prescribed groups, racialized persons increased by 0.8%, while applications from females and persons with disabilities decreased by 0.6% and 1.3% respectively.

Increasing the number of applicants, as a whole, from the designated groups, to be considered for employment remains a strategic goal for Recruitment & Staff Support. Unfortunately, regardless of the substantial interest from external applicants in civilian employment, beyond limited occasional increase to civilian complement, opportunities are directly tied to an attrition rate of 2.7%.

CIVILIAN APPLICANT PROFILE FOR VALID RESPONDENTS – 2014												
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS			TOTAL RESPONDENT *		
	Total	%	Total	%	Total	%	Female	%	Male	Total Respondent	Total Non Respondent*	TOTAL
2014	42	1.0%	1,078	26.2%	52	1.3%	2,575	62.6%	1,192	4,116	83	4,199
2013	43	1.1%	975	25.4%	98	2.6%	2,426	63.2%	1,388	3,838	223	4,061
2012	44	1.1%	860	22.2%	53	1.4%	2,422	62.4%	1,415	3,879	261	4,140

\* This number represents the applicants who chose not to complete the voluntary survey.

### 3.2 NEW HIRE STATISTICS – CIVILIAN

While there was a decrease in the number of new civilians we hired in 2014 over 2013 (12); the substantial change was the increase in the number of permanent positions available more than tripled, increasing from 4 in 2013 to 15 in 2014 and the remaining 87 positions were temporary in nature. The temporary positions are hired for completion of various temporary assignments, including communications, records, co-op students, the YIPI program and communication intercept monitors. This number is directly attributable to the strong internal hiring rate, which provides for very few opportunities to the external population, as demonstrated with these numbers.

Of the new hires, racialized persons represent 32.4%; females at 66.7% and both aboriginal and persons with disabilities represent 2.0% respectively.

NEW HIRES CIVILIAN PROFILES – 2014										
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	Total
<b>Permanent</b>	0	0.0%	5	33.3%	0	0.0%	6	40.0%	9	<b>15</b>
<b>Temporary</b>	2	2.3%	28	32.2%	2	2.3%	62	71.3%	25	<b>87</b>
<b>TOTAL</b>	<b>2</b>	<b>2.0%</b>	<b>33</b>	<b>32.4%</b>	<b>2</b>	<b>2.0%</b>	<b>68</b>	<b>66.7%</b>	<b>34</b>	<b>102</b>

### 3.3 COMPOSITION PROFILE – CIVILIAN

Composition statistics reflect the makeup of the Police Service captured on a given date. Representation of designated group members at various levels is dependent upon and must be interpreted within context of various factors, including:

- the degree of representation of designated group members at the beginning of the year;
- the number of hiring, status/transfers and promotional opportunities throughout the year; and,
- the number of designated group members leaving by the end of the year.

COMPOSITION PROFILE PERMANENT & TEMPORARY CIVILIAN POSITION – 2014										
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	Total
<b>Managers/Directors / Senior Admin</b>	0	0.0%	2	7.7%	1	3.8%	14	53.8%	12	<b>26</b>
<b>Grades 7, 8, 9, 10</b>	1	0.2%	70	14.7%	13	2.7%	298	62.7%	177	<b>475</b>
<b>Grades 4, 5 &amp; 6</b>	8	2.6%	53	17.0%	7	2.2%	273	87.5%	39	<b>312</b>
<b>Grades 1, 2 &amp; 3</b>	1	1.1%	16	18.2%	2	2.3%	61	69.3%	27	<b>88</b>
<b>CIVILIAN TOTAL</b>	<b>10</b>	<b>1.1%</b>	<b>141</b>	<b>15.6%</b>	<b>23</b>	<b>2.6%</b>	<b>646</b>	<b>71.7%</b>	<b>255</b>	<b>901</b>



### 3.4 JOB POSTING ACTIVITY – CIVILIAN

Recruitment & Staff Support posts all civilian job vacancies internally of three months or more in duration, which provides transfer and/or promotional opportunities for our civilian members, this is in accordance with our policies & procedures and the Civilian Collective Agreement. The organization continues to boast a very high internal hiring success rate. In 2014, there were 214 civilian vacancies posted, which is a substantial increase of 42.7% over the 150 in 2013. Of the 214 vacancies, 89.7% of the full-time opportunities were filled by internal employees, which included 36 promotional opportunities.

CIVILIAN JOB POSTING ACTIVITY					
POSITION CATEGORY	Total Number Of Posted Vacancies *	Number Of Full-Time Posted Vacancies	Internal Full-Time Hiring Rate	Number Of Part-Time & Temporary Posted Vacancies	Internal Part-Time & Temporary Hiring Rate
2014	214	87	89.7%	127	64.6%
2013	150	83	90.4%	67	77.6%
2012	117	61	88.5%	56	75.0%

\* Excludes cancelled posting – includes internal & external vacancies

Although this speaks to the success of employee learning and development programs, ultimately it results in fewer job opportunities, beyond entry level positions, for external candidates. (co-op student positions; YIPI program and communication intercept monitor positions are not posted internally, but are included in the new hire statistics).



### 3.5 TRANSFER / STATUS CHANGE ACTIVITY – CIVILIAN

There were 50 civilian members who acquired permanent status (part or full-time) with the Peel Regional Police in 2014; 7 were representative of racialized persons, while 36 of the 50 members were females. Two civilian employees secured positions as Recruit Constables. These statistics serve to demonstrate that in providing both part-time and temporary employment opportunities, the organization can develop potential full time staff and further, they are indicative of the legitimacy and level of responsibility of the temporary positions. Temporary employment remains a viable route for persons to secure full-time civilian and uniform employment.

### 3.6 PROMOTIONS – CIVILIAN

In 2014, there was an increase of 50% in the number of promotions over 2013, with 2014 offering 36, and 2013 at 24. Persons who successfully attained promotion within the civilian ranks were representative of half of the designated groups, with females accounting for almost 64% of the promotions, and racialized persons captures the other available promotions securing 22.2% of the available positions.



TOTAL PROMOTIONS – CIVILIAN POSITION CATEGORY – 2014										
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	Total
<b>Managers/Directors / Senior Admin</b>	0	0.0%	1	25.0%	0	0.0%	2	50.0%	2	4
<b>Grades 7, 8, 9 &amp; 10</b>	0	0.0%	2	11.8%	0	0.0%	8	47.1%	9	17
<b>Grades 4, 5 &amp; 6</b>	0	0.0%	5	33.3%	0	0.0%	13	86.7%	2	15
<b>Grades 1, 2 &amp; 3</b>	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0
<b>CIVILIAN TOTAL</b>	0	0.0%	8	22.2%	0	0.0%	23	63.9%	13	36

### 3.7 ATTRITION – CIVILIAN

The 2014 attrition rate saw an decrease of civilian members leaving the service at 2.7%, which is down from 3.4% in 2013. This number can be directly attributed to the number of employee retirements.

## 4

## POSITIVE MEASURES

The development and continued refinement of initiatives and positive measures directed at improving success in recruitment and employee retention remains an ongoing process. The organization undertook a review and assessment of outreach and selection systems with an end to reaffirm the viability of existing and directed strategies. Recommendations from the research compiled by Terra Nova remain sound and are being refined to meet the needs of our service and community. In 2014, some of the recruiting initiatives that stemmed from the Terra Nova report continued, such as:

- Holding public information sessions at locations outside of police facilities, such as community centre's, secondary school & university auditoriums.
- Continually reviewing our uniform hiring and selection process with an end to reaffirm inherent fairness and/or identify and eliminate specific or systematic bias; prerequisite for applicants to possess a Certificate of Results from Applicant Testing Services has aligned our Service with other police agencies in Ontario for minimum applicant standards.
- Continuing the popular "Women in Policing Symposium" information and recruiting seminars and examining new opportunities to recruit women from both secondary and post-secondary institutions.
- Continuing recruitment events targeting underrepresented communities specifically directed at diverse candidates. For example, the Youth in Policing Initiative (YIPI) program hires 15 at risk youth each summer and provides employment skill training and mentoring in a policing environment. To date, one YIPI alumni has become a uniform officer with Peel Regional Police.
- Continued delivery of the People Management Course for all Uniform Supervisors and Civilian Acting Supervisors.
- Continued delivery of "Lunch & Learn" sessions focused on issues requested by members.
- Continuation of the popular "Civilian Policing Series", providing half day interactive information sessions to civilian employees affording an inside look into various Bureaus within the organization including, Polygraph, Intelligence Services, Forensic Identification, Homicide, Regional Breath Unit and Major Collision.
- The introduction of a Mentorship Program for Criminal Intelligence Analysts

The highlighted initiatives represent but a few of the organization's efforts to succeed in its' pledge to listen to community input, seek to recruit the best possible candidates and respond to members' needs, improve job satisfaction, work performance and ultimately service delivery.

## 4.1 UNIFORM RECRUITING STRATEGIES

### 4.1.1 Uniform Recruiting Bureau Composition

Recruitment & Staff Support (Corporate Development), is comprised of 9 Officers; 7 of which are recruit investigators while 2 are assigned, exclusively as Outreach Officers. Outreach Officers have been supplemented with an improved "Outreach Officer Pool" comprised of trained officers from diverse backgrounds who possess unique language skills, cultural knowledge and who are willing to engage in community recruiting information events, and share personal experiences, helping to dispel myths and misconceptions about policing.

All Recruit Investigators have completed specialized training specific to their position as a Recruiter. In addition, they have completed "Behavioural Interview Training" with the service's contracted Psychologist. The Investigators shift schedule of days, afternoons and weekends allows flexibility for applicants and officers to attend interviews, testing, information sessions and outreach events.

### 4.1.2 New Hires & Designated Groups

Continuing to develop the recommendations flowing from the Terra Nova workshop, Recruitment & Staff Support focused Outreach Initiatives toward candidates who would help the Service become more reflective of the community. A Student Career Day was held at the Emil Kolb Centre of Excellence. One Hundred (100) students were selected to participate in the interactive workshops in conjunction with various bureaus within the service. In addition, a successful South Asian Information session was designed and presented to members of that community utilizing the services of South Asian officers within the Outreach Pool.

### 4.1.3 Women In Policing

Over 75 women attended the annual "Women in Policing Symposium" where participants were exposed to a variety of opportunities within the police service and provided with the chance to speak directly with female police officers. Following the event, Recruitment & Staff Support hosted the Spring Into Fitness (Spring 2014) and Fall Into Fitness (Fall 2014) Training Series aimed to attract women from the symposium. Approximately 100 women participated in the respective 8 week training program. We develop and refine 'women only' information and testing sessions and provide women with a special opportunity to learn about policing, and begin a career with the Peel Regional Police.

Beyond seeking to attract competitive female candidates to the information sessions the ultimate goal of our Recruiters is to attract the best of candidates to consider employment with the Peel Regional Police.



#### 4.1.4 Advertising

Recruitment & Staff Support works in partnership with Executive Administration and Corporate Communications, together we are continually evaluating our advertising campaigns to ensure they meet our needs with full appreciation of our fiscal responsibilities.

Internally, every division and community station has recruiting information available for prospective applicants and the service website is updated regularly to ensure it is a "user-friendly" and comprehensive means to provide the necessary information for applicants to learn about the organization and requirements. Neighbourhood Policing Unit Officers receive training on the recruitment process and are supplied with up-to-date powerpoint presentations for schools.

To be consistent with the strategic aim of attracting applicants from the segments of society traditionally under-represented in policing, every effort is made to include diverse officers and civilians from within the organization in promotional materials. Greater consideration has been given to incorporating electronic sites with wide distribution, into our advertising strategy, especially those linked to diverse communities and young people. More extensive use of television advertising and a limited contract with several local movie theatres displayed a thirty second commercial, produced by Peel Regional Police.

We also, in advertising locally, endeavour to be supportive of local media outlets and publications. The established mutually respectful relationship has allowed us to benefit by turning public interest stories into promotional advertising.

#### 4.1.5 Cadet Program

The Cadet Program, with an authorized complement of 30 Cadets, provides an excellent opportunity for a young person to become familiar with the Peel Regional Police. A 30 month employment contract exposes Cadets to the organization and the world of policing. The Cadets provide valuable assistance to the various bureaus to which they are assigned, while they gain valuable experience and exposure to different areas of the organization, making them excellent candidates as Recruit Constables.

In 2014, 16 of the organization's complement of 30 cadets were hired as Recruit Constables. Of the 16, there were 4 females, 1 member of Aboriginal descent and 9 racialized persons. Concentrated efforts have been made to recruit persons for the Cadet program from our local community. As a result, of all Cadets hired in 2014, 48% were either female, aboriginal and/or racialized persons.

#### 4.1.6 Auxiliary Bureau

In 2014 the Peel Regional Police Auxiliary Bureau celebrated its 25th Anniversary. The Auxiliary Police Program consists of 87 volunteers. In 2014 there were 60 male and 27 female Auxiliary Officers. Of these, 22 (25%) were racialized persons. Auxiliary volunteers obtain training and experience in policing which assists them in determining if they wish to pursue a career in policing and provides an invaluable service to the community. This volunteer program works closely with uniform officers on patrol, and special events including the Streetsville Bread and Honey Festival, the Khalsa Day Parade, Canada Day Celebrations and many other community events.

In 2014, the Auxiliary Bureau contributed over 22,892 volunteer hours to the community. 3 Auxiliary Officers were successful in obtaining Recruit Constable positions within the organization.



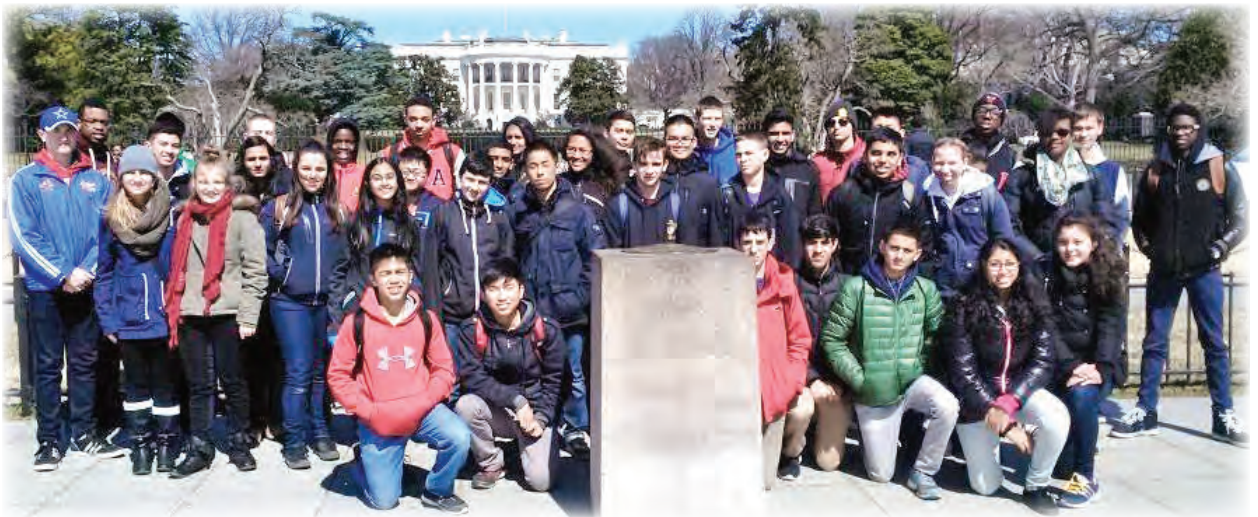


#### 4.1.7 The Cadet Organization Police School (COPS)

This program is offered free of charge through the federally funded Royal Canadian Army Cadet Corps to youth between the ages of 12 and 19 years. The COPS Program, sponsored by the Peel Regional Police, provides structured activities through a variety of challenging and rewarding experiences. Cadets learn valuable life-skills including teamwork, comradery and leadership. In 2014, there were 200 Cadets enrolled in the COPS program.

Peel Regional Police provides the following support to the COPS Program:

- A full time Police Officer to administer the program;
- A part time Civilian Clerk;
- Financial and logistical support for trips not covered by the Department of National Defence (DND); and
- Buildings for the COPS Cadets to meet on a weekly basis.



The COPS Program also provides learning opportunities for exemplary Cadets. The COPS Program recently accompanied 40 Cadets to Washington D.C., where they toured the Canadian Embassy, The Pentagon, the United States Marine Corps Base and Smithsonian Museums. One of the highlights was a tour of the United States Marine Corps base in Quantico, Virginia. The Cadets were given the opportunity to operate state of the art Humvee Simulators and practice their marksmanship skills on a simulator range. Pictured are the Cadets at the White House.

Many of the COPS alumnae continue to choose careers in policing and several others have gone onto post-secondary institutions. As part of the Peel Regional Police's expanded approach to recruitment, we recognize the potential recruitment pool with the COPS Program. In 2014, Peel Regional Police were fortunate to have yet another successful COPS participant graduate from Cadet to Recruit Constable Nathaniel McKenzie.



Prior to becoming a Recruit Constable, Nathaniel McKenzie, a Brampton resident, volunteered with the 2824 Royal Canadian Army Cadet Corps. He attended the University of Guelph and worked part time with the City of Brampton. In 2012, Nathaniel joined Peel Regional Police as a Cadet where he worked at 11 and 22 Divisions, Communications and the Use of Force Bureau. He was then hired as a Recruit Constable with Peel Regional Police. While at the Ontario Police College Nathaniel's leadership abilities excelled as he was the Class Drill Leader and Drill Commander for the Ontario Police College March Past Drill Team. Recruit Constable McKenzie is currently assigned to uniform patrol.



## 4.2 UNIFORM OUTREACH RECRUITMENT

In 2014, the Outreach Unit focused on recruitment within the Greater Toronto Area by participating in numerous media events, many of which included local ethnic focused media outlets and attended over 87 events. Some examples of events that were attended included job/employment fairs, career fairs, community festivals/functions, sporting events, presentations at colleges, universities, local high schools and other community groups. Officers also attended several culturally diverse events including; the Khalsa Day Parade, Afghan Women's Organization, South Asian Information Session, Toronto Women's Run Series, the Association of Black Law Enforcement's Gala and the Dhawali Festival.

## 4.3 CIVILIAN OUTREACH RECRUITMENT

In 2014 there were 214 full-time, part-time and temporary civilian vacancies. In addition, there were also 59 short-term temporary assignments for summer students, YIPI students and communication intercept monitors. As per the terms of the Collective Agreement, positions are posted internally to allow for current qualified employees to compete for new and/or promotional opportunities. In instances where no suitably qualified internal candidates were identified, external recruitment efforts, intended to attract the best possible candidates, assisted in selecting new employees.

Advertisements were placed on the Civilian Employment Opportunities section of the Peel Regional Police (PRP) website and on various on-line job posting websites such as Jobboom; MyJobsite; Workopolis, BCRSP; CCOHA; CSSE; LinkedIn; ITJobs; BAJOB; JOBWINGS; Canada Municipal Jobs Inc. and the local Community College/University sites. A few opportunities were also published in the Mississauga News and Toronto Sun.

The Civilian Employment Opportunities section of the Peel Regional Police website, where all external positions are posted, is updated regularly. In 2014, the PRP website had a total of 1,496,882 visits, which is a decrease of over the visits in 2013. The Civilian Employment Opportunities website attracted a total of 77,666 visitors in 2014, which is an increase of over 6,000 visits from the previous year.

Members from the Civilian Employment Unit participated in a number of career fairs in conjunction with our Uniform Recruiting Bureau during 2014. Outreach participation included both private sector career fairs and information sessions at educational institutions, including the Toronto Jobs Career Fair at the Mississauga Living Arts Centre; U of T, Mississauga Campus; RIM Park; Sheridan and Durham College.

### 4.3.1 Civilian Outreach Placement – Parkholme School

For the past 24 years, the organization has been able to provide one adult, with learning disabilities from Parkholme School, placement within Telecommunications Systems and Services (T.S.S.). The individuals participate in a work experience program accompanied by a job coach providing constant supervision.

### 4.3.2 Internship – Partnership With Educational Programs

The success of the employer partnership between Information Technology Services and educational institutions continued with one student from a Computer Studies program selected for placement in the summer. The student was employed during the summer months as a Service Desk Analyst, providing them with an opportunity to apply the skills acquired in school, while developing their talents further in the workplace.

Forensic Identification Services (FIS) in partnership with the University of Toronto, Mississauga offers one opportunity per year, for one student from the Forensic Sciences program to conduct research with the Peel Regional Police. The Youth Education Bureau, also offered an opportunity in 2014 to a student. The unpaid placements are one semester in length, which allows the student to obtain data supportive of a thesis or research project. Police Officers mentor the student through his/her research and in turn attend the presentation, made by the student, to university faculty.

#### **4.3.3 Co-Operative Placement Program – Colleges & Universities**

This structured program offers university and college students an opportunity to incorporate a paid work experience, directly related to their course of study, into their school curriculum. Temporary employment is provided for a period of four months. At the end of their term with Peel Police, students are required to submit a related academic report to their professors. There are three yearly intakes of 6 students providing opportunities for a total of 18 students during each year. Areas of the organization that participate in the program include Information Technology Services, Crime Analysis, Facilities Management, Fleet Services and Youth Education. Efforts are always made to ensure that participation in the program is a meaningful educational experience.

The co-op program is valuable both in terms of a potential recruitment strategy and in strengthening ties with the youth and community. The program highlights the organization's recognition of young talent and provides youth the opportunity to experience the challenges that the organization has to offer.

#### **4.3.4 Youth In Policing Initiative (YIPI)**

For the past five years, Peel Regional Police has worked in partnership with the Ministry of Children and Youth Services in order to provide a unique eight week summer employment opportunity for youth residing in at risk, diverse communities within the Region of Peel.

This program offers young people an opportunity to gain experience in the work environment, earn a sustainable income, gain exposure to policing as a career of choice and to build positive relationships with police.

Joining the Ministry in their commitment to build stronger communities, and assist youth faced with challenges achieve individual success, in 2014 we offered employment to fifteen (15) regional youth to work alongside officers and civilian employees of our Service. In addition to their divisional / bureau assignments, the YIPI program saw students working with Peel Region community partners, receiving presentations from various police areas as well as presentations from community partners. Each youth was required to complete an assignment discussing a relevant youth related topic and then deliver a presentation to their fellow students and Youth Education Officers. All youth were mentored by police officers while in their assigned areas, and while attending community events. Community events attended by YIPI students included: Kids & Cops Fishing day, clean sweeps, graffiti removal, 911 Awareness training, elder support, food bank, food kitchen and the Durham Police Ripple Effect seminar.

#### **4.3.5 Summer Student – Community Living Mississauga**

In the summer of 2014, a Special Needs client of Community Living Mississauga, was hired as a summer student to work within Records Services. The student performed a variety of different tasks in various areas of Records Services, to gain practical work experience in our organization. Based on the success of this pilot project, the Service will explore expanding this program further in 2015.

#### **4.3.6 Mentorship Program for Criminal Intelligence Analysts**

In 2014, the Service introduced a Mentorship Program for civilian members interested in exploring a career as a Criminal Intelligence Analyst. The introduction of this program provides civilian members with an experiential opportunity to gain hands-on experience over a three (3) month term by assisting with entering, extracting, collating & analyzing data under the guidance of a mentor, within the Crime Analysis Unit.

## 4.4 LEARNING AND DEVELOPMENT

### 4.4.1 2014 Accomplishments

- **The 7 Habits of Highly Effective People course** was launched and 110 employees (66 civilian and 44 sworn) attended this 3-day training program. Based on the proven principles found in Dr. Stephen R. Covey’s best-selling book of the same name, this program focuses on making individuals and leaders more effective by developing skills to increase productivity, improve communication, and strengthen relationships.
- **Leadership in Policing Organizations (LPO)** is a 3 week course accredited and maintained by the International Association of Chiefs of Police (IACP) and is applicable to all levels of both sworn and civilian management. Twenty-three employees (6 civilian and 17 sworn) completed the LPO course in 2014.

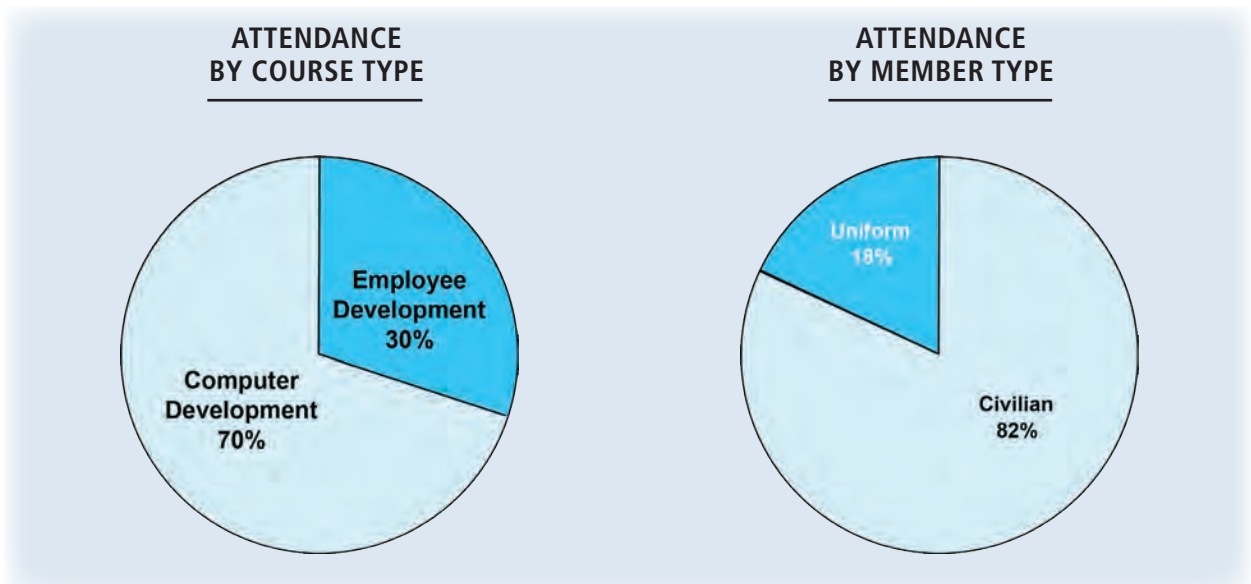
### 4.4.2 2015 Planned Initiatives

- Piloting of a ½ day training module for leaders called Integrative Thinking: Candid and Effective Conversations taught by a professor from the Rotman School of Management.
- An Administrative Professional Training Day for civilian members in various administrative roles.

### 4.4.3 Region of Peel (ROP) Courses

Through our partnership with the Region of Peel, members were able to attend courses in the areas of professional development and computer skills.

The total number of Region of Peel courses attended by PRP members was lower in 2014 than in previous years due to a reduction in the number and types of courses offered for open enrollment. A total of 117 members (92 civilian and 25 uniform members) attended courses. In total, 168 courses were attended indicating that some members attended more than one course. Of the 168 courses, 137 were attended by civilian members and 31 were attended by uniform members.



#### 4.4.4 Continuing Education Program

The Continuing Education program provides members with the opportunity to pursue additional learning on their own time through a recognized educational institution such as a College or University.

##### Program Participation

The table below indicates the number of members participating in the continuing education program in 2014 compared to 2013:

PROGRAM PARTICIPATION		
NUMBER OF PARTICIPATING MEMBERS	2014	2013
Uniform	255	418
Civilian	86	97

Some members attended more than one continuing education course during the year. The table below illustrates the total number of courses members were taking in 2014 compared to 2013:

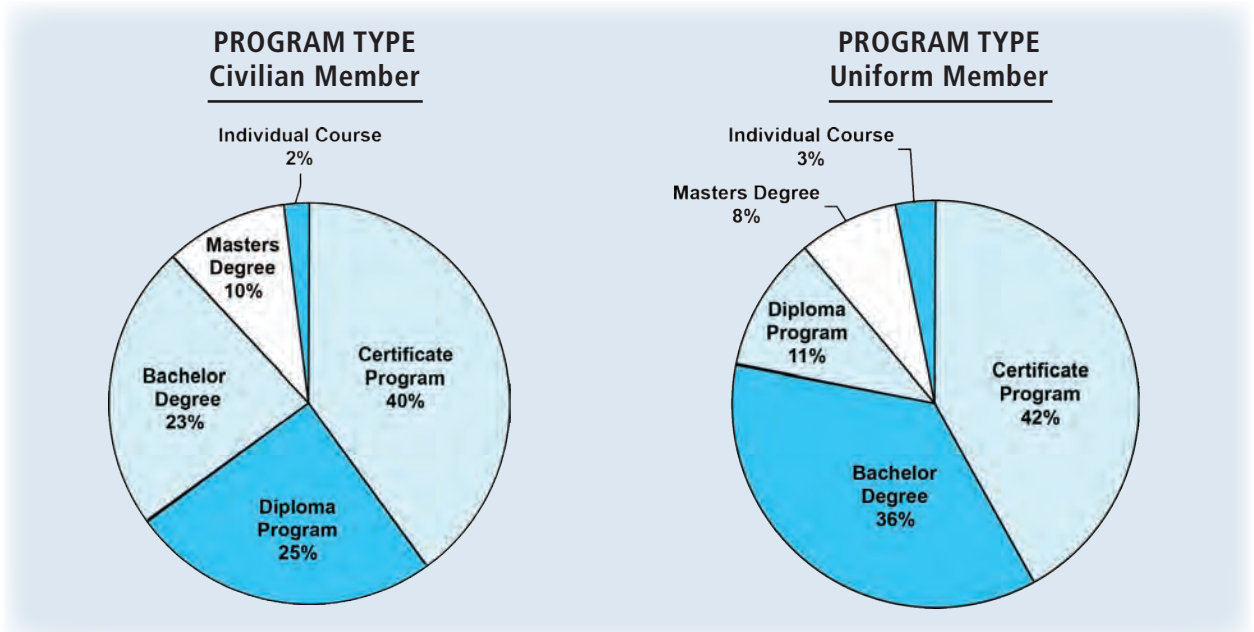
NUMBER OF COURSES ATTENDED		
NUMBER OF COURSES ATTENDED	2014	2013
Uniform	552	823
Civilian	275	265

The table below indicates the average number of courses taken by members.

AVERAGE NUMBER OF COURSES ATTENDED		
AVERAGE NUMBER OF COURSES ATTENDED	2014	2013
Uniform	2.2	2
Civilian	3.2	2.7

##### Types of Programs Attended

In 2014, the majority of members participating in the Continuing Education program were enrolled in a certificate program at the college level.



**4.4.5 Tuition Reimbursement**

This chart illustrates the total amounts reimbursed to members in 2014 for tuition and books. In total, \$443,076.63 was reimbursed to uniform members and \$207,814.83 was reimbursed to civilian members.

The table below compares the amounts reimbursed for tuition and books to both civilian and uniform members in 2014 compared to 2013 – the total amount reimbursed decreased by approximately 9% from 2013 to 2014.

TUITION REIMBURSEMENT				
	2014		2013	
	Uniform	Civilian	Uniform	Civilian
<b>Tuition</b>	\$420,625.77	\$194,052.13	\$531,787.64	\$141,978.60
<b>Books</b>	\$22,450.86	\$13,762.70	\$25,592.30	\$14,352.22
<b>Total</b>	<b>\$443,076.63</b>	<b>\$207,814.83</b>	<b>\$557,379.94</b>	<b>\$156,330.82</b>
<b>GRAND TOTAL</b>	<b>\$650,891.46</b>		<b>\$713,710.76</b>	

**2014 Continuing Education Graduates**







## 5

# BARRIER ELIMINATION RESULTS

A productive reciprocal employment agreement, in challenging staff to meet a standard of excellence, requires that the Peel Regional Police maintain a supportive workplace. An environment that is respectful of human dignity and devoid of either intrinsic or systematic discrimination, where all workplace issues are addressed promptly. The organization has established, and continually refines, the framework necessary to ensure balanced success. Educational training on race relations, diversity and human rights set the tone of expectations; internal anonymous surveys provide necessary feedback while committee review ensures that reality reflects policy.

On a functional level, in managing daily workplace needs we endeavour to accommodate persons with disabilities and provide the appropriate level of assistance to enable employees to address personal and family issues.

## 5.1 DIVERSITY RELATIONS UNIT

In 2014, the Diversity Relations Unit provided 422 Peel Regional Police staff members training in diversity relations.

The training was provided to new recruits, civilian employees, auxiliary officers, prisoner escort, hate crime coordinators and NPU officers. Topics covered included: managing diversity, hate crime, and Emergency Services for Newcomers (ESINC).

In addition to this regular training, the Diversity Relations Unit provided two larger training sessions. On October 8th General Religious Training was offered to employees of the Peel Regional Police and conducted by Dr. Matthew LaGrone. The second was a 2 day seminar on Honour Based Violence and Forced Marriages presented by Ms. Aruna Papp. This training was offered to officers in various bureaus throughout the organization.

In 2014, officers from the Diversity Relations Unit provided over 37 presentations to community members, reaching over 1700 people within the Region of Peel. These presentations were made to a wide variety of people such as newcomers, recruits at OPC and members of religious institutes.

In 2014, the Ontario Association of Chiefs of Police Diversity Symposium was hosted by the Peel Regional Police Diversity Unit. The topic was 'Diversity and Inclusion for All: Recruiting, Retention and Promotion'. Over 100 participants from police services across Canada attended the one day symposium.

## 5.2 HUMAN RESOURCES

In 2014, Human Resources provided 6 separate training sessions covering, the Managing Diversity Program (MDP) – Workplace Discrimination & Harassment Training. This training was provided to auxiliary officers; recruit constables & cadets; YIPI students and new civilian employees.

A new module was introduced in 2014, all civilian supervisors and uniform acting supervisors were trained on the Respectful Workplace – Human Rights & Bill 168.

A summary of the learning objectives for each of these programs is provided below:

1. Following completion of the Workplace Discrimination and Harassment training, members are able to:
  - Recognize how they are protected by the Ontario Human Rights Code.
  - Restate their expected behavior and responsibilities in the workplace and the penalties for conduct contrary to Directive I-A-205(F).
  - Recognize how workplace discrimination and harassment issues may be informally resolved either directly by the member or facilitated through a supervisor.
  - Identify the three venues in which you can make/resolve a complaint, the steps involved and the reasons why the organization wants to promote a positive work environment for everyone.
  
2. The Respectful Workplace training aims to teach supervisors to:
  - Know what type of behaviour constitutes:
    - a violation of the Ontario Human Rights Code and Directive I-A-205(F) Workplace Discrimination & Harassment; and
    - a violation of Bill 168 and Directive 1-A-214(F) Workplace Violence.
  - Understand a supervisor's responsibilities under the aforementioned Directives.
  - What to do when they hear or observe behaviour that contravenes these Directives.
  - What to do when they receive a complaint of harassment, discrimination or workplace violence.

## 5.3 ASSESSMENT OF EDUCATIONAL QUALIFICATIONS, TRAINING & EXPERIENCE ACQUIRED OUTSIDE CANADA

In circumstances where an education equivalency assessment is required, the Organizational policy, permits qualified applicants to proceed to the final selection stage of the hiring process prior to the validation of the qualifications. The Peel Regional Police co-ordinates and pays the cost of the educational equivalency assessment on behalf of the applicant. The policy, affecting both civilian and uniform candidates, demonstrates a commitment to eliminating a potential barrier to prospective, foreign educated employment candidates.

## 5.4 ACCOMMODATING THE NEEDS OF PERSONS WITH A DISABILITY

In keeping with the accommodation principles enunciated in the Ontario Human Rights Code, the organization provided 294 permanent and temporary accommodations in 2014 due to a disability, including accommodation due to pregnancy. The organization provided meaningful work to employees requiring accommodation up to the point of undue hardship, in accordance with the Ontario Human Rights Code and the Workplace Safety and Insurance Act.

The following chart identifies the number and type of accommodations provided by the police service during 2014. These numbers include accommodations that were arranged in the current year, as well as those of a more permanent nature continuing from previous year(s). It is important to note that temporary accommodations will vary throughout the year and year end totals do not necessarily reflect the number of active accommodations at one time. Active accommodations continuing in effect at year end are also itemized in the data.

<b>2014 ACCOMMODATIONS FOR CIVILIAN &amp; UNIFORM MEMBERS</b>					
<b>Type of Accommodation</b>	<b>Total Number of Accommodations Provided In 2014</b>	<b>Number of Accommodations by Category in 2014 *</b>			
		<b>Modified Duty/ Assignment</b>	<b>Modified Hours</b>	<b>Equipment/Other Provided</b>	<b>Total Active At Year End</b>
<b>STD / LTD Permanent</b>	<b>18</b>	10	5	3	13
<b>STD / LTD Temporary</b>	<b>173</b>	115	63	5	62
<b>Equipment Ergonomic</b>	<b>20</b>			20	0
<b>Pregnancy</b>	<b>27</b>	21	6		11
<b>WSIB Permanent</b>	<b>6</b>	6			5
<b>WSIB Temporary</b>	<b>50</b>	49		1	11
<b>Total Accommodations</b>	<b>294</b>	<b>201</b>	<b>74</b>	<b>29</b>	<b>102</b>

\* One member may be accommodated in more than one category type

The total number of accommodations provided over the year reflects an increase of 22 accommodations over 2013, to 294 accommodations provided in 2014. Proactive measures include continuing to train employees regarding safety and best ergonomic practices although it should be noted that individual or area requests to have workstations assessed are not included in the statistic, only those that reflect where costs through the purchase of additional equipment was recommended are included in tallies. The standardized provision of ergonomically adjustable equipment for the most part minimizes the need for additional purchases as an accommodation however on occasion there may be a requirement to repair, replace or add equipment for optimal ergonomic performance. These costs are not considered as continued into following years. There was an increase in the provision of STD/LTD Temporary accommodations in 2014 to 173 from 153, and is reflective of the majority of the increase in total accommodations shown. The other category that shows an increase is pregnancy with the rest at or varying slightly below 2013 levels. Accommodation practices comply with Workplace Safety and Insurance Board (WSIB) standards that mandate an Early and Safe Return to Work (ESRTW) from injury and ensure that employees are returned to duty as soon as possible. Practices also comply with effective absentee management practices and Human Rights Code mandates. The percentage of annual accommodations has risen marginally above the 10% mark for the first time since 2008. Note that the total Open/Continuing Accommodations active at year end (102) actually reflect approximately 3.5% of the total workforce.

<b>ACCOMMODATIONS FOR CIVILIAN &amp; UNIFORM MEMBERS – 2010–2014</b>					
<b>Type of Accommodation</b>	<b>2014*</b>	<b>2013*</b>	<b>2012*</b>	<b>2011</b>	<b>2010</b>
<b>STD / LTD Permanent</b>	18	21	21	20	21
<b>STD / LTD Temporary</b>	173	153	128	131	128
<b>Equipment Ergonomic</b>	20	18	8	13	23
<b>Pregnancy</b>	27	23	26	15	14
<b>WSIB Permanent</b>	6	7	6	8	8
<b>WSIB Temporary</b>	50	50	68	53	67
<b>Total Accommodations</b>	<b>294</b>	<b>272</b>	<b>257</b>	<b>240</b>	<b>261</b>
<b>Total Actual Staffing at year end*</b>	<b>2,885</b>	<b>2,865*</b>	<b>2,880*</b>	<b>2,721</b>	<b>2,703</b>
<b>% Accommodations Annually</b>	<b>10.2%</b>	<b>9.5%</b>	<b>8.9%</b>	<b>8.8%</b>	<b>9.7%</b>

\* Accommodation totals include part-time and temporary members.

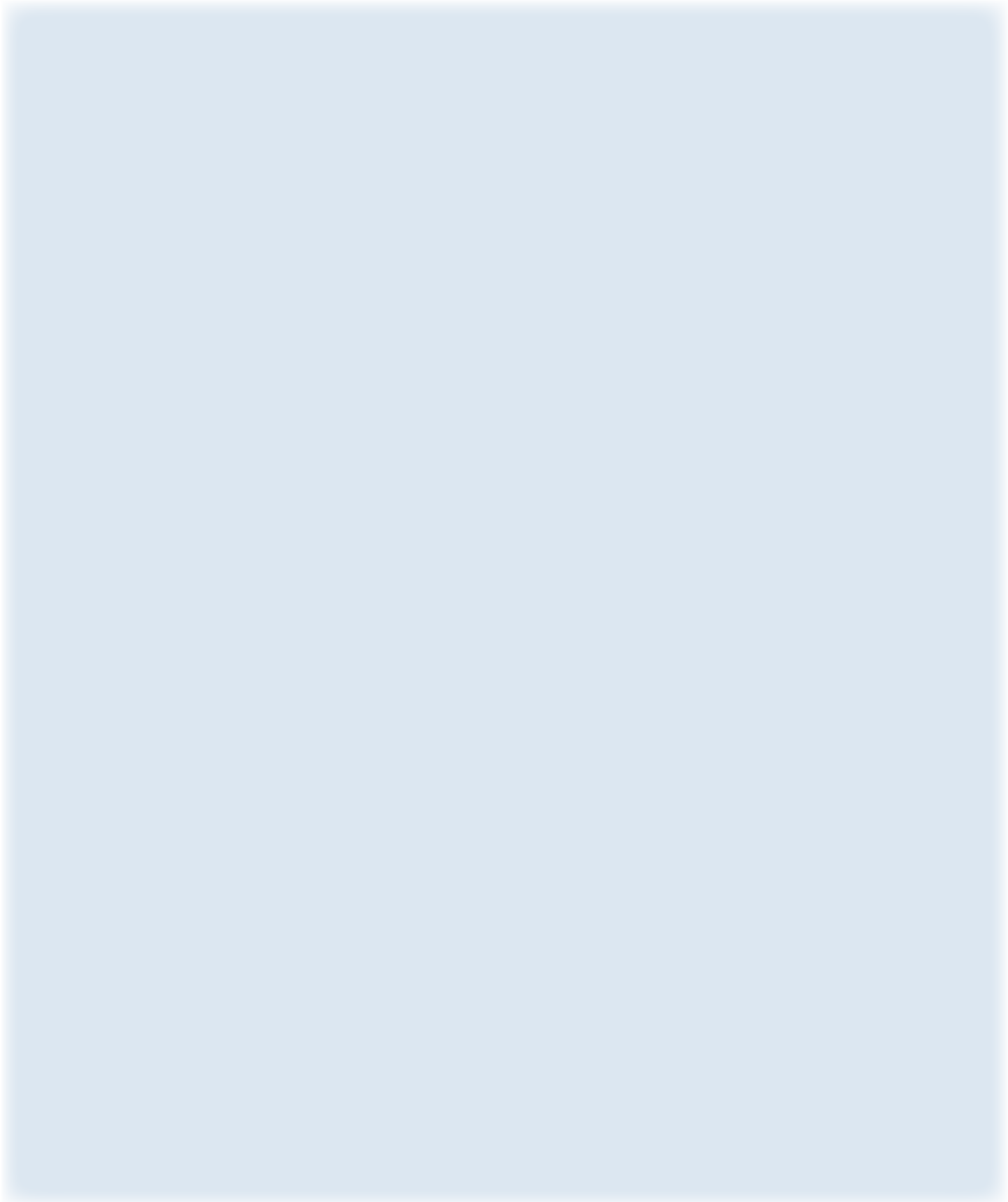
Total Staffing numbers are taken from Dec 31, 2013 stats which includes part-time members in 2012 & 2013.



## **5.5 ASSISTING MEMBERS IN ADDRESSING FAMILY ISSUES**

Within the bounds of operational needs, the organization sanctions many programs that afford staff flexibility in meeting their employment obligations while addressing personal responsibilities; the parameters of which are detailed in the negotiated Collective Agreements. During 2014, participation included:

- 36 uniform and civilian female employees were on pregnancy/parental leave in 2014. Employees on pregnancy leave receive supplementary employment insurance benefits (pregnancy top up of 80% weekly earnings).
- 20 requests for parental leave from male members were approved.
- 10 requests for additional voluntary time off without pay were approved.
- There were no requests for unpaid military leave in 2014.
- Bereavement leave benefits were provided in accordance with provisions of the Collective Agreements.
- The Service continued the policy of affording members the opportunity to re-allocate of up to 6 days non-cumulative sick leave to address family care needs.
- In 2014, there were 6 job share arrangements for civilian and uniform members. 1 civilian partnership and 5 uniform arrangements. The program successfully provides for the retention of experienced, trained members who may be temporarily unable to fulfill full-time work, due to personal hardships or other commitments. Overseen by the "Job Share Committee", made up of the Superintendent-Operations Services, a representative from Recruitment & Staff Support and the Peel Police Association, the committee seeks to balance organizational and personal exigencies.



## 6

## Summary

### 6.1 2014 ACCOMPLISHMENTS

Equitable access to opportunity remains the guiding principle for all efforts undertaken to attract, hire and retain professional, achievement-oriented employees. Beyond seeking to build on previously established programs, the initiatives implemented in 2014 demonstrate commitment to employee recruitment, selection, development and well-being. Our goal in maintaining a capable, motivated and diverse staff; serves as the essential foundation to ensure that we meet current and future organizational needs while exceeding community expectations. This annual report assists in highlighting improvements while capturing measurable results.

Our recruitment efforts have been effective in hiring the best people for our community, with full appreciation of the demographics. We believe that our people are committed to excellence in every aspect of their lives including volunteering, education and fitness, but most importantly being ambassadors and leaders, ensuring that our high standards are never compromised.

The benefits of the efforts ventured in 2014 to guide future employees' developments will emerge in identifiable improvements in operating results. These improvements include:

- Being recognized with the Canada Awards for Excellence for having a healthy workplace and retaining staff.
- Receiving the Greater Toronto's Top 100 Employer designation.
- Receiving Canada's Top Employers for Young People designation.
- Being recognized by the Provincial Partnership Council – Employer Designation acknowledging Peel Regional Police's dedication to the employment development of youth.
- Forty-three point eight percent (43.8%) of the Recruit-Constables/Cadets hired in 2014 were either women, aboriginal and/or racialized persons demonstrating focused recruiting of competitive candidates from underrepresented segments of the community.
- Concerted efforts in aggressive recruiting and hiring over the past few years, along with the organizations efforts to maintain an employee focused workplace.
- Continuously reviewing the recruitment and selection process used to hire Recruit Constables and/or Cadets. We believe that in order to be competitive and ensure we meet current legislative requirements we are continuously identifying areas worthy of improvement, while reaffirming those that are working well.
- Using the COPS, Cadet and Auxiliary programs assist in the development of its members and encourages participating individuals to consider a career in policing and become contributing members of the community.

- We continue to improve upon the “Civilian Policing Series”. This initiative was launched to provide civilian members with an awareness of the work being done by police officers throughout the organization; the program fostered a sense of contribution, inclusion and pride in the work being accomplished.
- Civilian recruiting in cooperation with Corporate Learning offered “Interview Preparation Skills” course to assist members in developing their interviewing skills to prepare for any job competition process.
- The introduction of a Mentorship Program for Criminal Intelligence Analysts, which provides opportunities for our members to gain practical hands-on experience

The organization’s hiring and human resource practices continue to demonstrate a commitment to ensure that employment opportunities are equitable and available to all those who possess the requisite skills at a competitive level.

The Peel Regional Police recognizes that attracting, hiring and retaining a professional workforce reflective of the community we serve is essential in our success as an organization. Transparency and integrity of our end goal requires strict adherence to the principles that merit the basis of hiring and promoting within our service. The Recruitment & Staff Support Bureau acknowledges and welcomes the responsibility to continue to maintain the vision of Peel Regional Police: “A Safer Community Together.”







# 40 YEARS OF EXCELLENCE



## A Safer Community Together

### MISSION STATEMENT

Working in partnership with our community, our mission is to provide innovative and effective policing to ensure a safe environment to live, work and visit.



**PROFESSIONAL  
ETHICAL  
EXEMPLARY  
LEADERS**

**PROUD TO BE PEEL**



MANY BACKGROUNDS ONE GOAL A SAFER COMMUNITY TOGETHER  
more than you think POLICING ... it's more than you think  
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