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FORWARDED TO  
POLICE SERVICES BOARD  
DATE Jun 8, 21  
  
CHIEF OF POLICE

REPORT  
Police Services Board

For Information

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DATE: June 1, 2021  
SUBJECT: 2020 EQUAL OPPORTUNITY REPORT  
FROM: Randy Patrick, Deputy Chief, Corporate Services Command

**RECOMMENDATION**

That the 2020 Equal Opportunity Report be received for information.

**REPORT HIGHLIGHTS**

- The attached Equal Opportunity Report details our efforts and successes in 2020 in providing equitable access to Uniform and Civilian employment with the Organization.
- The Report examines recruiting, hiring, transfer and promotion efforts and outcomes.

**DISCUSSION**

Annually, Recruitment & Staff Support (R&SS) compiles a statistical report based on 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: Indigenous, 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 2020 affirming the organization's support for, and adherence to, the Equal Opportunity principles within the Police Services Act and the policies of the Police Services Board and Peel Regional Police (PRP).

**1. Strategic Plan Alignment**

Goal: 2. Inclusive, Engaged and Progressive Workplace  
Priority: 2.4 Professional and skilled employees that represent our community

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## 2. Accomplishments

One of the identified areas of focus of PRP's Strategic Plan is to have professional and skilled employees. Our objective is to attract and retain employees representative of our community and to develop and implement initiatives to support diversity, equity and inclusion in our workplace and in the community. The statistical data reflects our successful efforts in 2020.

- Positive Recruitment Trends: These positive trends are a direct result of continued Outreach programs and recruiting initiatives along with new online mediums commenced as a result of the global pandemic. In addition, the establishment of the FIT (Female Inclusion Team) provides mentorship and support for female applicants through the application process and by doing so, positions PRP as the employer of choice for many new applicants;
- Racialized applicants increased to 69% (+3.7%);
- Female applicants increased to 22.4% (+3.3%);
- Persons with Disabilities increased to 1.8% (+0.1%);
- A slight decrease in Indigenous persons to 1.8% (-0.9%);
- In 2020, uniform new hires included 56.2% Racialized Persons, 43.2% Females and 2.5% Indigenous. Civilian new hires included representation from all 4 groups, 60% Racialized Persons, 61.5% Female, 1.5% Persons with a disability and 3.1% Indigenous;
- The Cadet, Auxiliary and COPS programs assist in the development of its members and encourages participating individuals to consider a career in policing. In 2020, there were 20 Cadets promoted to Recruit Constable. Of those promotions, 9 (45%) were Racialized Persons and 11 (55%) were Female and 1 (5%) was Indigenous. Four Auxiliary members were successful in achieving Recruit Constable positions within the organization, which clearly demonstrates the success of these programs.

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

## CONCLUSION

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.

PRP 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. R&SS acknowledges and welcomes the responsibility to continue to contribute to the vision of Peel Regional Police: "A Safer Community Together".

**Approved for Submission:**



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Randy Patrick, Deputy Chief, Corporate Services Command

*For further information regarding this report, please contact A/Inspector Tony Doherty at extension 3835 or via email at [1837@peelpolice.ca](mailto:1837@peelpolice.ca)*

Authored By: A/Inspector Doherty

# EQUAL OPPORTUNITY REPORT

# 2020



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## OUR VISION

A Safer Community Together

## OUR VALUES

Trust is the foundation of what we do.

Respect and honour the dignity and rights of all.

Understanding and compassion.

Service excellence that ensures cultural, physical and psychological safety.

Transparency and accountability.

## OUR MISSION

To protect the rights and well-being of all through service excellence and community engagement.

Peel Regional Police is committed to attracting and retaining skilled employees who represent our community, serves as the essential foundation to ensure that current and future organizational needs are met while exceeding community expectations. This annual report will showcase our success through change as demonstrated in measurable results amidst the Global Pandemic of 2020.

## 1.1 OVERVIEW

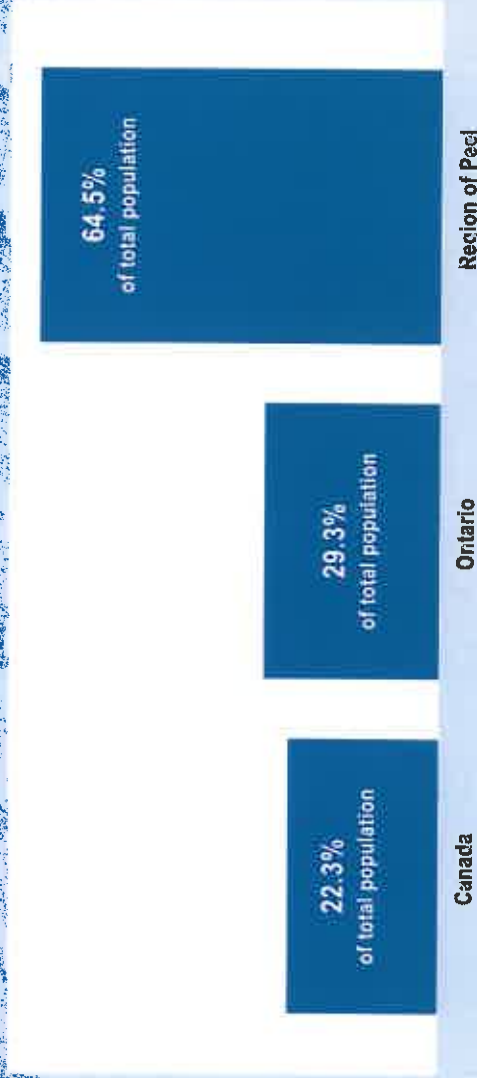
Peel Regional Police (PRP) is the second largest municipal police service in Ontario and the third largest municipal police service in Canada. We serve the Region of Peel which has almost 1.4 million residents serving one of the most diverse regions in Canada, and the Pearson International Airport which saw 13.3 million travellers in 2020. With an authorized budgetary complement of 2,163 uniform officers, 30 cadets and 914 civilian members.

We aim to be an employer of choice by focusing on Our People – Inclusive, Engaged and Progressive Workplace and Our Work – Accountability, Equity and Service Excellence. The priorities are to have professional and skilled employees that represent our community as well as ensuring diversity, equity and inclusivity in our workplace

and our community. Our objectives are to attract and retain skilled employees who represent our community and to develop and implement initiatives to support diversity, equity and inclusion in our workplace and in

the community. In addition, to promote the well-being of our employees and provide resources and opportunities for development and training.

## NATIONAL, PROVINCIAL AND REGIONAL – COMPARISON 2016 CENSUS DATA



Please note that Community Representation data is based on 2016 Census Data, as per Statistics Canada.

The Police Services Act, declaration of principles, states that police services shall be provided throughout Ontario in accordance with the following principles, “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”.

Having established a solid foundation of gathering demographic workplace data, PRP has continued collecting the data to monitor and measure progress in hiring, retention and promotion of individuals from the prescribed groups.

## 1.2 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.

- Statistical tracking of workforce information collected on a voluntary self-identification survey through the employment process. The program identifies four prescribed groups: Indigenous, Racialized Persons, Persons with Disabilities, and Females.

- Positive measures related to outreach recruitment, pre-employment counseling, internship programs, career development programs, guidance and support programs, and civilization.

- 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 areas focused on in PRP’s Strategic Plan is to have an inclusive, engaged and progressive workplace, which is achieved by recruiting professional, skilled employees who reflect our community. The statistical data will demonstrate PRP’s successful efforts in 2020.

## 1.3 COMMUNITY REPRESENTATION DATA

The region demographics are based on the results from the 2016 Statistics Canada Census Data, which states the Region has 64.5% of its population identified as Racialized Persons. Peel is the most diverse region, followed by Toronto at 51.5% and York 49.2%. In comparison, across the country 22.3% of Canadians and 29.3% of Ontarians identify that they are racialized.

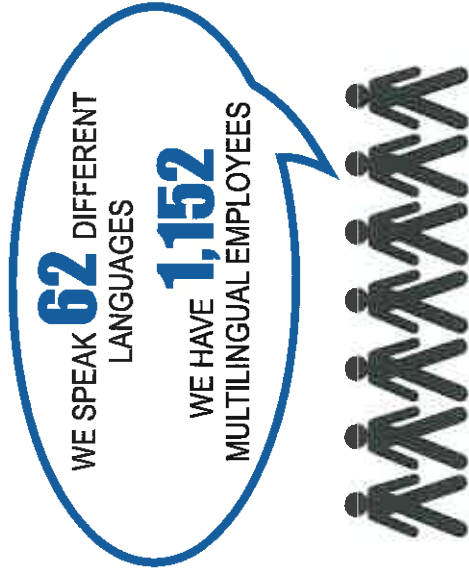
## 1.4 LANGUAGE PROFILE – COMMUNITY AND POLICE SERVICE

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. Just over a 1/3 of PRP members (1,111) identify that they are conversant in one or more of 62 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.

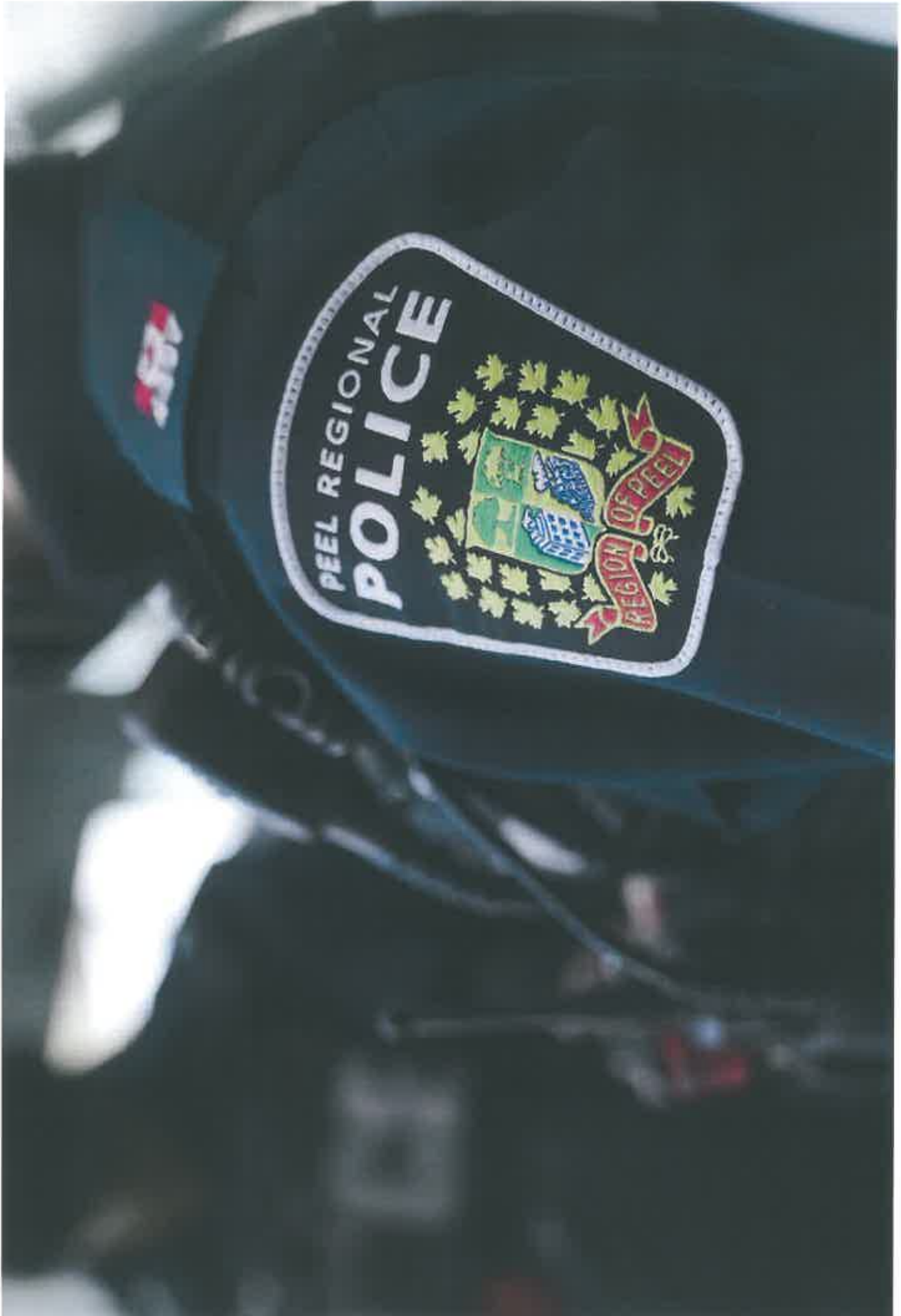


COMMUNITY REPRESENTATION – CENSUS DATA 2016			
INDIGENOUS	RACIALIZED PERSONS	PERSONS WITH DISABILITIES*	FEMALES
0.7%	64.5%	12.7%	50.9%
<b>Percentage</b>			

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

LANGUAGE PROFILE – 2020		
Number of Languages Spoken*	Number of Members	Number of Auxiliary
1 Language	754	20
2 Languages	242	17
3 + Languages	115	4
<b>TOTAL</b>	<b>1,111</b>	<b>41</b>
		<b>1,152</b>

\* Other than English – 62 different languages spoken by Civilian / Uniform and Auxiliary Members.



# STATISTICS – UNIFORM REPORTING

# 2

## 2.1 APPLICANT DATA – UNIFORM

(Recruit Constable and Cadets)

A goal of the Peel Regional Police 2020-2023 Strategic Plan is to attract and retain skilled employees who represent our community. In 2020, to be eligible to apply for a Police Constable position a prospective applicant was required to meet the following bona fide requirements:

- Possess a valid Ontario Association of Chiefs of Police (OACP) Certificate or Applicant Testing Services (ATS) equivalency.
- Canadian Citizen or Permanent Resident and legally entitled to work in Canada.
- At least eighteen (18) years of age.
- In good health and able to meet the physical, mental and medical requirements of the Peel Regional Police Service.
- Good moral character and habits.
- Successfully completed at least four years of secondary school education or its equivalent.
- Meet vision and hearing requirements as outlined by OACP.

- Possess a valid Ontario driver's licence with full privileges and no more than six accumulated demerit points.
- Possess a valid First Aid and CPR certificate prior to employment.
- Pass a detailed background check that includes security clearance, credit and reference checks.
- If convicted of a criminal offence under a federal statute, you must obtain a pardon. If you have 'Findings of Guilt,' which have resulted in absolute or conditional discharges, the records must be 'sealed' by the Royal Canadian Mounted Police.

Note – Cadet applicants eligibility are the same with two exceptions: 1) they are not required to possess an OACP certificate and, 2) they must possess a minimum G2 class licence.

Peel Regional Police Recruitment and Staff Support Bureau (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 we serve.

In 2020, PRP received 3,516 applicants for the position of Recruit Constable and Cadet which was an 82.9% increase over applications received in 2019.

UNIFORM APPLICANTS		
YEAR	2020	2019
Number of Applicants	3,516	1,922
		2018
		2,703

93.8% of the uniform applicants completed the voluntary Equal Opportunity Survey which continues to be an exceptionally high completion rate. Of those who responded to the survey, 69% were Racialized Persons, 22.4% were Female, 1.8% were Indigenous and 1.8% were Persons with Disabilities. Of the 3,516 uniform applicants, PRP hired 162 personnel (144 officers and 18 cadets).

PRP has expanded its recruiting efforts beyond traditional channels and is strategically focused on attracting a professional and diverse workforce through community engagement. The global pandemic had a significant impact on these efforts and resulted in a suspension of in-person recruitment information sessions, job/employment recruitment fairs, community events and functions, sporting events and presentations at colleges, universities and local high schools. R&SS staff were required to develop alternative Outreach strategies to bridge the communication and interaction gap with members of the community created by the pandemic circumstances. R&SS staff utilized online platforms such as WebEx to conduct

Information Sessions at post-secondary school institutions and social media platforms, such as Instagram to engage community members interested in pursuing a career in policing. R&SS opened an Instagram account on September 25, 2020 and by year end had grown its followers to approximately 1100 people.

Recruiting prospective candidates is not the sole responsibility of R&SS, rather it is the responsibility of the entire organization and is reinforced in PRP Directives and through Corporate Communications to encourage applicant referrals.

PRP experienced a significant increase (82.9%) in applications, which is directly attributable to recruiting efforts underway from 2019 and through 2020, and is reflective in the categories below:

- Racialized applicants increased to 69% (+3.7%);
- Female applicants increased to 22.4% (+3.3%)

The positive growth in applicant demographic profiles indicate that the initiatives undertaken by the organization and R&SS have been successful in reaching Racialized Persons, Female applicants and Persons with Disabilities. There was however a slight decrease in Indigenous applicants. The goal to attract and retain qualified candidates that reflect the community we serve continues to be an evolving and ongoing effort.

Local Focus Assessments (LFA's) are an opportunity for Recruiters to conduct a preliminary assessment of an applicant to determine their suitability to continue in the Recruitment process. An LFA is comprised of a Pre-Background Questionnaire (PBQ), a short interview with R&SS personnel and performance of the Physical Readiness Evaluation for Police (PREP) fitness test. With the onset of the pandemic, R&SS had to

### UNIFORM APPLICANT PROFILE FOR VALID RESPONDENTS – 2020

YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent	TOTAL
2020	58	1.8%	2,276	69.0%	61	1.8%	738	22.4%	2,560	77.6%	3,298	218	3,516
2019	49	2.7%	1,182	65.3%	30	1.7%	346	19.1%	1,464	80.9%	1,810	112	1,922
2018	24	0.9%	1,647	62.1%	42	1.6%	492	18.6%	2,160	81.4%	2,652	51	2,703

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

<b>SUMMARY OF 2020 UNIFORM RECRUITING ACTIVITIES</b>	
# Local Focus Assessments (LFA's) – 10 regular and 33 modified due to pandemic circumstances	43
# Applicants tested at LFA's	1048
# People who participated in Outreach Initiatives	2081

The number of qualified candidates that reflect the community we serve will vary year to year based on the applicant pool available and the suitability of those applicants to be successfully hired as Constables or Cadets.



and organization. Attrition resulted in the departure of 83 uniform officers and 1 Cadet due to retirements, being hired by another police service or personal reasons.

PRP remains committed to offering equitable uniform employment opportunities for Females and Racialized Persons who are traditionally under-represented as police officers in the community. Of the 162 uniform personnel (144 officers and 18 cadets) hired in 2020, 56.2% were Racialized Persons, 43.2% were Female and 2.5% were Indigenous. These groups all experienced increases over the hire numbers in 2019, and of particular note are the Female hires, which experienced a significant increase of 19.6%. These increases were a result of the concerted recruiting efforts by R&SS officers.

modify these activities. Instead of conducting in-person LFA's where applicants went through all components (PBQ, interview and fitness), the short interview was suspended, the PBQ was administered online and fitness testing resumed once safety protocols had been established.

## 2.2 NEW HIRE STATISTICS – UNIFORM (Recruit Constable and Cadets)

In 2020, PRP hired 162 uniform personnel, an increase of 31.7% over the 123 hires in 2019. These hires were necessary to address the loss of personnel from attrition and to meet the growing needs of the community



**13.1%**  
FEMALE OFFICERS

**25%**  
RACIALIZED OFFICERS



### NEW HIRES UNIFORM PROFILE – 2020

YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS		
	Total	%	Total	%	Total	%	Female	Male	TOTAL
2020	4	2.5%	91	56.2%	0	0.0%	70	92	162
2019	2	1.6%	61	49.6%	0	0.0%	29	94	123
2018	0	0.0%	72	60.5%	0	0.0%	36	83	119

### TOTAL PROMOTIONS – UNIFORM POSITION CATEGORY – 2020

POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS		
	Total	%	Total	%	Total	%	Female	Male	TOTAL
Senior Officer	0	0.0%	6	30.0%	0	0.0%	3	17	20
Detective Sergeant / Staff Sergeant	0	0.0%	5	29.4%	0	0.0%	3	14	17
Detective / Sergeant	0	0.0%	10	21.3%	0	0.0%	5	42	47
<b>UNIFORM TOTAL</b>	<b>0</b>	<b>0.0%</b>	<b>21</b>	<b>25.0%</b>	<b>0</b>	<b>0.0%</b>	<b>11</b>	<b>73</b>	<b>84</b>

### 2.3 PROMOTIONS – UNIFORM

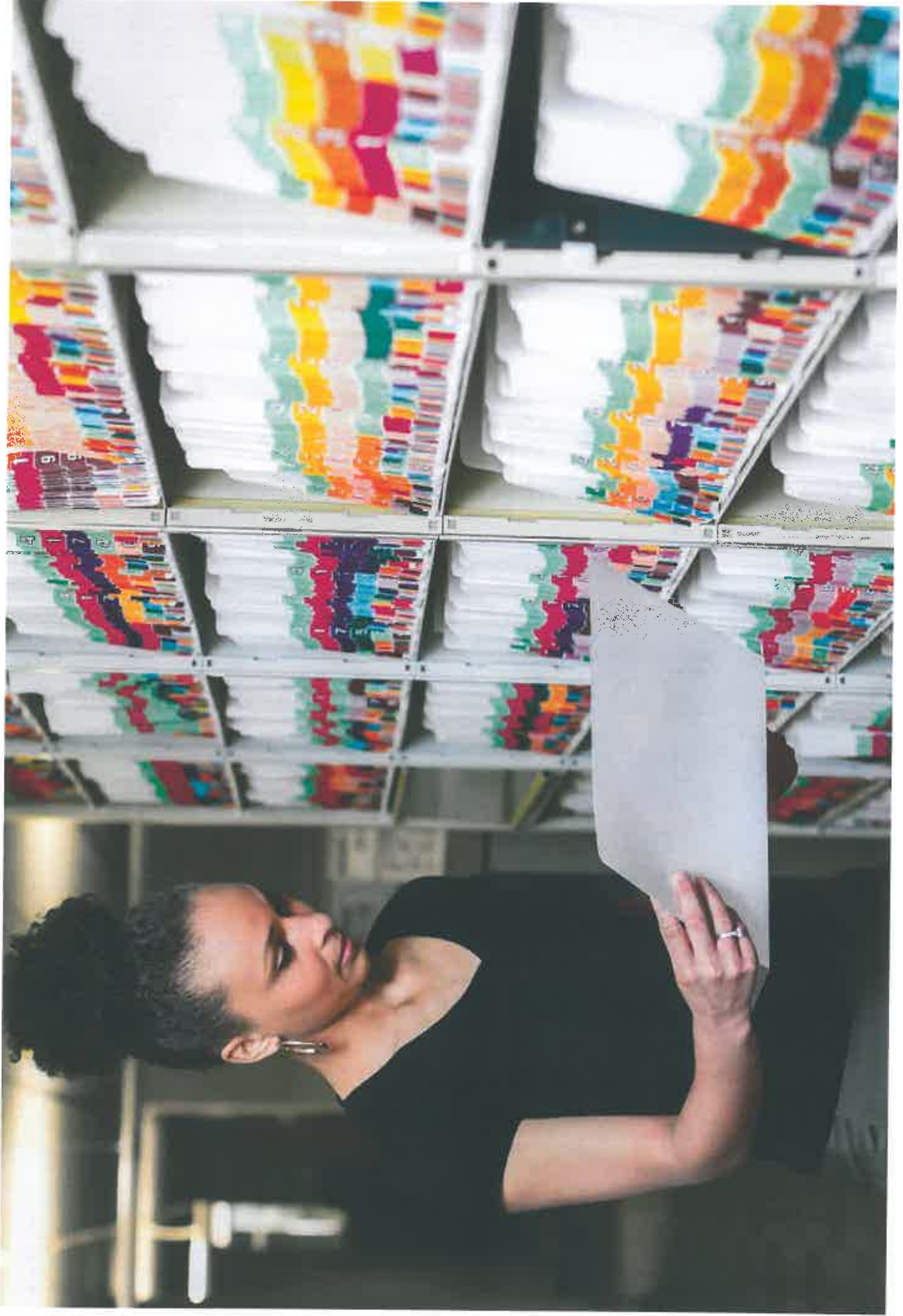
In 2020, there were 84 uniform promotions to the rank of Sergeant and above. Of those promotions, 25% were Racialized Persons and 13.1% were Females.

### 2.4 COMPOSITION PROFILE – UNIFORM

Composition statistics provide an overview of the organizations representation of designated group members at various ranks.

COMPOSITION PROFILE – UNIFORM POSITION CATEGORY – 2020												
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS					
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL	
Senior Officer	1	1.8%	15	26.3%	0	0.0%	9	15.8%	48	84.2%	57	
Detective Sergeant / Staff Sergeant	0	0.0%	14	18.7%	0	0.0%	12	16.0%	63	84.0%	75	
Detective / Sergeant	2	0.8%	36	13.8%	0	0.0%	29	11.1%	232	88.9%	261	
Constable	22	1.2%	543	29.9%	5	0.3%	413	22.7%	1406	77.3%	1,819	
Cadet	0	0.0%	15	62.5%	0	0.0%	9	37.5%	15	62.5%	24	
<b>UNIFORM TOTAL</b>	<b>25</b>	<b>1.1%</b>	<b>623</b>	<b>27.9%</b>	<b>5</b>	<b>0.2%</b>	<b>472</b>	<b>21.1%</b>	<b>1764</b>	<b>78.9%</b>	<b>2,236</b>	

\* The uniform complement of 2,236 includes uniform members, cadets, persons on long-term disabilities, job-share arrangements, and secondments.





# STATISTICS – CIVILIAN REPORTING

# 3

## 3.1 APPLICANT DATA – CIVILIAN

In 2020, PRP experienced a decrease of 21.4% in the number of applications received for civilian positions through the online application process. In 2020, we received 7,358 applications which is a decrease over the 9,361 applications received in 2019. The global pandemic along with the Service's efficiency review, are directly responsible for the reduction of positions available and in turn, the decrease in the applications for 2020.

The online application process includes a voluntary 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 2020, PRP continued to experience a high completion rate for the voluntary Equal Opportunity Survey, with 90.8% of applicants submitting their information with representation from the prescribed groups as follows; Indigenous at 1.9%; Racialized Persons at 72.2%; Persons with Disabilities at 3.2% and Females at 49.6%.

CIVILIAN APPLICANT PROFILE FOR VALID RESPONDENTS – 2020

YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES			APPLICANT TOTALS			TOTAL RESPONDENT		
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent	TOTAL
	2020	126	1.9%	4,826	72.2%	218	3.2%	3,314	49.6%	3,336	49.9%	6,682	676
2019	136	1.8%	5,275	69.5%	269	3.5%	4,386	57.8%	3,207	42.2%	7,593	1,768	9,361
2018	147	1.5%	6,457	66.4%	324	3.3%	5,730	58.9%	3,992	41.1%	9,722	887	10,609

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

Continuing to increase the number of diverse applicants from the designated groups remains a strategic goal for R&SS. Despite substantial interest from external applicants, the opportunities to increase diversity within the civilian complement remain limited, given our low attrition rate of 4.6%.

### 3.2 NEW HIRE STATISTICS – CIVILIAN

In 2020, PRP hired 130 civilian members, of which 10 were permanent positions and the remaining 120 were temporary positions, which is a decrease in overall hires by 20.2% (163 hires for 2019). Although we experienced an increase in representation in Indigenous hires from 0 to 4 persons in 2020, we experienced a decrease in the percentage of Racialized Person hires of 0.7% and Female hires by 7%.

Temporary vacancies continue to create opportunities for applicants to fill positions which are created as a result of temporary transfers, leave of absence (pregnancy/parental), sick leave, etc. The temporary assignments occur throughout the organization and include hires for Intercept Monitors, College/University Co-operative Education Program, Communications, IT Services, Prisoner Escort, Records Services, as well as Police specific backfills. Of note, with the ongoing global pandemic, the Youth in Policing Initiative (YIPI) program was cancelled for 2020, which would account for some of the decrease in overall hires for the service.

NEW HIRES CIVILIAN PROFILES – 2020											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Permanent	0	0.0%	7	70.0%	1	10.0%	6	60.0%	4	40.0%	10
Temporary	4	3.3%	71	59.2%	1	0.8%	74	61.7%	46	38.3%	120
TOTAL	4	3.1%	78	60.0%	2	1.5%	80	61.5%	50	38.5%	130

### 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. PRP remains committed to offering equitable employment opportunities for women and Racialized Persons in the community.

time, part-time or, temporary. In 2020, R&SS posted a total of 205 vacancies, 86 of which were for full-time positions. Of those full-time positions, 89.5% were filled internally. In addition, 30 civilian members who were hired externally on a temporary or part-time basis successfully achieved permanent status on a full-time or part-time basis. Both these examples demonstrate PRP's commitment to providing employees with opportunities to compete for permanent positions.

### 3.4 TRANSFER / STATUS CHANGE ACTIVITY – CIVILIAN

PRP has a very strong internal hiring rate which provides opportunities for members regardless of their current status, e.g. full-

### 3.5 PROMOTIONS – CIVILIAN

In 2020 there were 27 civilian promotions, a small decrease from the 33 promotions in 2019. These grades are determined based on an evaluation of a position which includes skill, effort and responsibility, and places in them in a grade or category.

COMPOSITION PROFILE PERMANENT AND TEMPORARY CIVILIAN POSITION – 2020												
POSITION CATEGORY	INDIGENOUS PERSONS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS					
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL	
Managers/Directors / Senior Admin	0	0.0%	10	27.0%	1	2.7%	25	67.6%	12	32.4%	37	
Grades 7, 8, 9, 10	3	0.6%	129	24.3%	10	1.9%	325	61.2%	206	38.8%	531	
Grades 4, 5 and 6	8	2.4%	107	32.0%	4	1.2%	287	85.9%	47	14.1%	334	
Grades 1, 2 and 3	0	0.0%	46	44.2%	2	1.9%	66	63.5%	38	36.5%	104	
Other (co-op)	0	0.0%	1	100.0%	0	0.0%	0	0.0%	1	100%	1	
<b>CIVILIAN TOTAL</b>	<b>11</b>	<b>1.1%</b>	<b>293</b>	<b>29.1%</b>	<b>17</b>	<b>1.7%</b>	<b>703</b>	<b>69.8%</b>	<b>304</b>	<b>30.2%</b>	<b>1,007</b>	

\* The civilian complement of 1,007 includes temporary, part-time and full-time civilian members, persons on long-term disabilities, job-share arrangements, and secondments.

TOTAL PROMOTIONS – CIVILIAN POSITION CATEGORY – 2020												
POSITION CATEGORY	INDIGENOUS PERSONS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS					
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL	
Managers/Directors / Senior Admin	0	0.0%	1	25.0%	0	0.0%	3	75.0%	1	25.0%	4	
Grades 7, 8, 9 and 10	0	0.0%	4	25.0%	0	0.0%	10	62.5%	6	37.5%	16	
Grades 4, 5 and 6	0	0.0%	2	28.6%	0	0.0%	5	71.4%	2	28.6%	7	
Grades 1, 2 and 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>7</b>	<b>25.9%</b>	<b>0</b>	<b>0.0%</b>	<b>18</b>	<b>66.7%</b>	<b>9</b>	<b>33.3%</b>	<b>27</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 hires are detailed in the following section.

## 4.1 UNIFORM RECRUITING STRATEGIES

### 4.1.1 Uniform Recruiting Composition

R&SS is comprised of 11 specially trained officers; 9 officers perform the role of Recruit Investigators and 2 perform the role of dedicated Outreach Officers. The Outreach Team are supplemented with an informal "Outreach Officer Pool" comprised of trained officers from diverse backgrounds who possess unique language skills, cultural competence and are willing to engage in community recruiting information events, share personal experiences and help dispel misconceptions about policing.

### 4.1.2 New Hires and Designated Groups

R&SS continues to make significant strides with hiring from under-represented groups. In 2020, R&SS hired 162 new uniform personnel that consisted of 2.5% Indigenous persons, 56.2% Racialized Persons and 43.2% Female. These positive hiring trends are a direct influence of the Outreach program recruiting initiatives and information sessions tailored to post-secondary institutions and community groups with an emphasis on recruiting Female applicants.

### 4.1.3 Women in Policing –

#### Female Inclusion Team

In 2020, R&SS created a Female Inclusion Team (FIT), comprised of 4 dedicated officers, 2 Recruiter investigators and the 2 Outreach officers to attract and retain skilled Female applicants. FIT officers establish meaningful connections with Female applicants by providing mentorship and support throughout the recruitment process. In addition, the FIT hosted Female only physical fitness training sessions for candidates to practice and improve their performance on the PREP. Due to circumstances created by the pandemic, practice sessions in 2020 were suspended for the most part however resumed in 2021 with established safety protocols in place.



#### 4.1.4 Advertising

R&SS works in partnership with other areas of the organization to ensure that advertising campaigns are constantly reviewed to determine if they meet PRP's recruiting needs.

Internally, every Policing Division and Community Station has recruiting information available for prospective applicants. The PRP's website is updated regularly to ensure it is "user-friendly" and provides the necessary information for applicants to learn about the organization and recruitment process for Recruit Constable, Cadet and Auxiliary positions.

To be consistent with the strategic goal of attracting diverse applicants who have been traditionally under-represented in policing, advertising mediums included photos of employees who represented the diversity within our organization.



R&SS endeavor to be supportive of local media outlets, publications and post-secondary institutions to create a mutually beneficial relationship that enhances recruitment opportunities.

#### 4.1.5 Cadet Program

The PRP provides a Police Cadet apprenticeship-style program for younger candidates to gain insight and experience in policing prior to gaining employment as a Recruit Constable with Peel Regional Police. The Cadet Program is a 30-month program that socializes new candidates into the policing culture, provides them with learning and developmental opportunities and familiarizes them with the policies, procedures and work practices of PRP through various training assignments. PRP currently has a complement of 30 Cadets. 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. Cadets are required to obtain their Ontario Association of Chiefs of Police (OACP) Certificate to be considered for a Recruit Constable position.

In 2020, there were 18 new Cadet Hires, 9 of those new Cadets lived within the Region of Peel. Of those new hires, 11 or 61.1% were Racialized Persons and 9 or 50% were Female.

In 2020, there were 20 Cadets promoted to Recruit Constable. Of those promotions, 1 (5%) were Indigenous, 9 (45%) were Racialized Persons and 11 (55%) were Female.



#### 4.1.6 Auxiliary Bureau

In January 2020, there were 123 volunteers in the Auxiliary program compiled of 84 (68%) male and 39 (32%) Female Auxiliary Officers.

Auxiliary Officers obtain training and experience in policing. This assists them in determining if they wish to pursue a career in policing while providing invaluable services to the community. In 2020, four Auxiliary officers were successful candidates for the Recruit Constable position.

In 2020, the Auxiliary Bureau participated in approximately 205 events, contributing approximately 13,393 hours to community events such as Project Panda, Women in Policing Seminars, Coldest Night of the Year Walkathon, and GTA Home Show. Auxiliary Officers also worked with uniform patrol officers, conducting 79 Patrol Escorts

and 134 Festive RIDE events. Due to pandemic restrictions, Auxiliary Officers did not participate in many of their customary community functions.

The pandemic created restrictions that impacted on recruitment efforts for Auxiliary positions. The Auxiliary Bureau utilized virtual platforms to share information with community members which kept interest in the program strong throughout the year.

In 2020, 216 people applied to the Auxiliary program and 112 of those individuals moved on to physical fitness testing. Upon completion of fitness testing, 39 people were interviewed for the position of Auxiliary Officer, and of those 25 were selected to become Auxiliary Officers, commencing January 2021, and increasing the total complement to 147 members.

#### 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 and Junior Cadets ages 10 and 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 2020, there were 224 Cadets and 41 Junior Cadets enrolled in the COPS Program in three locations across Mississauga. COPS is affiliated with two (2) Military Police Regiments out of Dennison Armories (Toronto). The COPS program maintains a website ([www.2824cops.com](http://www.2824cops.com)) and Facebook page.



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); and,
- Locations for the COPS Cadets to meet on a weekly basis.

In 2020, all in person activities for the program were suspended by DND and Public Health due to pandemic restrictions. This included both local and national summer courses as well as international exchanges. The COPS annual Spring break trip to Washington D.C. has been postponed until at least 2022. COPS has been using the ZOOM platform to conduct as much mandated training as possible throughout the fall training cycle.



For the fourth year in a row the COPS program was awarded the Lord Strathcona award for top large Army Cadet Corps in Central Ontario. This is awarded to a Cadet Corps that is most efficient in its class and perpetuates the solicitude for patriotism, fitness and discipline.

## 4.2 UNIFORM OUTREACH RECRUITMENT

Traditionally, R&SS Outreach Officers focused on local recruitment within Peel Region and the Greater Toronto Area (GTA). The preferred method for engaging potential applicants from the community was through personal interactions which provided the opportunity to build rapport, exchange information and create mentorship opportunities. Due to the pandemic and associated restrictions, the biggest modification was to pivot from our traditional in-person outreach methods such



as targeted recruitment forums, information sessions, presentations and career expositions to creating an online presence through social media (Instagram) and other digital platforms. This transition, allowed R&SS to reach a broader audience within Peel Region and outside the GTA.

Successes this year include:

- The creation of an Instagram account in September 2020 that allowed for community engagement through live and pre-recorded recruitment information sessions, posts and stories. At the end of 2020, the Instagram account grew to approximately 1100 followers.
- The Outreach team utilized other digital platforms such as Microsoft Teams, WebEx, Google Meet and Zoom to facilitate recruitment information sessions with colleges and universities. The success of these sessions was evident by student engagement and positive feedback from professors.





- The creation of a Female Inclusion Team (FIT) to attract and retain skilled Female applicants. FIT officers establish meaningful connections with Female applicants providing them with mentorship and support throughout the recruitment process.

R&SS will continue to explore creative, meaningful ways to interact and engage with community members through social media platforms including Instagram, Twitter and LinkedIn.



### SUMMARY OF 2020 UNIFORM RECRUITING OUTREACH INITIATIVES

Targeted Recruitment Forums	1
General Information Sessions	10
Presentations	12
Career Fairs / Booths	13
Female Inclusion Team (FIT)	31
Instagram	35
<b>Total Outreach Activities</b>	<b>102</b>

\* Opened late September



### 4.3 CIVILIAN OUTREACH RECRUITMENT

In 2020 there were 205 employment opportunities that were filled by R&SS, representing full-time, part-time and temporary civilian vacancies as well as an additional 110 short-term temporary assignments for Intercept Monitors, College/University Co-operative Education Program, Communications, IT Services, Prisoner Escort, Records Services, as well Police specific backfills.

In an effort to attract professional and skilled applicants that represent our community, external civilian job posting opportunities were advertised on the PRP website under Employment Opportunities as well as external on-line job posting websites.

The Civilian Employment Opportunities section of the PRP website, where all external positions are posted, is updated regularly. In 2020, the website had a total of 2,472,628 visits. The Civilian Employment Opportunities website attracted a total of 203,207 visitors in 2020, which is a decrease from the 230,302 visitors in 2019.

During 2020, as a result of the Global Pandemic of COVID-19 and associated restrictions, Civilian Recruiting did not participate in the following:

- Career Fairs and Information Sessions
- Outreach Placement for Parkholme School
- Internship – Partnership with Educational Programs (IT summer student)
- Youth in Policing Initiative (YPI)

- Partnership to employ student from Community Living for summer and
- High School Co-op Program

#### 4.3.1 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 4 months. At the end of their term, students are required to submit a related academic report to their professors. In 2020, we hired 12 students (2 of which did double terms) over the course of the year corresponding with educational work terms. Areas of PRP that participate in the program include Information Technology Services, Crime Analysis, Business Analytics, 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 strengthening ties with post-secondary school communities and a potential recruitment strategy for our organization. The program highlights PRP's recognition of student talent and provides the opportunity to experience the many career opportunities our organization has to offer.



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 EQUITY AND INCLUSION BUREAU

The Equity & Inclusion Bureau provided 25 training presentations throughout the year, reaching approximately 500 people. These courses were delivered to recruits, civilian members, auxiliary officers, prisoner escort officers, other serving officers, and community members. The topics included; Knowing Our Diverse Community, Hate Motivated Crimes and Incidents and the Emergency Services Introduction to New Canadians presentation.

The Equity and Inclusion Bureau facilitated quarterly and ad hoc meetings with the six (6) Chief's Advisory Committees; Black, Chinese, LGBTQ+, Muslim, Sikh and Youth. The November meeting provided Chief Duraiappah with an opportunity to introduce the Peel Regional Police Community Safety and Wellbeing Plan (CSWB), which covered the below noted topics;

- Divisional Mobilization Unit, Situation Table and Mobile Crisis Rapid Response Team

- Ontario Human Rights Commission announcement
- Introduction Chief's Advisory Council
- Body worn cameras and innovation & technology

Officers in the Equity & Inclusion Bureau attended and participated in 31 community events. These events varied across cultures and religions. Some of the events attended were Chinese New Year celebrations, Black History Month events, interfaith breakfast, International Women's event, and GTA Chinese Business Association Gala. The Equity & Inclusion Bureau also hosted a Lunch and Learn for Black History Month in February, which was attended by over 80 Peel Regional Police - sworn and civilian members.

Additionally, the Equity & Inclusion Officers attended 78 meetings to help strengthen and build relationships within Peel Region's diverse communities. These meetings include external committees that our Equity and Inclusion Bureau members are active

members of, including but not limited to; The Regional Diversity Roundtable (RDR), OACP – Diversity, Equity and Inclusion Committee, OACP – Diversity, Equity and Inclusion Working Group, Interfaith Council of Peel (ICP), Intercultural Dialogue Institute (IDI), Mississauga Chinese Business Association (MCBA) and the Regional Diversity and Inclusion Committee.

In collaboration with OPC and Ryerson University, Detective Sergeant Feras Ismail of our Community Engagement Bureau, conceptualized and co-developed an 'Advanced Hate Motivated Crime and Extremism Course' at OPC in 2018. This course was approved/endorsed by the Ministry of Community Safety and Correctional Services (MCSCS). The course was delivered two times in 2020 (with one session being cancelled due to the pandemic). There is currently a waiting list of over 300 officers, representing services from across the Province, waiting to attend the training.

## 5.2 HUMAN RESOURCES

In 2020, Human Resources (HR) delivered Workplace Discrimination and Harassment training to six (6) new intake classes including recruits, cadets, civilian members and auxiliary police.

In addition, the Respectful Workplace training program, comprised of human rights and workplace violence components, was delivered to four (4) classes of promoted uniform members and new civilian supervisors and acting supervisors.

Lastly, HR developed online refresher training for all members which is relevant to the *Ontario Human Rights Code*, the *Occupational Health and Safety Act* and the *Police Services Act*, as it relates to Harassment, Discrimination and Violence in the Workplace.

## 5.3 FAIR AND IMPARTIAL POLICING (FIP)

In 2020, PRP continued to provide mandatory fair and impartial policing training 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 FIP.

The fair & 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 CENTRE FOR DIVERSITY AND INCLUSION (CCDI) TRAINING

Peel Regional Police 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. They have been in operation since 2012 and their organizational vision is to promote excellence in diversity and inclusion within Canada. The CCDI 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

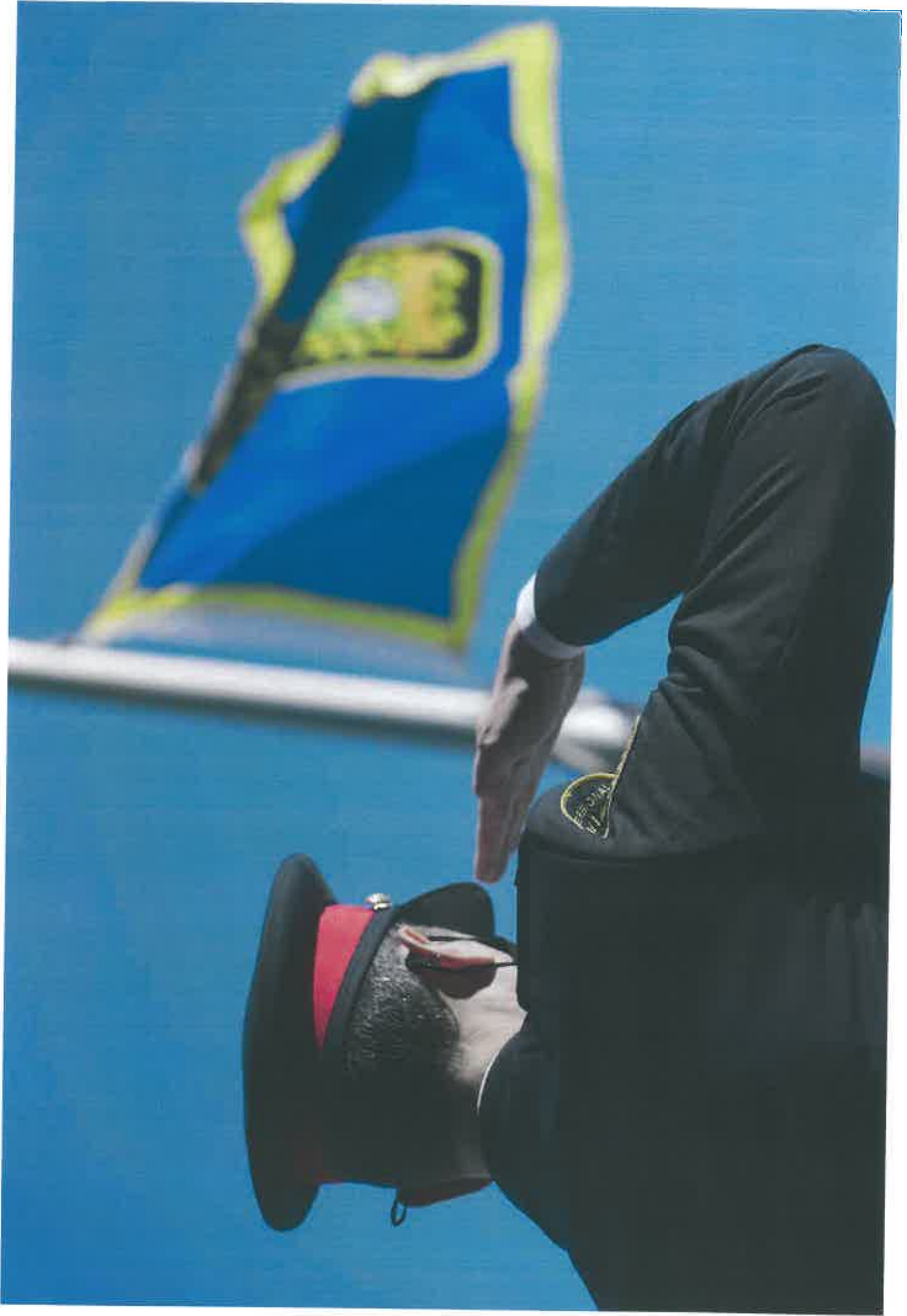
Consistent with the requirements of the Ontario Human Rights Code accommodation is provided to qualified applicants with a disability to enable their participation in the recruitment process. When requests for accommodation in the recruitment process are made, they are assessed on the basis of the particular 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 2020, participation included:

- 43 uniform and civilian Female employees for pregnancy/parental leave.
- 56 uniform and civilian male employees for parental leave.
- 2 requests for additional voluntary time off without pay were approved.
- 5 members were authorized for a total of 330 hours related to short term military duties.
- 4 job share arrangements in 2020, all 4 (2 uniform and 2 civilian) were extended from 2019. 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.

- 21 members (uniform and civilian) were approved for family accommodation requests in 2020, 8 were new requests and 13 were extensions continued from 2019.
- Members working dayshift assignments are able to make requests to work a flexible schedule e.g. a compressed work week.
- PRP continued the policy of affording members the opportunity to re-allocate up to 8 days non-cumulative sick leave to address family care needs.





## 6.1 ACCOMPLISHMENTS AND NEXT STEPS

PRP's commitment to attracting, retaining, developing and promoting professional and skilled employees that reflect the community we serve is the essential foundation to ensure that current and future organizational needs are met while exceeding community expectations.

Members are committed to excellence which is demonstrated through volunteering, continuing education and training, health and well-being, and most importantly being ambassadors and leaders, and ensuring that our high standards are never compromised.

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 2020 amidst a global pandemic, demonstrate commitment to employee recruitment, selection, development and wellbeing.

One of the identified areas of focus of PRP's Strategic Plan is to have professional and skilled employees that represent our community, which is achieved by attracting and retaining skilled employees who represent our community. The statistical data reflects our successful efforts in 2020.

- **Positive Recruitment Trends:** These positive trends are a direct result of continued Outreach programs and recruiting initiatives along with new online mediums commenced as a result of the Global Pandemic. In addition, the establishments of the FIT (Female Inclusion Team) which provides mentorship and support for Female applicants through the application process and by doing so, positions PRP as the employer of choice for many new applicants.
- Racialized applicants increased to 69% (+3.7%);
- Female applicants increased to 22.4% (+3.3%);
- Persons with Disabilities increased to 1.8% (+0.1%);
- While there was a slight decrease in Indigenous persons by 0.9%, (-1.8%).

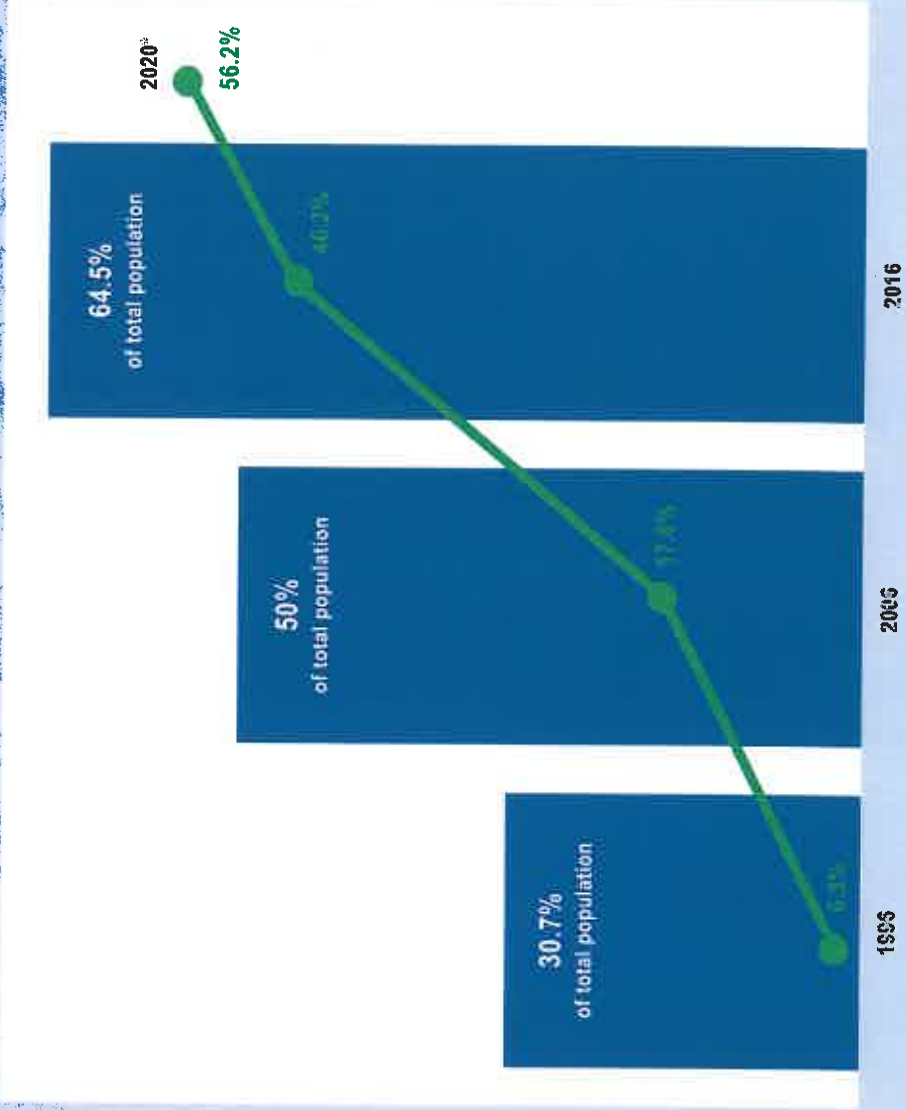
- In 2020 uniform new hires included 56.2% Racialized Persons, 43.2% Females and 2.5% Indigenous. Civilian new hires included representation from all 4 groups, 60% Racialized Persons, 61.5% Female, 1.5% Persons with a disability and 3.1% Indigenous.

- The Cadet, Auxiliary and COPS programs assist in the development of its members and encourages participating individuals to consider a career in policing. In 2020, there were 20 Cadets promoted to Recruit Constable. Of those promotions, 9 (45%) were Racialized Persons and 11 (55%) were Female and 1(5%) was Indigenous. Four Auxiliary members were successful in achieving Recruit Constable positions within the organization, which clearly demonstrates the success of these programs.

All of these initiatives contribute to PRP's efforts and progress in building a workforce that is representative of the community served by PRP as demonstrated in the following 6 charts:



**PEEL REGIONAL POLICE UNIFORM AND CADETS**  
**NEW HIRE PERCENTAGE VS. COMMUNITY REPRESENTATION 1996 - 2020**  
**Community Representation of Racialized Persons**



\* 2016 is the most recent Census data on community representation as the Census is undertaken only every five years.

PRP New Hire Representation

**PEEL REGIONAL POLICE UNIFORM AND CADETS**

**NEW HIRE PERCENTAGE VS. COMMUNITY REPRESENTATION 1996 - 2020**

**Community Representation of Females**



\* 2016 is the most recent Census data on community representation as the Census is undertaken only every five years.

PRP New Hire Representation

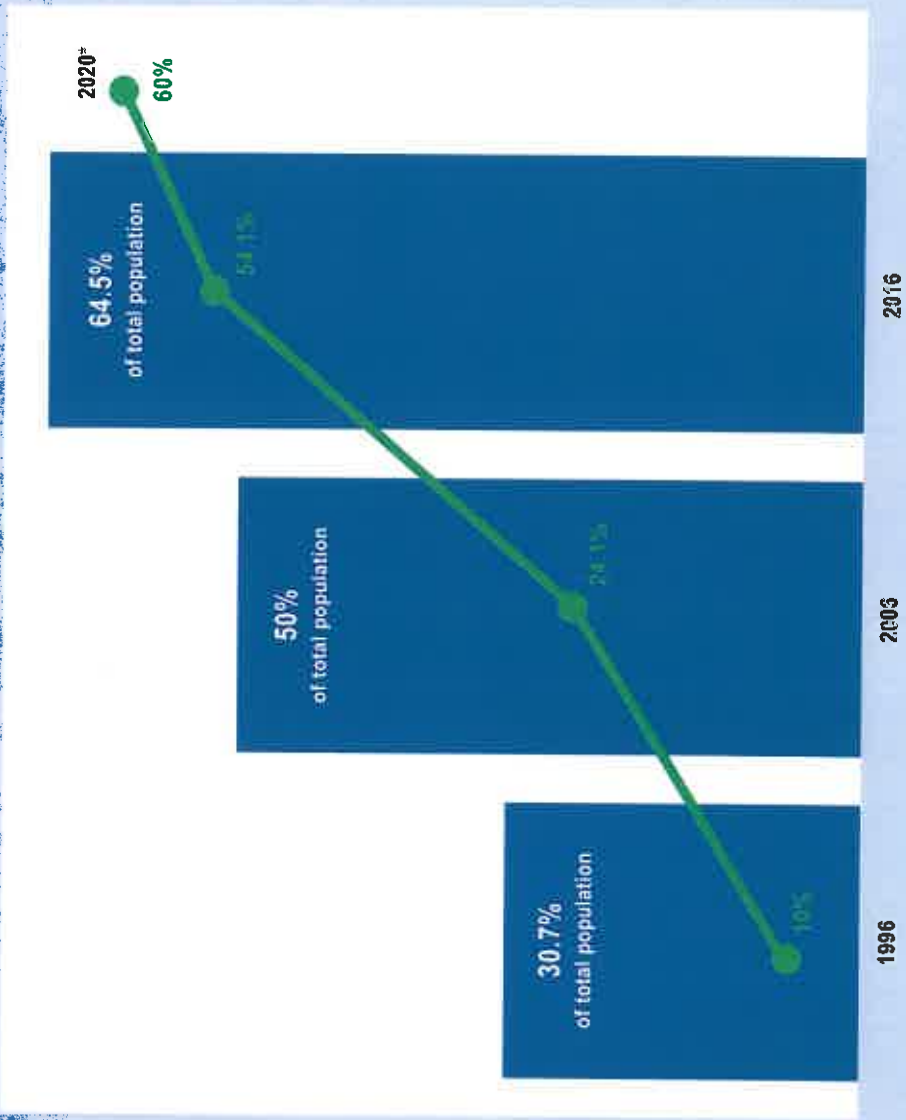




**PEEL REGIONAL POLICE CIVILIAN**

**NEW HIRE PERCENTAGE VS. COMMUNITY REPRESENTATION 1996 - 2020**

**Community Representation of Racialized Persons**



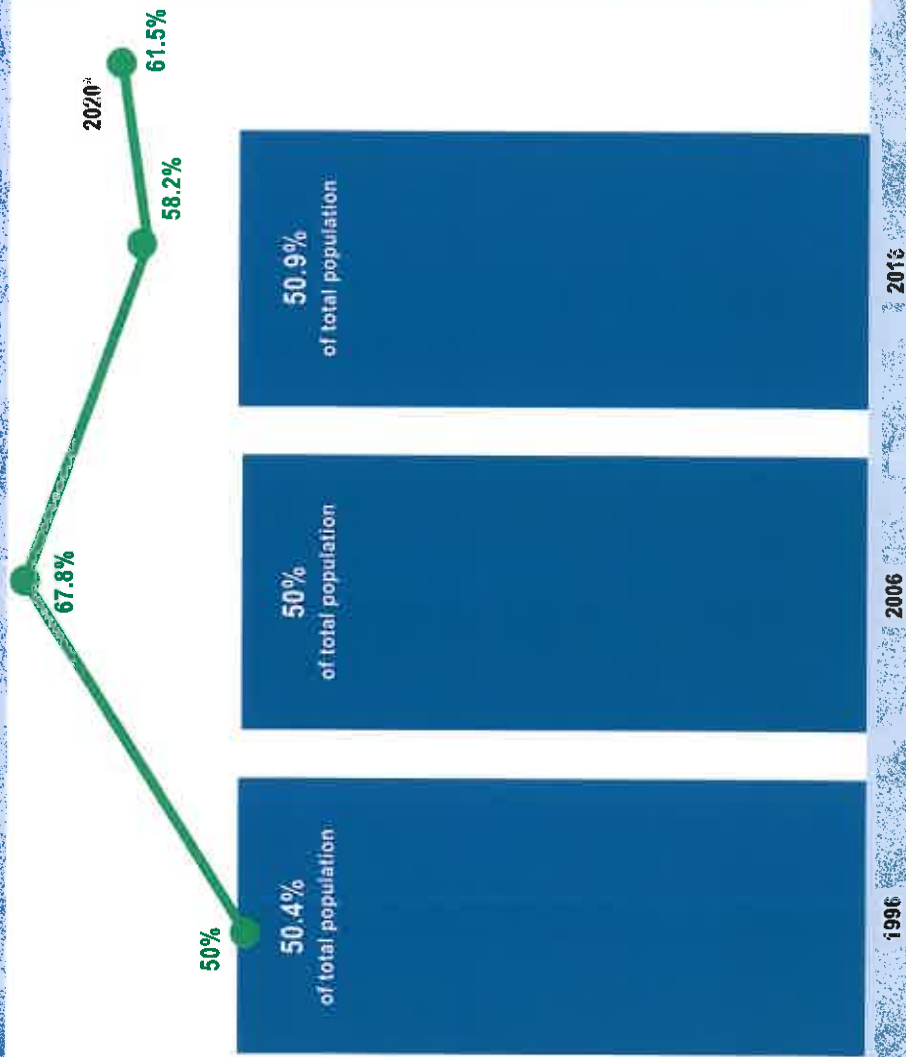
\* 2016 is the most recent Census data on community representation as the Census is undertaken only every five years.

PRP New Hire Representation

## PEEL REGIONAL POLICE CIVILIAN

### NEW HIRE PERCENTAGE VS. COMMUNITY REPRESENTATION 1996 - 2020

Community Representation of Females



\* 2016 is the most recent Census data on community representation as the Census is undertaken only every five years.

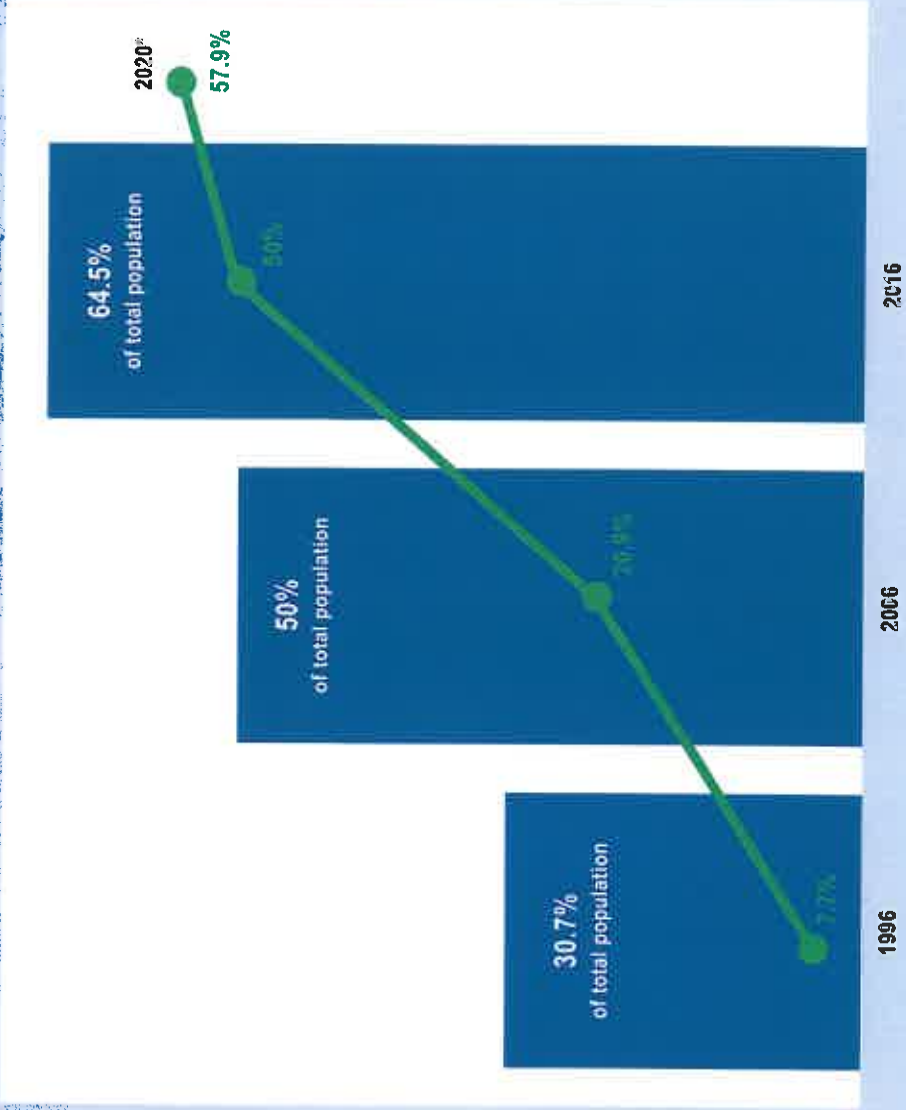
PRP New Hire Representation





**PEEL REGIONAL POLICE UNIFORM, CADETS AND CIVILIAN  
NEW HIRE PERCENTAGE VS. COMMUNITY REPRESENTATION 1996 - 2020**

**Community Representation of Racialized Persons**

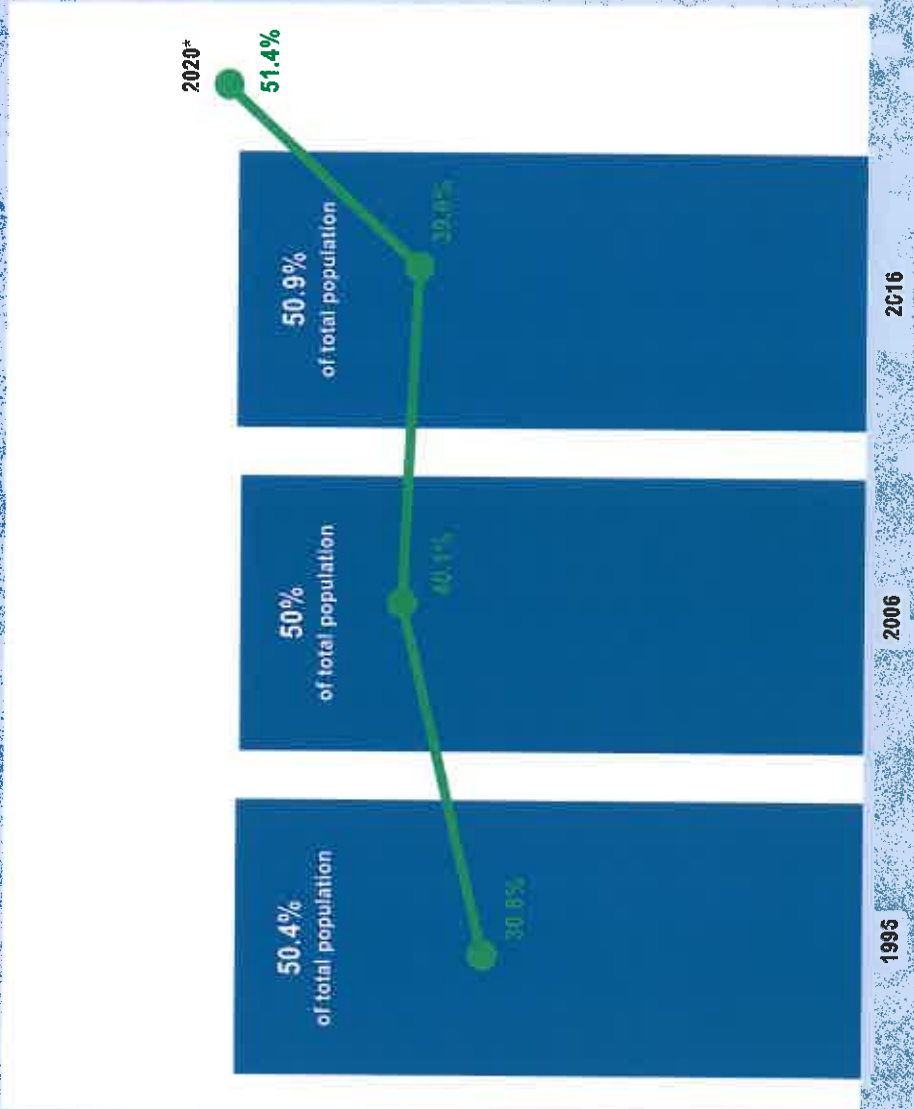


\* 2016 is the most recent Census data on community representation as the Census is undertaken only every five years.

PRP New Hire Representation

**PEEL REGIONAL POLICE UNIFORM, CADETS AND CIVILIAN  
NEW HIRE PERCENTAGE VS. COMMUNITY REPRESENTATION 1996 - 2020**

**Community Representation of Females**



\* 2016 is the most recent Census data on community representation as the Census is undertaken only every five years.

PRP New Hire Representation



In conclusion, 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.

PRP 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. R&SS acknowledges and welcomes the responsibility to continue to maintain the vision of Peel Regional Police: "A Safer Community Together".







[PeelPolice.ca](https://www.peel.ca)

