



PEEL REGIONAL POLICE

2017 EQUAL OPPORTUNITY PLAN RESULTS





2017 Recruit Constables Attend Buddhist Temple

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EQUAL OPPORTUNITY PLAN



PRP's goal in maintaining a capable, motivated and diverse staff serves as the essential foundation to ensure that current and future organizational needs are met while exceeding community expectations. This annual report assists in highlighting improvements while capturing measurable results.

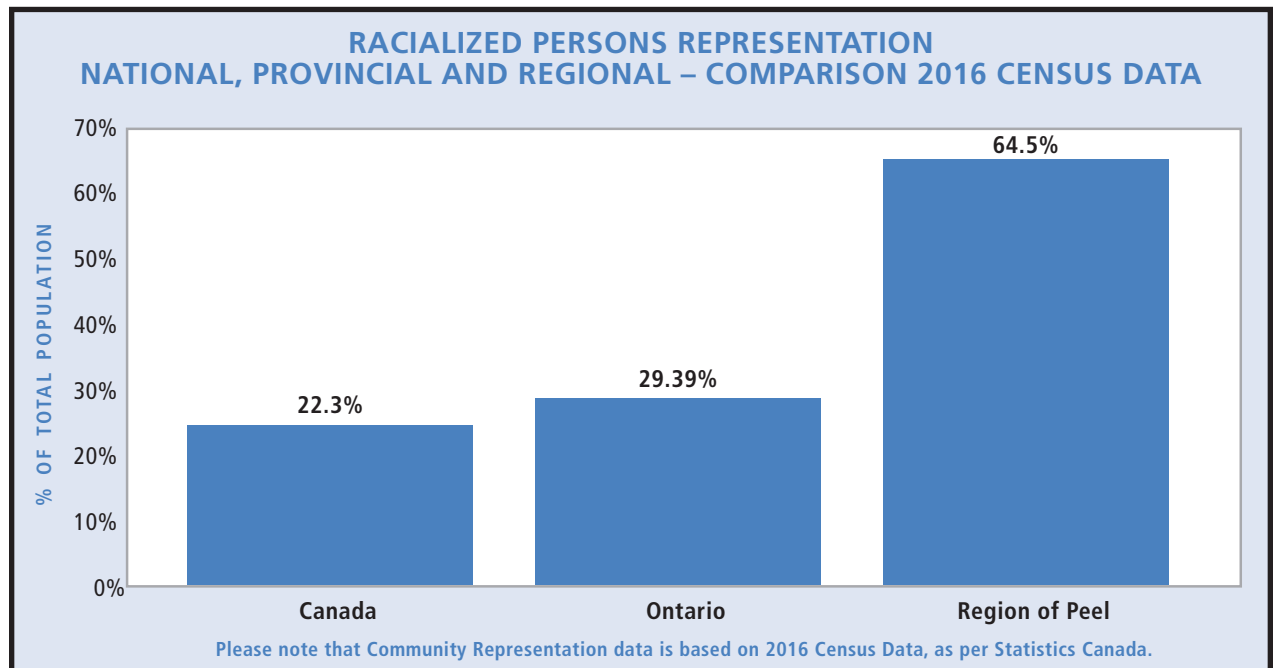
1.1 OVERVIEW

The Peel Regional Police (PRP) is the second largest municipal police service in Ontario and the fourth largest municipal police service in Canada. With an authorized budgetary complement of 2,036 uniform officers, 30 cadets and 847 civilian members, PRP serves one of the most diverse regions in Canada with a population of 1.382 million residents.¹

The Police Services Act, and the policies of both PRP and the Regional Municipality of Peel Police Services Board state that police services shall be provided throughout Ontario in accordance with certain principles, including "the need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario's society" and "the need to ensure that police services are representative of the communities they serve".

Over 20 years ago, PRP received approval from the Ontario Human Rights Commission under the "Special Program Status," which permitted the collection of demographic workplace data. Having established a solid

foundation PRP has continued collecting the data to monitor and measure progress in hiring, retention and promotion of individuals from the prescribed groups.



¹ 2016 Statistics Canada Census Data.

1. Equal Opportunity Principles

- Merit being the basis of hiring and promoting, and other employment practices of this police service, thereby allowing individuals to be judged on their knowledge, skills and abilities.
 - Taking the necessary steps to eliminate barriers to equal opportunity, including systemic barriers.
 - 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 on a voluntary self-identification survey through the employment process. The program identifies four prescribed groups: aboriginals, racialized persons, persons with disabilities, and female.
 3. Positive measures related to outreach recruitment, pre-employment counseling, internship programs, career development

programs, guidance and support programs, and civilianization.

4. Barrier-free employment policies and practices, educational training on 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.

One of the identified goals of PRP's Strategic Plan is to recruit professional, skilled employees who reflect our community. The statistical data will demonstrate PRP's successful efforts in 2017.



1.2 COMMUNITY REPRESENTATION DATA

The region demographics have been updated with the results from the 2016 Statistics Canada Census Data, which states our Region has 64.5% of its population identified as racialized persons. In comparison, across the country 22.3% of Canadians and 29.3% of Ontarians identify that they are racialized.

1.3 TOTAL COMPOSITION PROFILE

Organization representation data is the composition (makeup) of all employees of Peel Regional Police.

1.4 LANGUAGE PROFILE – COMMUNITY AND POLICE SERVICE

The Region of Peel is a linguistically diverse community. Census Bureau statistics (2016) indicate that 46.9% of the Regional population reported their mother tongue to be other than the official languages of Canada. Aside from English, the top three languages spoken at home were Punjabi, Urdu and Mandarin.

In keeping with PRP’s goal of being reflective of the community it serves, PRP collects and maintains information on members who are multilingual. Almost 1/3 of PRP members (922) identify that they are conversant in

one or more of 59 different languages. This statistic continues to improve year over year which is a demonstration of PRP’s successful efforts in attracting and employing persons who are representative of the diverse community it serves.

COMMUNITY REPRESENTATION – CENSUS DATA 2016				
	Aboriginal	Racialized Persons	Persons with Disabilities*	Females
Percentage	0.7%	64.5%	12.7%	50.9%

* Source – 2012 Canadian Survey of Disabilities – Statistics Canada

ORGANIZATION REPRESENTATION DATA – 2017											
	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	TOTAL	%	TOTAL	%	TOTAL	%	FEMALE	%	MALE	%	TOTAL
TOTAL	30	1.0%	641	21.1%	32	1.1%	1,063	34.9%	1,979	65.1%	3,042

LANGUAGE PROFILE – 2017			
Number of Languages Spoken *	Number of Members	Number of Auxiliary	TOTAL
1 Language	643	12	655
2 Languages	184	10	194
3 - 4 Languages	67	6	73
TOTAL	894	28	922

* Other than English – 59 different languages spoken by Civilian / Uniform.



University of Guelph Humber Recruiting Forum

STATISTICS – UNIFORM REPORTING



2.1 APPLICANT DATA – UNIFORM (Recruit Constable and Cadets)

The Constable Selection System was implemented in June of 2012 and represents the standard in recruitment efforts. Mandated by the Ontario Ministry of Community Safety and Correctional Services (MCSCS) and endorsed by the Ontario Association of Chiefs of Police, the system allows applicants to obtain their Certificate of Results (COR) from Applicant Testing Services (ATS) prior to applying to Peel Regional Police (PRP). Applicants who obtain their COR have fulfilled baseline test requirements comprised of; a Cognitive Recognition Intellectual test, English writing test, a Behavioural Assessment test and a Physical Abilities test. Applicants who have successfully obtained their Certificate of Results are permitted to apply online for Police Constable.

PRP, and all police services in Ontario, are restricted in its hiring of Recruit Constables to only those applicants who successfully obtain their Certificate of Results from Applicant Testing Services. The following breakdown by calendar year provides the

number of certificates issued and new applicants registered with Applicant Testing Services throughout the province of Ontario.

Peel Regional Police Recruitment and Staff Support (R&SS) is committed to hiring the most qualified candidates for Police Constable and Cadet positions. In addition, emphasis has been placed on local community engagement and partnerships, highlighting a continued commitment to attract and motivate applicants that represent the community it serves.

In 2017, PRP received 1,859 applicants for the position of Recruit Constable and Cadet, an increase of 58.1% from the previous year.

The increase in applications can be attributed to a new online open posting application process which was introduced and has allowed for an increase in applications prior to an invitation to a Local Focus Assessment (LFA). An LFA is comprised of a Pre-Background Questionnaire, a local Knowledge Assessment of the applicant's general knowledge of the Peel Regional

NEW APPLICANTS REGISTERED		CERTIFICATES ISSUED	
2017	4,343	2017	2,635
2016	4,558	2016	2,626
2015	4,747	2015	2,942

* As reported by OACP-CSS

UNIFORM APPLICANTS			
YEAR	2017	2016	2015
Number of Applicants	1,859	1,176	1,040

Police and Region of Peel, followed by a short interview with Recruitment and Staff Support personnel. Adding the online component has made for a more accessible and inclusive process for applicants, while introducing a more efficient pre-screening process reducing the number of applicants moving forward to the LFA.

In 2017, 96% of PRP applicants completed the voluntary Equal Opportunity Survey which continues to be a very high completion rate. Of those who responded to the voluntary survey, 42.8% were racialized persons, 1.7% aboriginal, 17.0% female and .8% were persons with disabilities. Of the 1,859 applicants, 351 (18.9%) attended the LFA. Of those 351 Local Focus Assessment

applicants, PRP hired 92 individuals (78 uniform officers and 14 cadets).

PRP continues to recruit the most qualified applicants reflective of the local community. However, a factor hindering recruiting efforts is that all police services across Ontario are competing for a limited pool of applicants with a Certificate of Results. In 2017 the Applicant Testing Service had 4,343 candidates apply and issued 2,635 (60.7%) Certificate of Results, of which 10% were females. On October 31, 2015 the Applicant Testing System implemented a new Physical Readiness Evaluation for Police (PREP). PREP test results revealed that 55% of females passed the old test as compared to 45% with the new test. Male test results revealed

that 93% passed the old test as compared to 89% with the new test. These test results identify a significant barrier for female applicants.

The Constable Selection System (CSS) underwent a program audit in the fall of 2017 and an interim plan was approved to review the program over the 2018 calendar year. During this time MCSCS will be reviewing all aspects of the CSS, including MCSCS's role, and options for addressing recommendations from the audit. The review will also include consideration of any potential barriers to women within the CSS.

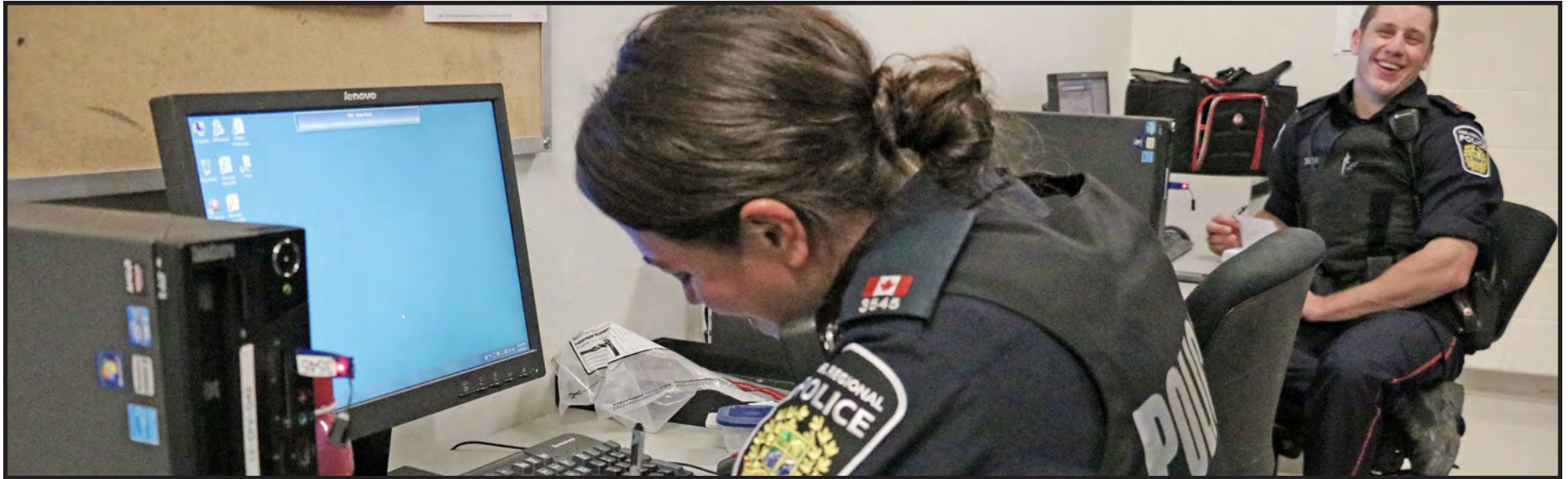
As a result, PRP expanded its recruiting efforts beyond traditional channels and is strategically focused on attracting a professional and diverse workforce through community engagement. Recruiting efforts in 2017 included Women, Asian, South Asian, Black and Muslim specific recruitment forums. As well, recruiting information is advertised through media outlets in South Asian, Asian, Caribbean, Vietnamese, Spanish, and Tamil communities.

The long term goals and strategies of R&SS rely heavily on the work performed by the three full time Outreach Officers. Outreach Officers develop and conduct recruiting presentations to various internal

UNIFORM APPLICANT PROFILE FOR VALID RESPONDENTS – 2017

YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent*	TOTAL
2017	30	1.7%	763	42.8%	15	0.8%	304	17.0%	1,479	83.0%	1,783	76	1,859
2016	21	1.9%	479	43.0%	12	1.1%	110	9.9%	1,003	90.1%	1,113	63	1,176
2015	11	1.2%	325	35.1%	9	1.0%	95	10.3%	831	89.7%	926	114	1,040

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



and external community groups as well as community colleges and universities to attract new applicants. The diverse makeup of the Outreach program is reflective of the community reinforcing PRP's commitment to recruit applicants with shared experiences and values.

In 2017, the Outreach initiative utilized a pool of 25 officers representing diverse demographics, age groups and genders to assist in these initiatives.

Recruiting prospective candidates is not the sole responsibility of R&SS, rather it continues to be the responsibility of the entire organization and is reinforced in

Directives. The Diversity Relations Bureau, Neighbourhood Policing Units and Corporate Communications, made noteworthy efforts in recruiting potential candidates from all communities.

Changes in the applicant demographic profiles indicate that initiatives undertaken have increasingly reached members of the entire community. For example, approximately 43% of applications were from racialized persons, with the most significant change from female applicants, which increased by 7.1% over the previous year. The need for ongoing efforts to attract segments of the community traditionally

under-represented in policing remains a priority in order to achieve PRP strategic goals.

UNIFORM REPORTING

PRP continues to recruit the most qualified applicants reflective of the local community.

2.2 NEW HIRE STATISTICS – UNIFORM

(Recruit Constable and Cadets)

In 2017, 70 uniform officers left PRP through attrition primarily due to retirements, alternate career choices or personal reasons. To meet growth demands, PRP hired 92 uniform personnel (Constables and Cadets).

Of the 92 officers hired in 2017, 47.8% are racialized persons, 1.1% are Aboriginal and 16.3% are female officers. PRP continues its commitment to attract individuals to policing who represent the community it serves.

Partnerships with the ‘Ontario University Athletics’ and ‘Ontario Soccer Association’ **provide another platform for accessing potential applicants who maintain a high level of physical fitness and possess leadership skills**, and expose them to a variety of opportunities within PRP.

Further, this platform offers opportunities for female university athletes to speak directly with female police officers and to attend ‘women only’ candidate evaluation events. **The importance of having exclusivity ensures a competitive advantage for PRP, increasing the number of potential applicants for the Cadet and Police Constable hiring pool.**

NEW HIRES UNIFORM PROFILE – 2017											
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
2017	1	1.1%	44	47.8%	0	0.0%	15	16.3%	77	83.7%	92
2016	0	0.0%	48	46.2%	1	1.0%	23	22.1%	81	77.9%	104
2015	0	0.0%	25	27.5%	1	1.1%	20	22.0%	71	78.0%	91

2.3 PROMOTIONS – UNIFORM

In 2017, there were 70 uniform promotions. Of the promotions, 11.4% were female officers and 25.7% were racialized persons.

2.4 COMPOSITION PROFILE – UNIFORM

Under-Represented Segments of the Community

PRP 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. Fifteen (15) of the 92 uniform hires

in 2017 were female, representing 16.3% of the total hires.

2017 marked an increase in the percentage of hires that were representative of racialized persons. Forty-four (44) of the 92 officers hired were racialized (47.8%) which is an increase from the 48 of the 104 (46.2%) racialized officers reported in 2016. PRP remains optimistic that new recruiting initiatives and directed community recruiting sessions will continue to increase the number of diversified hires.

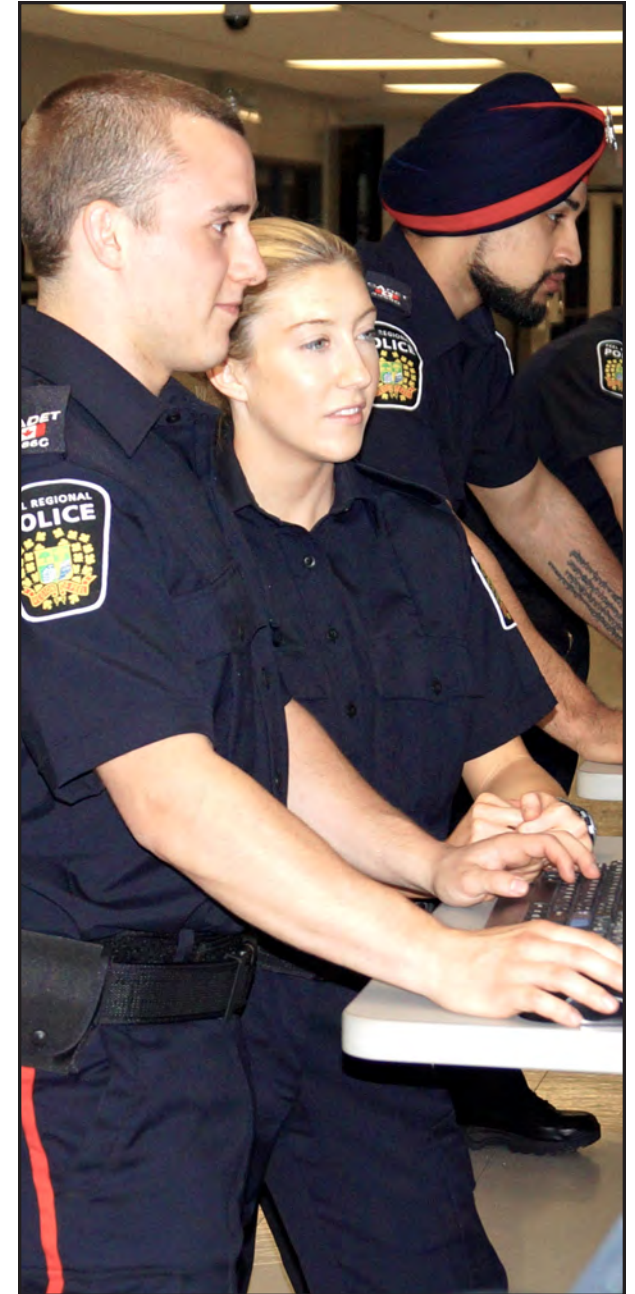
TOTAL PROMOTIONS – UNIFORM POSITION CATEGORY – 2017

POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Senior Officer	0	0.0%	2	25.0%	0	0.0%	2	25.0%	6	75.0%	8
Detective Sergeant / Staff Sergeant	0	0.0%	4	22.2%	0	0.0%	3	16.7%	15	83.3%	18
Detective / Sergeant	0	0.0%	12	27.3%	0	0.0%	3	6.8%	41	93.2%	44
Uniform Total	0	0.0%	18	25.7%	0	0.0%	8	11.4%	62	88.6%	70

COMPOSITION PROFILE – UNIFORM POSITION CATEGORY – 2017

POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Senior Officer	1	1.8%	11	19.6%	0	0.0%	9	16.1%	47	83.9%	56
Detective Sergeant / Staff Sergeant	0	0.0%	13	17.6%	1	1.4%	12	16.2%	62	83.8%	74
Detective / Sergeant	1	0.4%	27	10.9%	0	0.0%	28	11.3%	219	88.7%	247
Constable	18	1.1%	374	22.0%	7	0.4%	334	19.6%	1367	80.4%	1,701
Cadet	0	0.0%	11	45.8%	0	0.0%	4	16.7%	20	83.3%	24
UNIFORM TOTAL*	20	1.0%	436	20.7%	8	0.4%	387	18.4%	1715	81.6%	2,102

* The uniform complement of 2,102 Includes uniform members, cadets, persons on long-term disabilities, job-share arrangements, and secondments.





2017 Bell Let's Talk Campaign

STATISTICS – CIVILIAN REPORTING

3

3.1 APPLICANT DATA – CIVILIAN

In 2017, Peel Regional Police (PRP) continued to attract a large applicant pool for civilian positions through the online application process. The number of applicants increased in 2017 by 11.1% (7,425) over 2016 (6,686). As part of the application process, PRP invites applicants to participate in the Equal Opportunity Survey, which provides personal identification so that we are able to monitor the changing demographics of applicants and adjust recruiting efforts accordingly.

In 2017, 91% of applicants completed the voluntary Equal Opportunity Survey which continues to be a very high completion rate. Of the returned surveys, the data indicates that PRP is attracting applicants from each of the prescribed groups as follows; aboriginal at 1.3%; racialized persons at 38.4%; persons with disabilities at 2.6% and females at 62%. This demonstrates the success in promoting civilian careers, as PRP continues to see an increase in applicants from the designated groups.

Continuing to increase the number of diverse applicants from the designated groups remains a strategic goal for Recruitment and Staff Support (R&SS). Despite substantial interest from external applicants, the opportunities to increase diversity within the civilian complement remain limited, given our very low attrition rate of 4.5%.



CIVILIAN APPLICANT PROFILE FOR VALID RESPONDENTS – 2017													
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent*	TOTAL
2017	88	1.3%	2,618	38.4%	177	2.6%	4,228	62.0%	2,586	38.0%	6,814	611	7,425
2016	90	1.5%	2,209	35.8%	147	2.4%	3,689	59.9%	2,474	40.1%	6,163	523	6,686
2015	74	1.5%	1,696	35.1%	83	1.7%	2,759	57.0%	2,079	43.0%	4,838	477	5,315

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

3.2 NEW HIRE STATISTICS – CIVILIAN

Of the 149 new hires in 2017, 11 were permanent which was a slight increase over the 10 available in 2016, and 138 positions were temporary which is a 56.8% increase over the 88 opportunities available in 2016. The overall number of hires for 2017 increased by 52%, with significant increases in the representation of the designated groups, at .7% aboriginal; 60.4% racialized persons; 4.7% persons with disabilities and 68.5% females.

NEW HIRES CIVILIAN PROFILES – 2017											
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Permanent	0	0.0%	8	72.7%	0	0.0%	6	54.5%	5	45.5%	11
Temporary	1	0.7%	82	59.4%	7	5.1%	96	69.6%	42	30.4%	138
TOTAL	1	0.7%	90	60.4%	7	4.7%	102	68.5%	47	31.5%	149



PRP continued to have a need to staff for temporary vacancies (138) which are created as a result of temporary transfers, leave of absence (pregnancy/parental etc.), sick leave etc. These temporary assignments occur throughout the organization and also include temporary hires for the Co-operative Education Program, Summer Students and the Youth in Policing Initiative (YIPI) program.

3.3 COMPOSITION PROFILE – CIVILIAN

Composition statistics reflect the makeup of the Police Services representation of designated group members at various levels within the Organization. Peel Regional Police remains committed to offering equitable employment opportunities for women and racialized persons in the community.

3.4 TRANSFER / STATUS CHANGE ACTIVITY – CIVILIAN

PRP has a very strong internal hiring rate, which provides opportunities to current members regardless of status (temporary, part-time or full-time). In 2017, R&SS posted 221 vacancies, and of the 92 full-time vacancies, 84.8% were filled internally, reinforcing the PRP's commitment to provide opportunities to current members. There were 34 civilian members who achieved permanent status (part or full-time) within PRP, which further demonstrates that the majority of external vacancies available are temporary or part-time and that with the internal hiring policy there remains opportunity for these members to apply and compete for permanent positions. Of those members, 32.4% were racialized persons, 2.9% were aboriginal and 79.4% were female. There was one civilian employee that was successful in securing a position as a Recruit Constable. Temporary assignments are a viable route for members to enter the organization and be successful in obtaining a permanent (part-time or full-time) position within the organization.

3.5 PROMOTIONS – CIVILIAN

There were 26 promotional opportunities for civilian employees in 2017. Of the 26 promotions 26.9% were racialized persons and 80.8% were females.

COMPOSITION PROFILE PERMANENT & TEMPORARY CIVILIAN POSITION – 2017											
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Managers/Directors / Senior Admin	0	0.0%	4	13.8%	2	6.9%	17	58.6%	12	41.4%	29
Grades 7, 8, 9, 10	2	0.4%	88	18.3%	12	2.5%	313	64.9%	169	35.1%	482
Grades 4, 5 & 6	8	2.4%	81	24.0%	7	2.1%	286	84.9%	51	15.1%	337
Grades 1, 2 & 3	0	0.0%	32	34.8%	3	3.3%	60	65.2%	32	34.8%	92
CIVILIAN TOTAL*	10	1.1%	205	21.8%	24	2.6%	676	71.9%	264	28.1%	940

* The civilian complement of 940 includes temporary, part-time and full-time civilian members, persons on long-term disabilities, job-share arrangements, and secondments.

TOTAL PROMOTIONS – CIVILIAN POSITION CATEGORY – 2017											
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%	1	100.0%	0	0.0%	1
Grades 7, 8, 9 & 10	0	0.0%	3	21.4%	0	0.0%	11	78.6%	3	21.4%	14
Grades 4, 5 & 6	0	0.0%	4	36.4%	0	0.0%	9	81.8%	2	18.2%	11
Grades 1, 2 & 3	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
CIVILIAN TOTAL	0	0.0%	7	26.9%	0	0.0%	21	80.8%	5	19.2%	26



Police Service Board Awards and Peel Regional Police Employee Recognition Awards – June 8, 2017



Lunch and Learn Session



PRP Diversity Scholarship Gala and Appreciation Dinner

POSITIVE MEASURES

4

4.1 UNIFORM RECRUITING STRATEGIES

4.1.1 Uniform Recruiting Composition

Recruitment and Staff Support (R&SS) is comprised of 10 Officers; seven of which are Recruit Investigators while three are assigned, exclusively, as Outreach Officers. Outreach Officers have been supplemented with an additional “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 complete “Behavioural Interview Training” by a contracted psychologist. R&SS operates on a two team schedule, which improved overall coverage of days, afternoons and weekends in a calendar year offering greater flexibility for applicants and officers to attend interviews, testing, information sessions and outreach events.

4.1.2 New Hires and Designated Groups

R&SS continues to make progress with hiring from prescribed groups: females, racialized persons and aboriginal. The positive trends are a direct influence of the Outreach program, recruiting initiatives and local advertising. In addition, successful information sessions tailored to Females, Muslim, Black, South Asian and Asian communities, have positioned PRP as the employer of choice for many new applicants.

4.1.3 Women in Policing

R&SS through the Outreach program continues to focus on recruit initiatives designed to support the goal of attracting highly motivated and physically fit females to PRP. In 2017, PRP attracted 17% female applicants, which is significantly higher than the available pool of applicants from CSS at 10%.

As part of the on-going recruitment efforts, PRP entered into exclusive partnerships with the Ontario University Athletics (OUA) and the Ontario Soccer Association (OSA). These mutual partnerships provide

another platform for accessing individuals who strive for physical fitness and possess leadership skills. The importance of having exclusivity ensures a competitive advantage for PRP increasing the number of potential applicants for the Cadet and Police Constable hiring pools.

In 2017, R&SS provided an opportunity for 520 potential candidates to practice the Physical Readiness Evaluation for Police (PREP). The success of this initiative was expanded to offer a Women’s only session once a month for women who had previously attended for an introductory session. This session allows female candidates the opportunity to experience the PREP in preparation for their application to the Applicant Testing Service (ATS).

4.1.4 Advertising

R&SS works in partnership with Executive Administration and Corporate Communications. Together they are continually evaluating the advertising campaigns to ensure they meet PRP’s needs with full appreciation of fiscal responsibilities.



Internally, every Policing Division and Community Station has recruiting information available for prospective applicants and the Service's 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. 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 goal of attracting applicants from segments of society that are traditionally under-represented in policing, every effort is made to include diverse representation from within the organization in promotional materials. Greater consideration has been given to incorporating electronic sites



with wide distribution into the advertising strategy, especially those linked to diverse communities and young adults.

In advertising R&SS endeavor to be supportive of local media outlets and publications. The established mutually successful relationship has allowed PRP to benefit by turning public interest stories into recruitment opportunities.

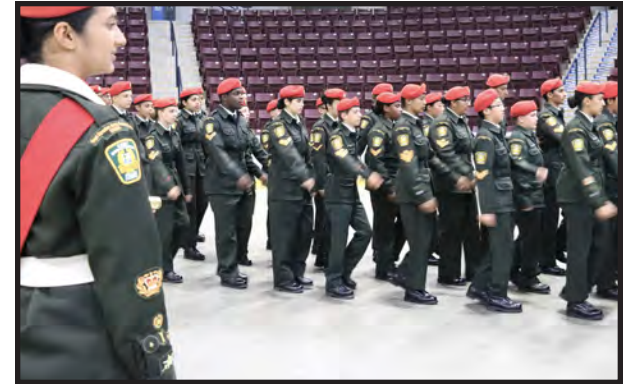
4.1.5 Cadet Program

The Cadet Program, with an authorized complement of 30 Cadets, provides an excellent opportunity for a young adult to become familiar with PRP. A 30 month employment contract exposes Cadets to PRP and the world of policing. Cadets provide valuable assistance to the various bureaus to which they are assigned while



gaining experience and exposure to different areas of the organization and better preparing them to be candidates for Recruit Constables. In 2017, 20 Cadets were successful in becoming Recruit Constables, four were racialized persons and three were females.

In November of 2016, the Cadet Program application process was modified by removing the Certificate of Results as a requirement to apply to the program, thereby reducing a cost barrier to potential applicants. Cadets are required to successfully obtain their Certificate of Results within the 30 month contract before seeking to become a Recruit Constable. This new initiative saw application submissions increase by 64% in 2017.



In 2017, there were 14 cadets hired. Of the 14, there were two females (14.3%) and seven racialized persons (50%). Concentrated efforts have been made to recruit persons for the Cadet Program from our local community, six of the 14 hired were from the local community. Of the 14 Cadets hired in 2017, 64.3% were either female and/or racialized persons.

4.1.6 Auxiliary Bureau

The Auxiliary Police program consists of 104 volunteers. In 2017, there were 64 male (62%) and 40 female (38%) Auxiliary Officers, 45 of whom are racialized persons (43%).

Auxiliary volunteers obtain training and experience in policing which assists them in determining if they wish to pursue a career

in policing and provide an invaluable service to the community. This volunteer program works closely with uniform patrol officers, the Festive Ride Program, and special events including the Remembrance Day Parade, the Khalsa Day Parade, Canada Day Celebrations, Police Week and many other community events.

In 2017, the Auxiliary Bureau participated in 1,095 events and contributed approximately 23,281 volunteer hours to the community.

In addition, 10 Auxiliary Officers were successful in obtaining Recruit Constable positions within the organization.

4.1.7 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 12-19 years and Junior Cadets ages 10-11. The COPS program provides structured activities through a variety of challenging and rewarding experiences. Cadets learn valuable life-skills including teamwork, camaraderie and leadership. In 2017, there were 253 Cadets and 25 Junior Cadets enrolled in the COPS Program.

PRP 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).
- Locations for the COPS Cadets to meet on a weekly basis.



The COPS program also provides learning opportunities for exemplary Cadets. In 2017, 49 Cadets and staff attended the Marine Corps Recruit Depot Parris Island. The Cadets participated in activities including: drill; physical training; weapons training; obstacle courses; and team building exercises.

A number of the COPS alumnae choose careers in policing and many others have continued on to post-secondary institutions. As part of the expanded approach to recruitment, PRP recognizes the potential recruitment pool from within the COPS Program. In 2017, three former COPS Cadets were hired as PRP Cadets.



4.2 UNIFORM OUTREACH RECRUITMENT

R&SS Outreach Officers focus on local recruitment within Peel Region and the Greater Toronto Area. In 2017, in addition to continuing with mainstream South Asian, Caribbean and Asian media outlets, new media opportunities centered on expanding into the Vietnamese, Spanish and Tamil communities to increase PRP’s visibility and it’s applicant pool.

Events that were attended included job/employment recruitment fairs, community festivals/functions, sporting events, career fairs, presentations at colleges, universities, local high schools and other community groups. Outreach Officers also attended several culturally diverse events including the Khalsa Day Parade, Asian Recruitment



Forum, Black Recruitment Forum, Muslim Recruitment Forum, Barbados Ball, National Women’s Show, Toronto Women’s Run Series, the Association of Black Law Enforcement’s Gala and the Dhawali Festival.

R&SS created a Twitter account in 2017 and tweets out events, recruitment forums, and other Peel Regional Police initiatives.

COPS PROGRAM
 A number of the COPS alumnae choose careers in policing and many others have continued on to post-secondary institutions.



4.3 CIVILIAN OUTREACH RECRUITMENT

In 2017 there were 221 employment opportunities that were filled by R&SS, representing full-time, part-time and temporary civilian vacancies as well as an additional 59 short-term temporary assignments for clerical, co-op students, Youth in Policing Initiative (YIPI) students and Communication Intercept Monitors. These opportunities were advertised to the community through a variety of resources, each specifically targeting the requirements of the position.

In an effort to attract applicants from our community that reflect the diverse makeup of the Region, external civilian job opportunities were placed on the PRP website under Employment Opportunities, as

well as advertising in various mediums that would be directly related to the position that is being recruited for.

Advertisements were placed on the various on-line job posting websites such as: Workopolis; Monster; Indeed; CPAOntario; LinkedIn; CSFS (Canadian Society of Forensic Science); ASCLD (American Society of Crime Laboratory Directors) ; MAAFS (Mid Atlantic Association of Forensic Scientists) ; NEAFS (Northeastern Association of Forensic Scientists); AAFS (American Academy of Forensic Studies); ClearLegal; JobsinLaw; Localwork; BCRSP (Board of Canadian Registered Safety Professionals) ; ECO (Careers in Environmental Health & Safety); HRPAA (Human Resources Professional Association) ; OMHRA (Ontario Municipal Human Resources Association); ITJobs; TechJobsToronto; SkilledWorkers; MyJobSite;

OBOA (Ontario Building Officials Association) and CallCentreJobs.

The Civilian Employment Opportunities section of the PRP website, where all external positions are posted, is updated regularly. In 2017, the website had a total of 1.5 million visits. The Civilian Employment Opportunities website attracted a total of 95,129 visitors in 2017, which is a slight decrease from the previous year.

During 2017, members from Civilian Recruiting participated in a number of career fairs in conjunction with Uniform Recruiting. Outreach participation included both private sector career fairs and information sessions at educational institutions, including the Black Recruitment Forum; Women Only Recruitment Forum; Asian Recruitment Forum; South Asian Recruitment Forum;



Brampton Board of Trade; Mississauga Convention Center Career Fair; Toronto Jobs Career Fair (Living Arts Center); Biztech Career Fair, Sheridan College; University of Guelph Career Fair and the Mayor's Job Expo.

4.3.1 Civilian Outreach Placement (Parkholme School)

Parkholme is a school for students 14-21 years of age with developmental disabilities, in the Peel District School Board, serving students with special needs in the City of Brampton and the Town of Caledon. The goal is to provide an individualized program that assists all students to develop communication skills, functional academics and life skills. Opportunities for integration in mainstream secondary classes and into the community are important aspects of the program.



In 2017, PRP continued its ongoing relationship with Parkholme School and was able to provide one adult with learning disabilities placement within Telecommunications Systems and Services (TSS). The individual participated 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 being selected for placement in the summer. A student was employed as a Service Desk Analyst, providing an opportunity to apply the skills acquired in school, while developing further talents in the workplace.



PRP 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 officers in FIS. The unpaid placements are one semester in length and 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 presentations, made by the student, to university faculty.

The Training Bureau, Use of Force, in partnership with Sheridan College provides 15 students in the Police Studies program an opportunity to work with Police personnel. The students are exposed to the fitness requirements for recruits, which provides them with strength and endurance training along with various use of force training



similar to in-service officer training. Lastly, sessions with four other special service bureaus (TAC/Canine; Forensic Identification; Regional Breath Unit and Major Drugs/ Vice) provide an overview of the area and responsibilities. The experience gained through this exposure provides the students with a realistic glimpse into the work of a police officer.

4.3.3 Co-Operative Placement Program (Colleges and 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, students are required to submit a related academic report to their professors. There are three yearly intakes of six students providing opportunities for a total of 18 students during each year. Areas of PRP that participate in the program include Information Technology Services, Crime Analysis, Facilities, Corporate Communications, Fleet Services, Human Resources, Risk Management 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 the community. The program highlights PRP'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)

The placement opportunities are available to Grade 12 students attending school within the Region of Peel. Placements are designed to allow the student to experience the work environment for a period of four months through job shadowing and supervised participation in job tasks. The program operates during each of the two scheduled yearly school terms and there were 13 students in 2017. The co-op placements are available within various bureaus such as Fitness, Court Bureau, Children's Safety Village and IT Services.

4.3.5 Youth in Policing Initiative (YIPI)

Since 2009, PRP has worked in partnership with the Ministry of Children and Youth Services (MCYS) in order to provide a unique

eight week summer employment opportunity for youth residing in priority neighborhoods within the Region of Peel.

This program offers young people between the ages of 15-18, an opportunity: to gain experience in the work environment; earn a sustainable income; gain exposure to policing as a potential career; and to build positive relationships with police.

Joining MCYS in their commitment to build stronger communities, and assist youth faced with challenges in achieving individual success, in 2017 PRP offered employment to 20 regional youth to work alongside officer and civilian employees. 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 and youth motivational speaker, Leo Barbe. In addition, 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 such as: Kids,

Cops and Canadian Tire Fishing Day; clean sweeps; graffiti removal; elder support; and the Durham Regional Police Ripple Effect seminar.

The YIPI students also participated in a Low Ropes Course initiative where they learned how to work as a team to complete tasks while developing their own confidence and self-esteem while supporting each other. The students were then given the opportunity, on four separate occasions, to take what they learned and serve as mentors to other community youths aged 11-12, from priority neighbourhoods, to participate in this initiative.

PRP also hosted an event called "Choices for Life" where YIPI students from the surrounding Police Services, as well as other community youth, attended for a free one-day seminar where they had the opportunity to listen to two keynote speakers and network amongst themselves. Approximately 250 youths attended the event where they were able to have open discussions during the presentations by speakers Paul Saltzman and Leo Barbe.

4.3.6 Partnership with Community Living Mississauga

In 2017, PRP continued its successful relationship with Community Living

Mississauga, who support individuals who have an intellectual disability, by providing employment opportunities to two of their clients.

One opportunity was for a student working over the summer months to gain practical work experience. This student worked for two departments, Records Services and Facilities Management, where a variety of tasks were performed that provided hands-on practical work experience.

The other opportunity was created in 2015 and has now been made a permanent position for this individual within PRP. The position has the flexibility to evolve to meet the requirements of PRP and to capitalize on the strengths of the individual.

4.3.7 Mentorship Program for Criminal Intelligence Analysts

In 2017, PRP continued to offer the Mentorship Program for Criminal Intelligence Analysts. The program provides an opportunity for civilian members interested in exploring a career as a Criminal Intelligence Analyst an experiential opportunity to gain hands-on experience over a three month term by assisting with entering, extracting, collating, and analyzing data under the guidance of a mentor within the Crime Analysis Unit.

BARRIER ELIMINATION INITIATIVES

5

Challenging staff to meet a standard of excellence, requires that the Peel Regional Police (PRP) maintain a supportive workplace. An environment that is respectful of human dignity and devoid of either intrinsic or systemic discrimination, where all workplace issues are addressed promptly. PRP has established, and continually refines, the framework necessary to ensure balanced success. Educational training on diversity and human rights set expectations; internal anonymous surveys provide necessary feedback; while committee review ensures that reality reflects policy.

In managing daily workplace needs, PRP endeavor 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

In 2017, the Diversity Relations Bureau (DRB) provided a total of 69 training presentations throughout the year reaching approximately 3,500 people. These courses were delivered to new recruits, civilian members, auxiliary police, prisoner escort officers, police officers and community members. The topics included: Knowing Our Diverse Community; Hate Crime; Emergency Services Introduction to New Canadians (ESINC); and Countering Violent Extremism Initiative (CVEI).

In November 2017, in addition to the regular quarterly meetings with each group,

DRB facilitated training with the Chief's six Advisory Committees: Black; Chinese; Muslim; Sikh; LGBTQ+; and Youth. 60 people attended the event and presentations were made by: Office of the Independent Police Review Director (OIPRD); Ministry of the Attorney General Crown Attorney; Domestic / Intimate Partner Violence (IPV); as well as a review of training that included scenarios on Mental Health De-escalation.

Officers in DRB attended and participated in 140 community events. These events varied across cultures and religions. Some of the events PRP attended were Carabram, Carassauga, Muslimfest, Black History Events, South Asian History Events,

Ramadan, Pride Parade and our own 17th Annual Race Against Racism and 3rd Annual Diversity Scholarship Gala.

In addition, Diversity Officers attended 123 meetings to help strengthen and build relationships within Peel Region's diverse communities, as well as internally with other units or bureaus.

This past year, DRB was able to continue the tradition of giving back to the community at the third Annual Diversity Scholarship Gala. In 2017, four students within the Region of Peel were awarded a scholarship of \$2,000 each towards their post-secondary education. In addition, DRB provided an external scholarship in the amount of \$1,000 to the Free for All Foundation and an external scholarship in the amount of \$500 to the Success with Age and Guidance (SWAG) Mentorship Program. These scholarships were made possible through from funds raised at PRP's Race Against Racism annual charity event.

In 2017, DRB embarked on a hate and bias motivated crime and incidents campaign. This campaign is designed to both educate

the community on hate and bias related issues, and to encourage victims to report these matters to police. DRB also provided additional training and support to PRP officers to educate them on the importance of 'reassurance policing' while dealing with victims of hate motivated crimes and incidents.

Training for Hate-Crime Coordinators included a three day training conference through the Hate Crime Extremist Investigative Team (HCEIT), and an OACP Diversity and Inclusion two day symposium.

As a public awareness component of the hate and bias motivated crime and incidents campaign, DRB officers:

- With the assistance of our Corporate Communications Bureau, created a Hate-motivated Crime and Incident training video.
- Created a Hate-motivated Crime fact card, that was distributed and is on display at all PRP divisions.
- Hosted town hall/community meetings.
- Continued to provide presentations to various external community groups.
- Maintained and developed relationships with dedicated community partners to further awareness and education.

In May of 2017, DRB assumed responsibility for PRP's Countering Violent Extremism Initiative (CVEI). PRP's CVEI is conceptualized in three phases:

- **Phase #1:** Community Engagement
- **Phase #2:** Member Training
- **Phase #3:** Community Education

CVEI Overview:

One of the CVEI's central aims is to identify and work with people who are in the early stages of the radicalization process, but are not yet fully committed. CVEI includes a significant educational component designed to equip service members, other law enforcement and a variety of community stakeholders with the requisite knowledge to understand radicalization to violence/violent extremism, and assist in the identification of persons at risk. In such instances, PRP works with the individual(s), along with community organizations, faith leaders, and other relevant stakeholders to disengage them from negative influences and ideologies and re-engage them in more pro-social networks and behaviours. PRP also works to build relationships with individuals and community organizations, and acts as a conduit for information from individuals who would not ordinarily report sensitive information to

police, for fear of jeopardizing a person or their standing within the community.

The educational component of PRP's CVEI involves a detailed training piece focusing on providing our service members with a baseline overview and understanding of violent extremism, hate motivated crimes/incidents, and the radicalization to violence process. The key concepts and messages discussed provide a balanced narrative that brings awareness to the various behaviours associated with the onset of ideological indoctrination, while emphasizing the importance of cultural awareness, empathy, understanding and prevention/early intervention – as being key factors in combatting the spread of violent extremism here in Canada.

In 2017, 19 CVEI-based presentations were delivered by DRB to over 2000 police officers, law enforcement partners and dedicated civilian personnel.

In an attempt to reach more community members DRB has an active Twitter account with a current followership that has increased to 1,250 people.

5.2 HUMAN RESOURCES

In 2017, Human Resources (HR) delivered Workplace Discrimination and Harassment training to eight new intake classes including recruits, cadets, civilian members, auxiliary police and Youth in Policing Initiative students.

In addition, the Respectful Workplace training program, comprised of human rights and workplace violence components, was delivered to four classes of promoted uniform members and new civilian supervisors and acting supervisors.

In 2017, HR rolled out an online training module as a refresher for Workplace Harassment, Discrimination and Violence. This module was designated as mandatory training for all personnel, both sworn and civilian.

Additionally, an updated Human Rights Investigator training program was delivered to 22 investigators in 2017. This specialized one-week training session was facilitated by the law firm of Rubin Tomlinson, General Counsel, and Human Resources. Some of the topics covered were: the role of the investigator; the investigative process; the Ontario Human Rights Code; the Police Services Act; and report writing. The session

was attended by ranks from Detective to Superintendent who will form the roster of trained and qualified investigators to be called upon for human rights investigations.

In addition, one-on-one Human Rights sensitivity workshops are provided when required.

5.3 FAIR AND IMPARTIAL POLICING (FIP)

In 2017, PRP continued to offer training on Fair and Impartial Policing which was mandatory for all members. The program is focused on teaching members about Implicit Biases. Content covers an Understanding of Human Bias; The Science of Bias; The Impact of Biased Policing; Managing Our Implicit Biases and Addressing the Biases of Others. The program was founded on social science research, and put together by Fair and Impartial Policing™.

The Fair and Impartial Policing training program applies the modern science of bias to policing; it trains officers on the effect of Implicit bias and gives them the information and skills they need to reduce and manage their biases.

5.4 THE CANADIAN CENTER FOR DIVERSITY AND INCLUSION (CCDI)

PRP continues its partnership with the Canadian Centre for Diversity and Inclusion. This is a membership-based not-for-profit organization that provides its employer partners with a foundation of consistent and relevant information and practitioner support in the area of diversity and inclusion (D&I). They have been in operation since 2012 and their organizational vision is to promote excellence in diversity and inclusion within Canada. The Canadian Center for Diversity and Inclusion **provides opportunities for individual and employer partners to network and share leading practices, and access to monthly webinars to increase knowledge and awareness in D&I practices.**

5.5 ASSESSMENT OF EDUCATIONAL QUALIFICATIONS, TRAINING AND EXPERIENCE ACQUIRED OUTSIDE CANADA

In circumstances where an education equivalency assessment is required, PRP policy permits qualified applicants to proceed to the final selection stage of the hiring process prior to the validation of the

qualifications. PRP 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.



5.6 ACCOMMODATION REQUESTS

Consistent with the requirements of the Ontario Human Rights Code accommodation is 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 are assessed on the basis of the particular facts of each case. Applicants are requested to provide sufficient detail and cooperate in consultation with PRP to respond to their request.

5.7 ASSISTING MEMBERS IN ADDRESSING FAMILY ISSUES

Within the bounds of operational needs, PRP 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 2017, participation included:

- 41 uniform and civilian female employees for pregnancy/parental leave.
- 27 requests for parental leave from male members were approved.

- Eight requests for additional voluntary time off without pay were approved.
- 13 members were authorized for a total of 788.50 hours related to short-term military duties.
- Bereavement leave benefits were provided in accordance with the provisions of the Collective Agreements.
- PRP continued the policy of affording members the opportunity to re-allocate up to six days non-cumulative sick leave to address family care needs.
- Two job share arrangements continued from 2016, a civilian and uniform partnership. 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", which is comprised of the Superintendent-Operations Services, a representative from Recruitment and Staff Support and the Peel Regional Police Association (PRPA), the committee seeks to balance organizational and personal exigencies.

SUMMARY

6

6.1 ACCOMPLISHMENTS AND NEXT STEPS

Peel Regional Police's (PRP) goal in maintaining a capable, motivated and diverse staff serves as the essential foundation to ensure that current and future organizational needs are met while exceeding community expectations.

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 2017 demonstrate commitment to employee recruitment, selection, development and wellbeing.

PRP believe that its 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.

PRP has taken positive actions in 2017 to ensure that the police service is representative of the community it serves. Some of the highlights of these actions include:

- Positive Recruitment Trends: These positive trends are a direct result of the Outreach program, recruiting initiatives and local advertising. In addition, successful information sessions tailored to Muslim, Black, South Asian and Asian communities, as well as a Women Only session, has positioned PRP as the employer of choice for many new applicants.
- PRP entered into an exclusive partnership with the Ontario University Athletics (OUA) and the Ontario Soccer Association (OSA). These partnerships provide another platform for accessing individuals who strive for physical fitness and possess leadership skills, which increases the number of potential applicants for the Uniform hiring pool.

- In 2017, the Outreach Officers continued to explore new recruiting initiatives with a focus on female applicants. This new approach supports other initiatives currently undertaken by Recruitment and Staff Support such as the addition of a monthly Women's only PREP practice session.
- In keeping with PRP's goal to 'Respond to Growth and Changing Demographics', in 2017 uniform new hires included 47.8% racialized persons and 16.3% females. Civilian new hires included 60.4% racialized persons, 68.5% female, 4.8% persons with a disability and .7% aboriginal.
- PRP continue successful initiatives employing youth from the local community through; Parkholme School; internships; co-op programs with high schools, colleges and universities; Youth In Policing Initiative (YIPI) and Community Living Mississauga.
- Establishing a mutually beneficial relationship with local media outlets and publications allowed PRP to benefit by turning public interest stories into recruitment opportunities.

- The Cadet, Auxiliary and COPS programs assist in the development of its members and encourages participating individuals to consider a career in policing.

All of these initiatives contribute to PRP's efforts and progress in building a workforce that is reflective of the community served by PRP.

Building on the gains of the past year, along with the new Strategic Plan which outlines the direction for the next three years, Recruitment and Staff Support remains committed to attracting professional skilled persons that reflect the diverse makeup of Peel Region, and building a strong workforce, for now and for future needs.

PRP's hiring and human resources practices continue to demonstrate a commitment to ensure that employment opportunities are equitable and available to all persons 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 it serves, is essential to success as an organization. Transparency and integrity requires strict adherence to the principles that merit is the basis of hiring and promoting within the service. Recruitment and Staff Support acknowledges and welcomes the responsibility to continue to maintain the vision of Peel Regional Police: "A Safer Community Together".

Beyond seeking to build on previously established programs, the initiatives implemented in 2017 demonstrate commitment to employee recruitment, selection, development and wellbeing.



Chinese New Year – January, 2017

VISION

A Safer
Community
Together

CORE VALUES

Trust is the foundation of all we do.
Respect for the dignity and rights of all.
Understanding our community.
Safety through service excellence.
Transparency at all times.

MISSION

To protect the lives,
property and rights of all
through service excellence
and community
engagement.

أن نبني معاً مجتمعاً أكثر أماناً

共同构筑更加安全的社区

共同構築更加安全的社區

A Safer Community Together

Ensemble pour une collectivité plus sécuritaire

એકબીજાની સાથે મળીને વધુ સુરક્ષિત સમુદાય બનાવવો

साथ मिलकर बनाएं एक सुरक्षित समुदाय

Wspólne działanie – bezpieczniejsza okolica

Uma comunidade mais segura, juntos

ਇਕੱਠੇ ਇੱਕ ਵੱਧ ਸੁਰੱਖਿਅਤ ਭਾਈਚਾਰਾ

Una comunidad más segura y unida

Magkakasama Sa Isang Mas Ligtas na Komunidad

ஒன்றிணைந்த ஒரு பாதுகாப்பான சமூகம்

مل جل کر ایک محفوظ کمیونٹی تشکیل دینا

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