



FORWARDED TO  
POLICE SERVICES BOARD

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#58

**REPORT**  
Police Services Board

For Information

File Class: 1-02-02-03

Cross-Reference File Class: \_\_\_\_\_

REGIONAL MUNICIPALITY OF PEEL POLICE SERVICES BOARD  
**RECEIVED**  
JUN 03 2016  
Registration No.: 06-85  
File Class: Poi

DATE: May 24, 2016

SUBJECT: **2015 EQUAL OPPORTUNITY PLAN RESULTS**

FROM: Dave Jarvis, Deputy Chief, Corporate Services

**RECOMMENDATION**

**THAT the Equal Opportunity Plan Results for Peel Police, for the calendar year 2015, be accepted as information by the Police Services Board.**

**REPORT HIGHLIGHTS**

- The Equal Opportunity Report details our efforts and successes in 2015 in providing equitable access to Uniform and Civilian employment with the Organization.
- The Report examines recruiting, hiring, transfer and promotion efforts and outcomes. As well as the composition of new hires, taking into account our goal to accurately reflect the community we serve.

**DISCUSSION**

Annually, Recruitment & Staff Support compiles a statistical report for Uniform and Civilian members based upon 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: aboriginal persons, racialized persons, persons with disabilities and women. The purpose of this Report is to provide the Board with statistically valid data for the calendar year 2015 affirming the organization's support for, and adherence to, the Equal Opportunity Guidelines issued by the Province for Ontario Police Services.

The details of the 2015 Equal Opportunity Plan Results for Peel Regional Police are set out in the attached report for the information of the Peel Regional Police Services Board.

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## **CONCLUSION**

In 2015 the Peel Regional Police continued to implement initiatives reaffirming its pledge to listen to community input, seeking to recruit the best possible candidates, taking into account our goal to accurately reflect the community we serve.

### **Approved for Submission:**



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Dave Jarvis, Deputy Chief, Corporate Services

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*Authored By: Inspector Raj Biring*

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 2015



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

# TABLE OF CONTENTS

<b>1</b>	<b>EQUAL OPPORTUNITY PLAN</b> .....	<b>1</b>
1.1	Overview.....	1
1.2	Community Representation Data.....	2
1.3	Language Profile – Community & Police Service .....	3
<b>2</b>	<b>STATISTICS – UNIFORM REPORTING</b> .....	<b>5</b>
2.1	Applicant Data – Uniform (Recruit Constable & Cadets) .....	5
2.2	New Hire Statistics – Uniform (Recruit Constable & Cadets) .....	7
2.3	Promotions – Uniform.....	8
2.4	Composition Profile – Uniform .....	9
<b>3</b>	<b>STATISTICS – CIVILIAN REPORTING</b> .....	<b>11</b>
3.1	Applicant Data – Civilian.....	11
3.2	New Hire Statistics – Civilian .....	12
3.3	Composition Profile – Civilian.....	12
3.4	Transfer / Status Change Activity – Civilian .....	13
3.5	Promotions – Civilian.....	13
<b>4</b>	<b>POSITIVE MEASURES</b> .....	<b>15</b>
4.1	Uniform Recruiting Strategies .....	15
4.2	Uniform Outreach Recruitment.....	18
4.3	Civilian Outreach Recruitment.....	18
<b>5</b>	<b>BARRIER ELIMINATION RESULTS</b> .....	<b>21</b>
5.1	Diversity Relations Unit .....	21
5.2	Human Resources .....	22
5.3	Assessment of Educational Qualifications, Training & Experience Acquired Outside Canada .....	24
5.4	Accommodation Requests.....	24
5.5	Assisting Members In Addressing Family Issues .....	24
<b>6</b>	<b>SUMMARY</b> .....	<b>25</b>
6.1	2015 Accomplishments .....	25





# EQUAL OPPORTUNITY PLAN



## 1.1 OVERVIEW

The Peel Regional Police is the second largest municipal police service in Ontario and the third largest municipal police service in Canada, with an authorized complement of 1,996 uniform, 30 cadets and 837 civilian members who police a population of 1,314,000. We serve one of the most diverse regions in Canada.

According to the latest Census information, Statistics Canada National Household Survey 2011, in the Peel Regional Police policing area 59.1% or 727,100 people were racialized persons. 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.

Having established a solid foundation we have continued, without the need for substantial changes, 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:

**"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 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 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, 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 to respond to growth and changing demographics.

## 1.2 COMMUNITY REPRESENTATION DATA

The Peel Regional Police, Recruitment & Staff Support Bureau, strives to 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 Household 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.

COMMUNITY REPRESENTATION – CENSUS DATA 2011				
	Aboriginal	Racialized Persons	Persons with Disabilities	Females
Percentage	0.5%	59.1%	12.7%	50.9%

\* Source – 2012 Canadian Survey of Disabilities – Statistics Canada



**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 794 employees identified themselves as being multilingual, which is an increase of 5.6% in the number of members that identified in 2014, at 752. This statistic is indicative of efforts being made to attract and employ persons representative of the diverse community that we serve.

<b>LANGUAGE PROFILE – 2015</b>			
<b>Number of Languages Spoken</b>	<b>Number of Members</b>	<b>Number of Auxiliary</b>	<b>TOTAL</b>
<b>1 Language</b>	621	18	<b>639</b>
<b>2 Languages</b>	129	9	<b>138</b>
<b>3 - 4 Languages</b>	44	1	<b>45</b>
<b>TOTAL</b>	<b>794</b>	<b>28</b>	<b>822</b>

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





# 2

## STATISTICS UNIFORM REPORTING

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

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 endorsed by 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, an English writing, a Behavioural Assessment and a Physical Abilities. Once a candidate obtains their COR they are permitted to register for a Local Focus Assessment (LFA). This process reinforces our commitment to transparency and equality and falls in line with other police services' recruiting practices throughout the province.

Peel Regional Police's recruitment of Recruit Constables is limited to 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 *			
NEW APPLICANTS REGISTERED		CERTIFICATES ISSUED	
2015	4,869	2015	3,010
2014	4,996	2014	3,240
2013	4,627	2013	2,729

\* 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.

To fill the anticipated vacancies of 2015, Peel Regional Police accepted 1,040 COR Applications for LFA testing from individuals interested in both cadet and recruit constable positions.

UNIFORM APPLICANTS			
YEAR	2015	2014	2013
Number of Applicants	1,040	1,045	1,153

In 2015, of those who responded to the voluntary survey, 35.1% were racialized persons. 1.2% were aboriginal and 1% were persons with disabilities, 9 out of 10 were male. Of the 1,040 accepted, 828 (80%) attended the LFA. Of those 828 LFA applicants (741 male and 87 female) Peel Regional Police hired 91 individuals (11%) 73 uniform officers and 17 cadets.

UNIFORM APPLICANT PROFILE FOR VALID RESPONDENTS – 2015													
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent	TOTAL
2015	11	1.2%	325	35.1%	9	1.0%	95	10.3%	831	89.7%	926	114	1,040
2014	16	1.8%	314	35.2%	9	1.0%	104	11.7%	788	88.3%	892	153	1,045
2013	11	1.0%	308	28.7%	8	0.7%	87	8.1%	987	91.9%	1,074	79	1,153

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

Recruiting a pool of applicants, representative of our local community remains a challenging priority. Aggressive recruitment drives have been expanded to 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.

In 2015 the outreach initiative utilized a pool of 32 officers from across the organization representing diverse demographics, age groups and genders.

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.



Changes in applicant demographic profiles points 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 a priority in order to achieve our strategic goals.

<b>NEW HIRES UNIFORM PROFILE – 2013–2015</b>											
<b>YEAR</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>%</b>	<b>TOTAL</b>
<b>2015</b>	0	0.0%	25	27.5%	1	1.1%	20	22.0%	71	78.0%	<b>91</b>
<b>2014</b>	1	1.1%	21	23.6%	0	0.0%	17	19.1%	72	80.9%	<b>89</b>
<b>2013</b>	0	0.0%	20	33.9%	0	0.0%	15	25.4%	44	74.6%	<b>59</b>

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

2015 saw 73 uniformed officers leaving the service. This number was significantly higher than the 58 who left in 2014. The majority of the 73 officers leaving the service were due to retirements, alternate career choices or personal reasons. To meet growth demands we were able to hire 91 uniform officers which brought us to a uniform complement of 2,049 in 2015. (Please note the uniform complement of 2,049 includes uniform members, cadets, persons on long-term disability, job-share arrangements, and secondments).

Of the 91 officers hired in 2015, 22% are female officers and 78% are males. Of these male and female officers, 1.1% are persons with a disability and 27.5% are racialized persons. According to the 2012 Canadian Centre for Justice Statistics our service is higher than the provincial average (18.7%) and higher than the national average (19.9%) in hiring females. Peel Regional Police continues 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 PROMOTIONS – UNIFORM

In 2015, there were again 156 uniform promotions; similar to the 156 promotions in 2014. Of the 156 promotions, 21.8% are female officers and 78.2% are males. Of these male and female officers less than 1% are persons with a disability and 17.9% are racialized persons.

TOTAL PROMOTIONS – UNIFORM POSITION CATEGORY – 2015											
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Senior Officer	0	0.0%	2	22.2%	0	0.0%	2	22.2%	7	77.8%	9
Detective Sergeant / Staff Sergeant	0	0.0%	2	12.5%	0	0.0%	4	25.0%	12	75.0%	16
Detective / Sergeant	0	0.0%	1	4.0%	0	0.0%	3	12.0%	22	88.0%	25
Constable	0	0.0%	20	22.5%	1	1.1%	21	23.6%	68	76.4%	89
Recruit Constable	0	0.0%	3	17.6%	0	0.0%	4	23.5%	13	76.5%	17
<b>UNIFORM TOTAL</b>	<b>0</b>	<b>0.0%</b>	<b>28</b>	<b>17.9%</b>	<b>1</b>	<b>0.6%</b>	<b>34</b>	<b>21.8%</b>	<b>122</b>	<b>78.2%</b>	<b>156</b>

**2.4 COMPOSITION PROFILE – UNIFORM**

**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. 20 of the 91 uniform hires in 2015 were female (22%). That percentage is above both the provincial average of 18.7% and the national average of 19.9% respectively.

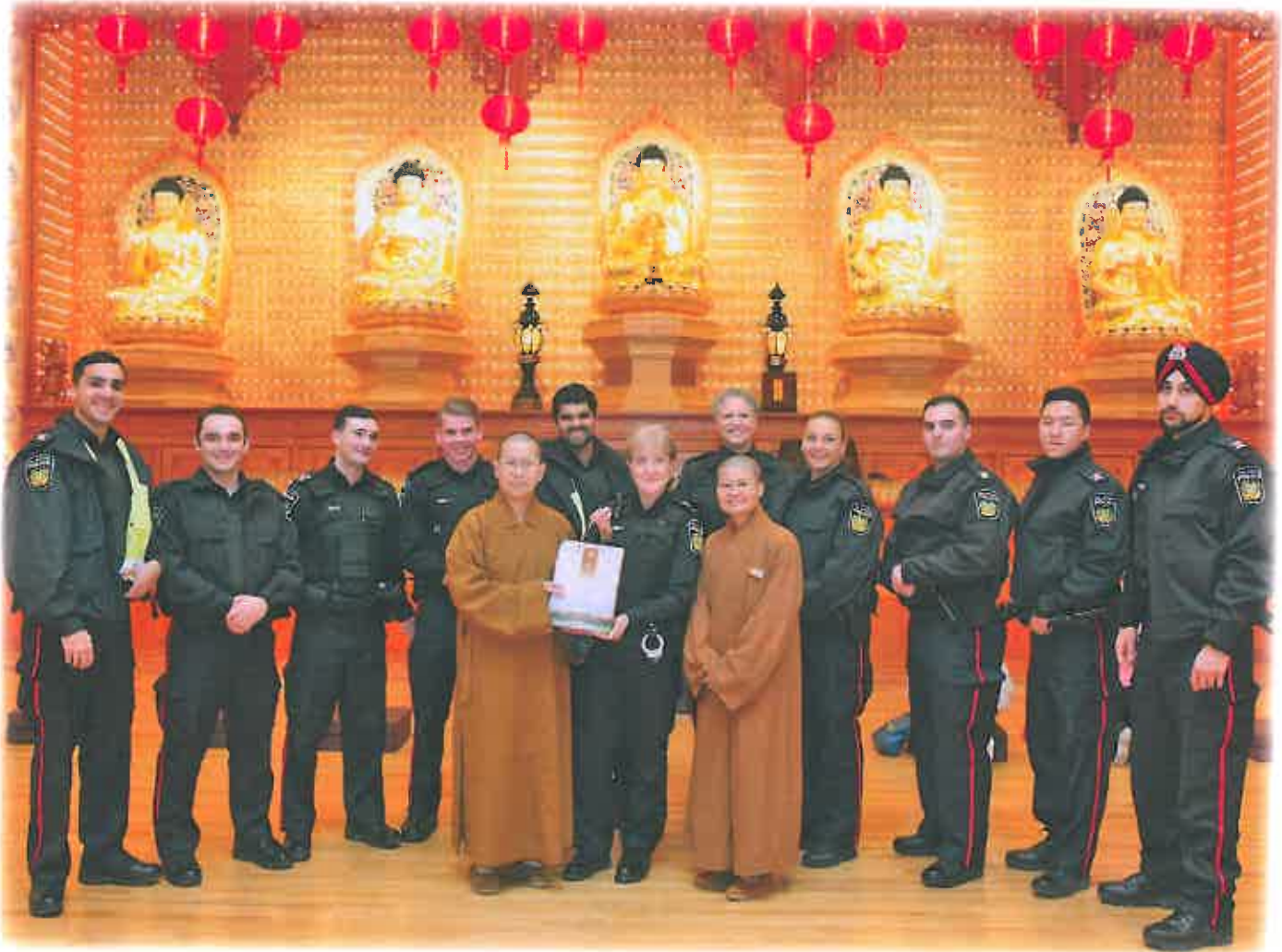
2015 marked an increase in the percentage of hires that were representative of racialized persons. 25 of the 91 officers hired were racialized (27.5%) which is an increase from the 21 of the 89 (23.6%) racialized officers reported in 2014. We are cautiously optimistic that new recruiting initiatives and targeted community recruiting sessions will continue to pay dividends and continue to increase the number of racialized hires. In 2015 the organizational complement of racialized officers has increased to 17.5% from 16.4% in 2014.

<b>COMPOSITION PROFILE – UNIFORM POSITION CATEGORY – 2015</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>%</b>	<b>TOTAL</b>
<b>Senior Officer</b>	2	3.3%	9	14.8%	0	0.0%	8	13.1%	53	86.9%	<b>61</b>
<b>Detective Sergeant / Staff Sergeant</b>	0	0.0%	7	10.3%	1	1.5%	10	14.7%	58	85.3%	<b>68</b>
<b>Detective / Sergeant</b>	1	0.4%	20	8.5%	0	0.0%	29	12.3%	207	87.7%	<b>236</b>
<b>Constable</b>	15	0.9%	314	19.0%	7	0.4%	322	19.4%	1334	80.6%	<b>1,656</b>
<b>Cadet</b>	1	3.6%	8	28.6%	0	0.0%	3	10.7%	25	89.3%	<b>28</b>
<b>UNIFORM TOTAL</b>	<b>19</b>	<b>0.9%</b>	<b>358</b>	<b>17.5%</b>	<b>8</b>	<b>0.4%</b>	<b>372</b>	<b>18.2%</b>	<b>1677</b>	<b>81.8%</b>	<b>2,049</b>

\* The uniform complement of 2,049 includes uniform members, cadets, persons on long-term disabilities, job-share arrangements, and secondments.









# 3

## STATISTICS CIVILIAN REPORTING

### 3.1 APPLICANT DATA – CIVILIAN

In 2015, the Peel Regional Police received 5,315 civilian online applications, which is an increase of 26.6% over the 4,199 received in 2014. The statistical information gathered in the application process is voluntary and as such, we have a 92.6% participation rate in the survey.

Upon examination of the statistics for the last three years of applications, in three of the four designated groups, there were increases over the previous years, with Aboriginal Persons increasing by 0.5%; Racialized Persons by 8.3% and persons with Disabilities by 0.4%.

Continuing to increase the number of diverse applicants from the designated groups remains a strategic goal for Recruitment & Staff Support. Regardless of substantial interest from external applicants, the opportunities to increase diversity within the civilian complement, are directly tied to our very low attrition rate of 3.1%.

CIVILIAN APPLICANT PROFILE FOR VALID RESPONDENTS – 2015													
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent	TOTAL
2015	74	1.5%	1,696	34.5%	83	1.7%	2,759	56.1%	2,079	42.3%	4,920	395	5,315
2014	42	1.0%	1,078	26.2%	52	1.3%	2,575	62.6%	1,192	29.0%	4,116	83	4,199
2013	43	1.1%	975	25.4%	98	2.6%	2,426	63.2%	1,388	36.2%	3,838	223	4,061

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

### 3.2 NEW HIRE STATISTICS – CIVILIAN

In 2015, there was a 49% increase in the number of new hires, at 152, over the previous year at 102. The number of permanent positions available were considerably less than in 2014 (5 in 2015 and 15 in 2014), the need for temporary hires had the most substantial increase at 147 over the 2014 at 102. The temporary positions are hired for completion of various temporary assignments, including communications, records, clerical support, facilities, IT services, co-op students, summer 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, the most significant change was to the percentage of racialized persons hired, which doubled over the previous year from 32.4% to 65.1%; while persons with disabilities remained unchanged from 2014.

NEW HIRES CIVILIAN PROFILES – 2015											
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Permanent	0	0.0%	2	40.0%	0	0.0%	1	20.0%	4	80.0%	5
Temporary	0	0.0%	97	66.0%	3	2.0%	97	66.0%	50	34.0%	147
<b>TOTAL</b>	<b>0</b>	<b>0.0%</b>	<b>99</b>	<b>65.1%</b>	<b>3</b>	<b>2.0%</b>	<b>98</b>	<b>64.5%</b>	<b>54</b>	<b>35.5%</b>	<b>152</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 – 2015											
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Managers/Directors / Senior Admin	0	0.0%	2	8.0%	1	4.0%	13	52.0%	12	48.0%	25
Grades 7, 8, 9, 10	1	0.2%	72	15.5%	12	2.6%	289	62.3%	175	37.7%	464
Grades 4, 5 & 6	8	2.4%	68	20.1%	7	2.1%	293	86.4%	46	13.6%	339
Grades 1, 2 & 3	1	1.1%	19	21.3%	3	3.4%	58	65.2%	31	34.8%	89
<b>CIVILIAN TOTAL</b>	<b>10</b>	<b>1.1%</b>	<b>161</b>	<b>17.6%</b>	<b>23</b>	<b>2.5%</b>	<b>653</b>	<b>71.2%</b>	<b>264</b>	<b>28.8%</b>	<b>917</b>



### 3.4 TRANSFER / STATUS CHANGE ACTIVITY – CIVILIAN

There were 37 civilian members who achieved permanent status (part or full-time) with the Peel Regional Police in 2015; 9 were racialized persons, while 27 of the 37 members were females. The one civilian employee who was successful in securing a position as a Recruit Constable, was a racialized person. 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.

### 3.5 PROMOTIONS – CIVILIAN

In 2015, the number of promotions decreased by 16.6% from 36 in 2014 to 30 in 2015. Although the number of promotional opportunities decreased, persons who successfully attained promotion within the civilian ranks were representative of racialized persons at 20% and females at 66.7%.

TOTAL PROMOTIONS – CIVILIAN POSITION CATEGORY – 2015											
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Managers/Directors / Senior Admin	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
Grades 7, 8, 9 & 10	0	0.0%	1	7.1%	0	0.0%	8	57.1%	6	42.9%	14
Grades 4, 5 & 6	0	0.0%	5	31.3%	0	0.0%	12	75.0%	4	25.0%	16
Grades 1, 2 & 3	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
<b>CIVILIAN TOTAL</b>	<b>0</b>	<b>0.0%</b>	<b>6</b>	<b>20.0%</b>	<b>0</b>	<b>0</b>	<b>20</b>	<b>66.7%</b>	<b>10</b>	<b>33.3%</b>	<b>30</b>







# POSITIVE MEASURES

# 4

The development and continued refinement of initiatives and positive measures directed at improving success in recruitment and employee retention remains an ongoing process. The specific efforts undertaken by the organization for Uniform and Civilian are detailed in the following section.

## 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, share personal experiences and help dispel 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" by the service's 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

Recruiting & Staff Support focused Outreach Initiatives toward helping the Service become more reflective of the community. A Student Career Day was held at the Emil V. Kolb Centre For Police Excellence. 100 students were selected to participate in the interactive workshops in conjunction with various bureaus within the service. In addition, successful Asian and Black Recruitment Information sessions were designed and presented to members of that community utilizing the services of both Asian and Black officers within the Outreach Pool.



### 4.1.3 Women In Policing

Over 80 women attended the annual "Women in Policing Symposium – Our Stories" where participants were exposed to a variety of opportunities within the police service and provided with the chance to hear from and speak directly with female police officers. We endeavor to 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.

In 2015, Peel Regional Police entered in to an exclusive partnership with Ontario University Women's Athletics. This partnership includes the sponsorship of women's provincial championships and access to recruit several women who are both academically and athletically motivated.

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 power point 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.

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 2015, 17 of the organization's complement of 30 cadets were hired as Recruit Constables. Of the 17, there were 4 females (23.5%) and 3 racialized persons (17.6%). Concentrated efforts have been made to recruit persons for the Cadet program from our local community. As a result, of all 18 Cadets hired in 2015, 28% were either female and/or racialized persons.

**4.1.6 Auxiliary Bureau**

The Auxiliary Police Program consists of 97 volunteers. In 2015, there were 71 male (73%) and 26 female (27%) Auxiliary Officers. Of these Auxiliary Officers, 33 were racialized persons (34%). 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, the Festive Ride Program and special events including the Streetsville Bread and Honey Festival, the Khalsa Day Parade, Canada Day Celebrations, Police Week and many other community events.

In 2015, the Auxiliary Bureau participated in 1,011 events and contributed approximately 25,445 volunteer hours to the community. Two (2) 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, camaraderie and leadership. In 2015, there were 223 Cadets and 22 Junior Cadets enrolled in the COPS Program.

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

- A full time Police Constable 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,
- Locations 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. Pictured are the Cadets onboard the USS Laboon Destroyer.



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 from within the COPS Program. Cst. Paul Mohammed is an excellent example of this.



Cst. Paul Mohammed has been a valuable member of the COPS Program (Cadet Organization Police School) and Peel Regional Police families for several years. Paul joined the COPS Program in 1998 at 10 years of age, as a member of the Junior Cadet Program. Upon completion of the Junior Cadet Program, Paul moved into the Royal Canadian Army Cadet Program in the year 2000 at 12 years of age. Paul retired from the program in 2006 while holding the position of the Regimental Sergeant Major, the highest position bestowed on an army cadet.

Paul went on to attend Humber College and received a diploma in Police Foundations. He enrolled in the Canadian Forces as a CIC (Cadet Instructor Cadre) officer in 2008 and again began working with COPS Program as a military officer.

Constable Mohammed was hired by Peel Regional Police in August 2009 and began his career at 21 Division where he as a uniform patrol officer, FTO (Field Training Officer) and NPU (Neighbourhood Police Unit) officer.

In April 2015, Constable Mohammed assumed the role of Commanding Officer of the COPS Program, which is one of the largest in Canada.



## 4.2 UNIFORM OUTREACH RECRUITMENT

In 2015, the Outreach Unit focused on recruitment within the Greater Toronto Area by participating in over 80 media events, many of which included local ethnic focused media outlets. 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, Asian Recruitment Forum, Black Recruitment Forum, Barbados Ball, Jamaica Ex-Soldiers Annual Ball, Toronto Women's Run Series, the Association of Black Law Enforcement's Gala and the Dhawali Festival.



## 4.3 CIVILIAN OUTREACH RECRUITMENT

In 2015 there were 198 full-time, part-time and temporary civilian vacancies. In addition, there were 105 short-term temporary assignments for clerical, co-op 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 LinkedIn; MediaJobSearch; Indeed; CIPS; ITJobs; AAFS; ASCLD; CSFS; MAAFS; NEAFS; LocalWork; CSPDM; Eluta; HRP; OMHRA: MyJobSite; OBOA; CIPS; Monster; and TechJobsToronto. We also posted on job boards at OMHRA & Canada Municipal Jobs Inc.; and lastly, there were advertisements published in local newspapers, the Mississauga News and Brampton Guardian.

The Civilian Employment Opportunities section of the Peel Regional Police website, where all external positions are posted, is updated regularly. In 2015, the PRP website had a total of 1,313,788 visits. The Civilian Employment Opportunities website attracted a total of 80,676 visitors in 2015, which is an increase of over 3,000 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 2015. Outreach participation included both private sector career fairs and information sessions at educational institutions, including the Toronto Jobs Career Fair; RIM Park; Caledon Community Services; the Asian Recruitment Forum; Costi Employment Services; U of T Mississauga Campus and the Black Community Recruitment Forum.



**4.3.1 Civilian Outreach Placement – Parkholme School**

For the past 25 years, the organization has been able to provide one adult, with learning disabilities from Parkholme School, placement within Telecommunications Systems and Services (TSS). 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 2015 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.

The Training Bureau, Use of Force, in partnership with Sheridan College provides 13 students in their Police Studies program an opportunity to work with Police personnel, providing a glimpse into the work experience of a police officer.

**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 youth and our 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 Co-Operative Placement Program – High School**

This program is designed to allow students to experience the work environment through job shadowing and supervised participation in job tasks. There are two yearly intakes of up to 8 students for a total of 16 students during each year. The co-op placements are available with Fitness/Training, Children's Safety Village, Davis Court, Records Services, ITS-Telecommunications Systems & Services and Fleet Services.

**4.3.5 Youth In Policing Initiative (YIPI)**

For the past six 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 and 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 challenged youth achieve individual success, in 2015 we offered employment to fifteen (15) regional youth to work alongside officer and civilian employees of our Service. In addition to their divisional / bureau assignments, the YIPI project 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, elder support, food bank, food kitchen and the Durham Police Ripple Effect seminar.



#### 4.3.6 Partnership With Community Living Mississauga

As part of an ongoing initiative to provide opportunities to Persons with Disabilities, Recruitment & Staff Support has developed a partnership with Community Living Mississauga, who support individuals who have an intellectual disability. Through this partnership we were able to provide opportunities to two (2) of their Special Needs clients.

One opportunity was for a student working over the summer months to gain practical work experience. This student worked with two (2) departments, Records Services & Facilities Management where they performed a variety of tasks which provided them with hands-on practical work experience.

The other opportunity was the creation of a position for a Shipper/Receiver working part-time hours. In November, we hired an individual who is a client of Community Living Mississauga, to fulfill the newly created position. This position has the flexibility to evolve to meet the requirements of both the service and to capitalize on the strengths of the individual.

#### 4.3.7 Mentorship Program For Criminal Intelligence Analysts

The mentorship program was originally introduced to the service in 2014, and carried on in 2015. The program provides an opportunity of civilian members interested in exploring a career as a Criminal Intelligence Analyst 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, with the Crime Analysis Unit.

# BARRIER ELIMINATION RESULTS

# 5

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 2015, the Diversity Relations Unit provided 342 Peel Regional Police staff members training in diversity relations.

The training was provided to new recruits, civilian employees, auxiliary officers, Youth Initiative in Policing (Y.I.P.I) students and NPU officer. Topics covered included: Knowing our Diverse Community, hate crime, racial profiling and Pan Am training.

In addition to this regular training, the Diversity Relations Unit organized and displayed in TWIP (This Week in Peel) group photos of Peel Regional Police employees from different cultural backgrounds, to showcase and appreciate the different cultures working together for the betterment of our Service an community.

In 2015, officers from the Diversity Relations Unit provided over 45 presentations to community members, reaching over 1,950 people within the Region of Peel. These presentations were made to a wide variety of people such as newcomers and members of religious institutes.

Officers in the Diversity Relations Unit attended and participated in 87 community events. These events varied across cultures and religions. Events attended included: Carabram, Carassauga, Black History, Diwali, Ramadan, Pride Parade, Women’s Expo and our own Race Against Racism.



In addition, Diversity Officers attended 111 meetings to help strengthen and build relationships within Peel Region's Diverse Community.

This past year, the Diversity Relations Unit was able to continue the tradition of giving back to the community through the Diversity Scholarship. In 2015, three students within the Region of Peel were awarded a scholarship of \$2000 each toward their post-secondary education. In addition, the Diversity Relations Unit provided scholarship awards to external organizations such as Black Congress of Women, United Achievers and Free for All Foundation.

In October 2015, Diversity officers organized and hosted our 1st Diversity Scholarship Appreciation Gala. This was a night to honour both the Peel Regional Police Diversity Scholarship recipients and the sponsors that have supported our Race Against Racism for the past 15 years.

The Diversity Relations Unit also participated in Ethnic Media interviews, and in 2015 was involved in 34 media events speaking on such topics as the Race Against Racism, Immigration Fraud, RIDE, Kamini Drug awareness and Emergency Services Introduction for New Canadians (ESINC).

As part of the Diversity Relations mandate, the Diversity Relations Unit is responsible for dealing with community consultations. In 2015, the unit was contacted on 10 occasions for various consultations from within the community.

In 2015, the Ontario Association of Chiefs of Police Diversity Symposium was hosted by the Peel Regional Police Diversity Unit. The topic was 'Mental Health & Stigma within Policing: Invisible Elephants'. Over 110 participants from police services across Canada attended the two day symposium.

The Diversity Relations Unit commenced the formation of a Black Advisory Group to assist with any emerging issues within the Black community. One year later our continuous efforts has provided a positive working relationship and partnership with our existing Muslim Advisory Group. In the coming year, the Unit will continue to work at developing Advisory Groups for other communities such as, but not limited to, the Sikh, Chinese and LGBTQ Communities in Peel.

In an attempt to reach more community members, the Diversity Relations Unit continues to be active on their twitter account and within the past year had over 300 new followers. That number continues to grow. The Unit also created a diversity feedback email address to make the unit more accessible to the community. This allows them the opportunity to provide relevant feedback or ask questions on diversity issues within our community.

## 5.2 HUMAN RESOURCES

In 2015, Human Resources provided 7 separate training sessions covering Workplace Discrimination & Harassment Training. This training was provided to auxiliary officers; recruit constables and cadets; YIPI students and new civilian employees.

Other training sessions covering Respectful Workplace – Human Rights & Bill 168 were conducted for civilian supervisors and uniform acting supervisors which took place in 2 separate training sessions.



Lastly, one session was conducted for Human Rights and it entailed Human Rights Training for Investigators. A summary of the learning objectives for each of these programs is provided below.

### 5.2.1 Workplace Discrimination & Harassment (7 Classes)

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.

### 5.2.2 Respectful Workplace (2 Classes)

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, and:
  - What to do when they hear or observe behaviour that contravenes these Directives; and,
  - What to do when they receive a complaint of harassment, discrimination or workplace violence.

### 5.2.3 Human Rights Investigators (1 Class)

- Specialized 2-day training session for human rights investigators.
- Co-ordinated by Professional Standards and General Counsel.
- Covers topics such as the role of the investigator, the investigative process, the Ontario Human Rights Code, Police Services Act and the Human Rights Tribunal and Police Services Act hearing processes.
- Attended by ranks from Detective to Inspector and used to supplement the roster of trained and qualified investigators to be called upon for human rights investigations.

### 5.2.4 One-on-One Remedial Sensitivity

- Individual one-on-one remedial human rights workshop conducted by an external training provider, specializing in human rights.
  - Two (2) uniform members.
  - One (1) civilian member.

### **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 civilian and uniform candidates, demonstrates a commitment to eliminating a potential barrier to prospective foreign educated employment candidates.

### **5.4 ACCOMMODATION REQUESTS**

Consistent with the requirements of the Ontario Human Rights Code and subject to the limitations of undue hardship, accommodation shall be provided to qualified applicants with a disability to enable their participation in the recruitment process. When requests for accommodation in the recruitment process are made, they shall be based on the particular facts of each case. Applicants shall provide sufficient detail and cooperate in consultation with Peel Regional Police to respond to their request.

### **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 2015, participation included:

- 31 uniform and civilian female employees were on pregnancy/parental leave in 2015. Employees on pregnancy leave receive supplementary employment insurance benefits (pregnancy top up of 80% weekly earnings).
- 25 requests for parental leave from male members were approved.
- 13 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 2015, 6 job share arrangements continued from the prior year, 1 for civilian and 5 for uniform members, however, 4 of the 5 uniform arrangements concluded before the end of the year, leaving 1 uniform arrangement. 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 2015 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 2015 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 2015 to guide future employees' developments which 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.
- 49.5% of the Recruit-Constables/Cadets hired in 2015 were either racialized persons and/or women, demonstrating focused recruiting of competitive candidates from underrepresented segments of the community.
- Concerting 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 for 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.
- Partnership with Community Living Mississauga to provide employment opportunities to persons with disabilities.
- The continuation of the Mentorship Program for Criminal Intelligence Analysts continues to provide 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 is 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".







**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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