



# PEEL REGIONAL POLICE

## 2016 EQUAL OPPORTUNITY PLAN RESULTS





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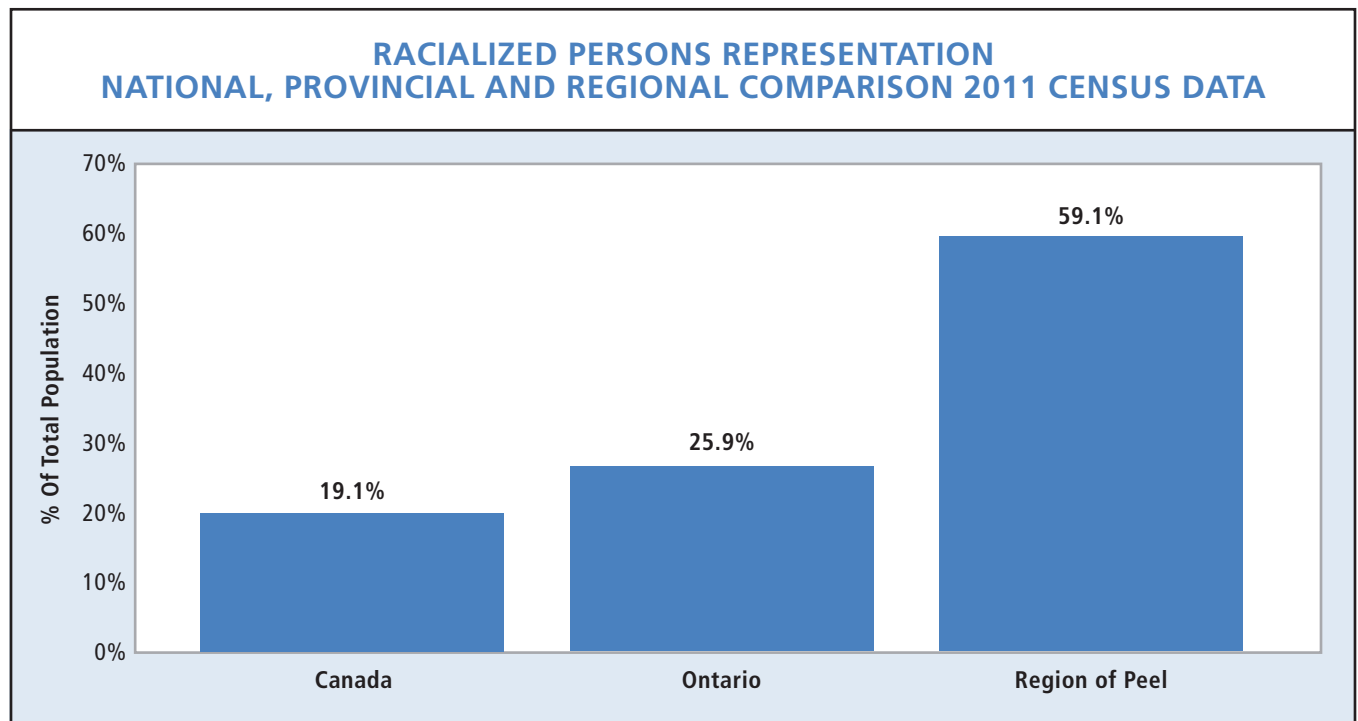


# EQUAL OPPORTUNITY PLAN



## 1.1 OVERVIEW

The Peel Regional Police is the second largest municipal police service in Ontario and the third largest municipal police service in Canada, with an authorized budgetary complement of 2,015 uniform, 30 cadets and 840 civilian members who police a population of 1,333,000. We serve one of the most diverse regions in Canada.



Please note that 2016 Peel Community Representation data is based on 2011 Census Data. As per Statistics Canada, 2016 Census Data will be available in the fall of 2017. Peel Regional Police’s policing population includes Brampton and Mississauga.

The Police Services Act, and the policies of both Peel Regional Police and the 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 society” and “the need to ensure that police services are representative of the communities they serve”.

Twenty (20) years ago, we 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 we have continued collecting the data to monitor and measure our progress in hiring, retention and promotion of individuals from the prescribed groups.

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 women.
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 our Strategic Plan is to manage service delivery to respond to growth and changing demographics. The statistical data will demonstrate our efforts and successes in 2016.

## 1.2 COMMUNITY REPRESENTATION DATA

While Census data was collected in 2016 by Statistics Canada, the information has not yet been released therefore we continue to use the 2011 statistical information which states our Region has 59.1% of its population identified as racialized persons. In comparison, across the country 19.1% of Canadians and 25.9% of Ontarians identify that they are racialized.

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

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

## 1.3 LANGUAGE PROFILE – COMMUNITY AND POLICE SERVICE

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

In keeping with our goal of being reflective of the community we serve, we collect and maintain information on members who are multilingual. Almost 1/3 of our members (810) identify that they are conversant in one or more of 54 different languages. This statistic continues to improve year over year which is a demonstration of the efforts and successes in attracting and employing persons who are representative of the diverse community.

<b>LANGUAGE PROFILE – 2016</b>			
<b>Number of Languages Spoken *</b>	<b>Number of Members</b>	<b>Number of Auxiliary</b>	<b>TOTAL</b>
<b>1 Language</b>	621	15	<b>636</b>
<b>2 Languages</b>	137	7	<b>144</b>
<b>3 - 4 Languages</b>	52	2	<b>54</b>
<b>TOTAL</b>	<b>810</b>	<b>24</b>	<b>834</b>

\* Other than English – 54 different languages spoken by Civilian / Uniform.







# STATISTICS UNIFORM REPORTING

# 2

## 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 & Correctional Services 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. 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.

Peel Regional Police, 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.

CERTIFICATE OF RESULTS *			
NEW APPLICANTS REGISTERED		CERTIFICATES ISSUED	
2016	4,675	2016	2,654
2015	4,869	2015	3,010
2014	4,996	2014	3,240

\* As reported by OACP-CSS

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 we serve.

In 2016, Peel Regional Police received 1,176 applicants for the position of Recruit Constable and Cadet, an increase of 13.1% from the previous year.

UNIFORM APPLICANTS			
YEAR	2016	2015	2014
Number of Applicants	1,176	1,040	1,045

In 2016, 94.6% 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, 43% were racialized persons, 1.9% aboriginal, 9.9% female and 1.1% were persons with disabilities. Of the 1,176 applicants, 657 (56%) attended the Local Focus Assessment (LFA). A Local Focus Assessment is comprised of a Pre-Background Questionnaire, a local Knowledge Assessment of the applicant’s general knowledge of the Peel Regional Police and Region of Peel, followed by a short interview with Recruitment and Staff Support personnel. Of those 657 Local Focus Assessment applicants, Peel Regional Police hired 104 individuals; 92 uniform officers and 12 cadets.

In late 2016, the online application process was examined and discovered to be somewhat restrictive. The number of applicants was limited to Local Focus Assessment sessions that were offered on average twice a month. A new online open posting application process was introduced and has allowed for an increase in applications prior to an invitation to a Local Focus Assessment. The change has made for a more accessible and inclusive process.

UNIFORM APPLICANT PROFILE FOR VALID RESPONDENTS – 2016													
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent*	TOTAL
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
2014	16	1.8%	314	35.2%	9	1.0%	104	11.7%	788	88.3%	892	153	1,045

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

Peel Regional Police continues to recruit the most qualified applicants reflective of our local community. However, a factor hindering our recruiting efforts is that all police services across Ontario are competing for a limited pool of applicants with a Certificate of Results.

As a result, Peel Regional Police expanded its recruiting efforts beyond traditional channels and is strategically focused on attracting a professional and diverse workforce through expanded community engagement. Our recruiting efforts in 2016 included Asian, Black and Muslim specific recruitment forums. As well, we advertised with media outlets in South Asian, Asian, Caribbean, Vietnamese, Spanish and Tamil communities.

The long term goals and strategies of Recruitment and Staff Support rely heavily on the work performed by the Outreach Officers. Outreach Officers develop and conduct recruiting presentations to various internal and external community groups as well as community colleges and universities to attract new applicants. Peel Regional Police expanded the unit in 2016 to a complement of three full time officers. The diverse makeup of the Outreach program is reflective of the community reinforcing Peel Regional Police’s commitment to recruit applicants with shared experiences and values.

In 2016 the outreach initiative utilized a pool of 25 officers, representing diverse demographics, age groups and genders to assist in our outreach initiatives.

Beyond the efforts undertaken by Recruitment and Staff Support, recruiting remains the responsibility of the entire organization

and is reinforced in Directives, with noteworthy efforts being made by the Diversity Relations Bureau, Neighbourhood Policing Units and Corporate Communications, all of who assist in the efforts of recruiting potential candidates from all communities.

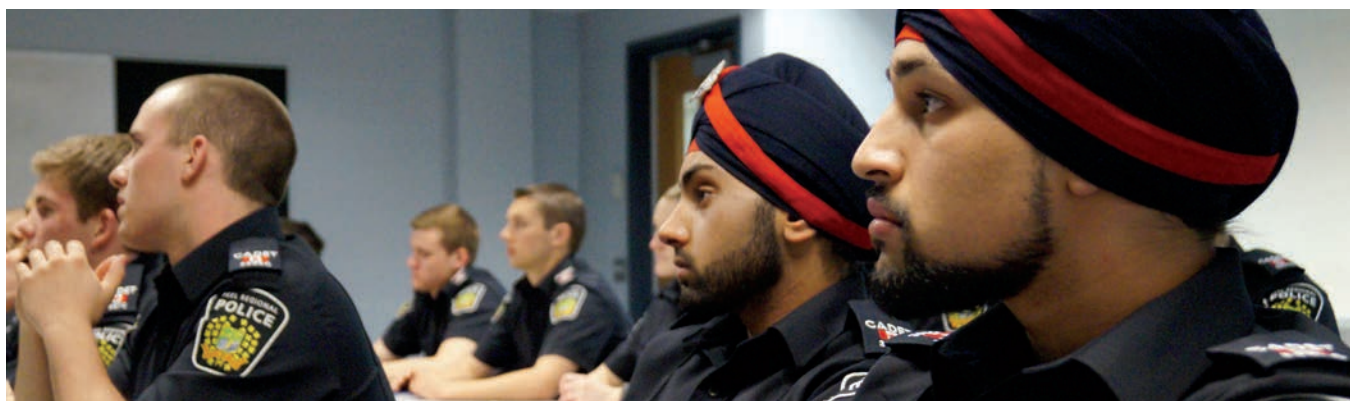
Changes in applicant demographic profiles points to a measure of success, suggesting that initiatives undertaken have increasingly reached members of our entire community. For example, there was a 47.4% increase in applications from those self-identifying as racialized persons. The need for ongoing efforts to attract segments of the community traditionally under-represented in policing remains a priority in order to achieve our strategic goals.

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

For 2016, 72 uniform officers left the service through attrition primarily due to retirements, alternate career choices or personal reasons. To meet growth demands we were able to hire 104 uniform personnel (92 Constables and 12 Cadets).

NEW HIRES UNIFORM PROFILE – 2016											
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
<b>2016</b>	0	0.0%	48	46.2%	1	1.0%	23	22.1%	81	77.9%	<b>104</b>
<b>2015</b>	0	0.0%	25	27.5%	1	1.1%	20	22.0%	71	78.0%	<b>91</b>
<b>2014</b>	1	1.1%	21	23.6%	0	0.0%	17	19.1%	72	80.9%	<b>89</b>

Of the 104 officers hired in 2016, 46.2% are racialized persons, 22.1% are female officers and 77.9% are males. Of these male and female officers, 1% are persons with a disability. Peel Regional Police continues its commitment to attract individuals to policing who represent the community we serve. Initiatives like the 'Ontario University Athletics' program, a mutual partnership which provides another platform for accessing individuals who strive for physical fitness and possess leadership skills, are designed to expose potential applicants to a variety of opportunities within the police service. The program 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 Peel Regional Police increasing the number of potential applicants for the Cadet and Police Constable hiring pool.



### 2.3 PROMOTIONS – UNIFORM

In 2016, there were 61 uniform promotions. Of the promotions, 16.4% were female officers and 14.8% were racialized persons.

TOTAL PROMOTIONS – UNIFORM POSITION CATEGORY – 2016											
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Senior Officer	0	0.0%	2	20.0%	0	0.0%	2	20.0%	8	80.0%	10
Detective Sergeant / Staff Sergeant	0	0.0%	4	26.7%	0	0.0%	3	20.0%	12	80.0%	15
Detective / Sergeant	0	0.0%	3	8.3%	0	0.0%	5	13.9%	31	86.1%	36
<b>UNIFORM TOTAL</b>	<b>0</b>	<b>0.0%</b>	<b>9</b>	<b>14.8%</b>	<b>0</b>	<b>0.0%</b>	<b>10</b>	<b>16.4%</b>	<b>51</b>	<b>83.6%</b>	<b>61</b>

### 2.4 COMPOSITION PROFILE – UNIFORM

#### Under-Represented Segments of the Community

The Peel Regional Police remains committed to offering equitable uniform employment opportunities for women and racialized persons in the community, segments of society that traditionally are under-represented as police officers. Twenty three of the 104 uniform hires in 2016 were female, representing 22.1% of the total hires. That percentage is above both the provincial average of 18.7% and the national average of 19.9% respectively according to the 2012 Canadian Centre for Justice Statistics.

2016 marked an increase in the percentage of hires that were representative of racialized persons. Forty eight of the 104 officers hired were racialized (46.2%) which is an increase from the 25 of the 91 (27.5%) racialized officers reported in 2015. We are cautiously optimistic that new recruiting initiatives and targeted community recruiting sessions will continue to pay dividends and continue to increase the number of racialized hires.

COMPOSITION PROFILE – UNIFORM POSITION CATEGORY – 2016											
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Senior Officer	2	3.6%	10	17.9%	0	0.0%	7	12.5%	49	87.5%	56
Detective Sergeant / Staff Sergeant	0	0.0%	11	15.5%	1	1.4%	13	18.3%	58	81.7%	71
Detective / Sergeant	1	0.4%	20	8.4%	0	0.0%	30	12.6%	208	87.4%	238
Constable	17	1.0%	350	20.8%	6	0.4%	327	19.4%	1358	80.6%	1,685
Cadet	0	0.0%	8	26.7%	0	0.0%	5	16.7%	25	83.3%	30
<b>UNIFORM TOTAL</b>	<b>20</b>	<b>1.0%</b>	<b>399</b>	<b>19.2%</b>	<b>7</b>	<b>0.3%</b>	<b>382</b>	<b>18.4%</b>	<b>1698</b>	<b>81.6%</b>	<b>2,080</b>

\* The uniform complement of 2,080 Includes uniform members, cadets, persons on long-term disabilities, job-share arrangements, and secondments.





# STATISTICS

## CIVILIAN REPORTING

# 3

### 3.1 APPLICANT DATA – CIVILIAN

In 2016, Peel Regional Police continued to attract a large applicant pool for civilian positions through our online application process. The number of applicants increased in 2016 by 26.6% (6,686) over 2015 (5,315). Part of the application process is the Equal Opportunity Survey, in which applicants are invited to participate by providing their personal identification so that we are able to monitor the changing demographics of applicants and adjust recruiting efforts accordingly.

In 2016, 92.2% 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 we are attracting applicants from each of the prescribed groups as follows; aboriginal at 1.5%; racialized persons at 35.8%; persons with disabilities at 2.4% and females at 59.9%. This demonstrates the success of Peel Regional Police promoting civilian careers, as we continue 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. Despite substantial interest from external applicants, the opportunities to increase diversity within the civilian complement remain limited, given our very low attrition rate of 3.7%.

CIVILIAN APPLICANT PROFILE FOR VALID RESPONDENTS – 2016													
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent*	TOTAL
<b>2016</b>	90	1.5%	2,209	35.8%	147	2.4%	3,689	59.9%	2,474	40.1%	6,163	523	<b>6,686</b>
<b>2015</b>	74	1.5%	1,696	35.1%	83	1.7%	2,759	57.0%	2,079	43.0%	4,838	477	<b>5,315</b>
<b>2014</b>	42	1.1%	1,078	28.6%	52	1.4%	2,575	68.4%	1,192	31.6%	3,767	432	<b>4,199</b>

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

### 3.2 NEW HIRE STATISTICS – CIVILIAN

Of the 98 new hires in 2016, 10 were permanent which was an increase over the 5 available in 2015, and 88 positions were temporary which is a decrease over the 147 opportunities available in 2015. Although the number of hires decreased, the representation of the designated groups remains high at 2.0% aboriginal; 54.1% racialized persons; 2.0% persons with disabilities and 58.2% females.

We continued to have a need to staff for temporary vacancies (88) 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 YIPI (Youth in Policing Initiative) program.

NEW HIRES CIVILIAN PROFILES – 2016											
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
<b>Permanent</b>	0	0.0%	3	30.0%	1	10.0%	3	30.0%	7	70.0%	<b>10</b>
<b>Temporary</b>	2	2.3%	50	56.8%	1	1.1%	54	61.4%	34	38.6%	<b>88</b>
<b>TOTAL</b>	<b>2</b>	<b>2.0%</b>	<b>53</b>	<b>54.1%</b>	<b>2</b>	<b>2.0%</b>	<b>57</b>	<b>58.2%</b>	<b>41</b>	<b>41.8%</b>	<b>98</b>







### 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. The Peel Regional Police remains committed to offering equitable employment opportunities for women and racialized persons in the community.

<b>COMPOSITION PROFILE PERMANENT &amp; TEMPORARY CIVILIAN POSITION – 2016</b>											
<b>POSITION CATEGORY</b>	<b>ABORIGINAL</b>		<b>RACIALIZED PERSONS</b>		<b>PERSONS WITH DISABILITIES</b>		<b>EMPLOYEE TOTALS</b>				
	<b>Total</b>	<b>%</b>	<b>Total</b>	<b>%</b>	<b>Total</b>	<b>%</b>	<b>Female</b>	<b>%</b>	<b>Male</b>	<b>%</b>	<b>TOTAL</b>
<b>Managers/Directors / Senior Admin</b>	0	0.0%	2	7.1%	2	7.1%	15	53.6%	13	46.4%	<b>28</b>
<b>Grades 7, 8, 9, 10</b>	3	0.6%	76	16.1%	12	2.5%	295	62.5%	177	37.5%	<b>472</b>
<b>Grades 4, 5 &amp; 6</b>	6	1.8%	72	21.7%	7	2.1%	286	86.1%	46	13.9%	<b>332</b>
<b>Grades 1, 2 &amp; 3</b>	1	1.2%	20	23.5%	2	2.4%	55	64.7%	30	35.3%	<b>85</b>
<b>CIVILIAN TOTAL</b>	<b>10</b>	<b>1.1%</b>	<b>170</b>	<b>18.5%</b>	<b>23</b>	<b>2.5%</b>	<b>651</b>	<b>71.0%</b>	<b>266</b>	<b>29.0%</b>	<b>917</b>

\* The civilian complement of 917 includes temporary, part-time and full-time civilian members, persons on long-term disabilities, job-share arrangements, and secondments.

### 3.4 TRANSFER / STATUS CHANGE ACTIVITY – CIVILIAN

Peel Regional Police has a very strong internal hiring rate, which provides opportunities to current members regardless of status (temporary, part-time or full-time). In 2016, Recruitment and Staff Support posted 144 vacancies, and of the 63 full-time vacancies, 88.9% were filled internally, which reinforces the Services' commitment to provide opportunities to current members. There were 21 civilian members who achieved permanent status (part or full-time) with the Peel Regional Police, 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, 22.2% were racialized persons, 5.6% were persons with disabilities, 77.8% were female. There were 3 civilian employees that were successful in securing positions as a Recruit Constable and they were representative of racialized persons and females. 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 24 promotional opportunities for civilian employees in 2016. Of the 24 promotions 33.3% were racialized persons, 4.2% were persons with disabilities and 79.2% were females.

TOTAL PROMOTIONS – CIVILIAN POSITION CATEGORY – 2016											
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
<b>Managers/Directors / Senior Admin</b>	0	0.0%	1	25.0%	0	0.0%	2	50.0%	2	50.0%	<b>4</b>
<b>Grades 7, 8, 9 &amp; 10</b>	0	0.0%	2	14.3%	1	7.1%	11	78.6%	3	21.4%	<b>14</b>
<b>Grades 4, 5 &amp; 6</b>	0	0.0%	5	83.3%	0	0.0%	6	100.0%	0	0.0%	<b>6</b>
<b>Grades 1, 2 &amp; 3</b>	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	<b>0</b>
<b>CIVILIAN TOTAL</b>	<b>0</b>	<b>0.0%</b>	<b>8</b>	<b>33.3%</b>	<b>1</b>	<b>4.2%</b>	<b>19</b>	<b>79.2%</b>	<b>5</b>	<b>20.8%</b>	<b>24</b>

## 4

# POSITIVE MEASURES

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

## 4.1 UNIFORM RECRUITING STRATEGIES

### 4.1.1 Uniform Recruiting Bureau Composition

Recruitment and Staff Support is comprised of 10 Officers; 7 of which are Recruit Investigators while 3 are assigned, exclusively, as Outreach Officers. Outreach Officers have been supplemented with an improved “Outreach Officer Pool” comprised of trained officers from diverse backgrounds who possess unique language skills, cultural knowledge and who are willing to engage in community recruiting information events, share personal experiences and help dispel misconceptions about policing.

All Recruit Investigators have completed specialized training specific to their position as a Recruiter. In addition, they complete “Behavioural Interview Training” by a contracted psychologist. In 2016, Recruitment and Staff Support realigned the office shift schedule creating two recruiting teams. The implementation of a two team approach 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

Recruitment and Staff Support continues to make significant progress with hiring women and racialized persons. The positive trends are a direct influence of the Outreach program, recruiting initiatives and local advertising. In addition, successful information sessions tailored to the Muslim, Black, South Asian and Asian communities have positioned Peel Regional Police as the employer of choice for many new applicants.

### 4.1.3 Women In Policing

Recruitment and Staff Support through the Outreach program continues to focus on recruit initiatives designed to support the goal of attracting highly motivated and physically fit females to Peel Regional Police.

As part of our on-going recruitment efforts, Peel Regional Police entered into an exclusive contract with the Ontario University Athletics (OUA). The mutual partnership provides another platform for accessing individuals who strive for physical fitness and possess leadership skills. The importance of having



exclusivity ensures a competitive advantage for Peel Regional Police increasing the number of potential applicants for the Cadet and Police Constable hiring pool.

In 2016, Outreach Officers began exploring new recruit initiatives with a focus on Women's Soccer.

#### 4.1.4 Advertising

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

Internally, every 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 power point 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 our advertising strategy, especially those linked to diverse communities and young people.

In advertising we endeavour to be supportive of local media outlets and publications. The established mutually successful relationship has allowed us 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 person to become familiar with the Peel Regional Police. A 30 month employment contract exposes Cadets to the organization and the world of policing. The Cadets provide valuable assistance to the various bureaus to which they are assigned, while they gain experience and exposure to different areas of the organization, making them excellent candidates for Recruit Constables. In 2016, 8 Cadets were successful in becoming Recruit Constables, 1 was aboriginal and 4 were racialized persons.

In 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 introduced in November to remove the Certificate of Results from the application process saw submissions increase by 40%.



In 2016, 12 of the organization's complement of 30 Cadets were hired. Of the 12, there were 2 females (16.7%) and 5 racialized persons (41.7%). Concentrated efforts have been made to recruit persons for the Cadet program from our local community, six of the twelve hired were from the local community. Of the 12 Cadets hired in 2016, 58.4% were either female and/or racialized persons, an increase from the 28% in 2015.

**4.1.6 Auxiliary Bureau**

The Auxiliary Police program consists of 105 volunteers. In 2016, there were 71 male (68%) and 34 female (32%) Auxiliary Officers. Of these Auxiliary Officers, 38 were racialized persons (37%). 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 officers on patrol, the Festive Ride Program and special events including the Remembrance Day Parade, the Pride Parade, the Khalsa Day Parade, Canada Day Celebrations, Police Week and many other community events.



In 2016, the Auxiliary Bureau participated in 1,108 events and contributed approximately 25,608 volunteer hours to the community. Seven (7) Auxiliary Officers were successful in obtaining Recruit Constable positions within the organization.

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

This program is offered free of charge through the federally funded Royal Canadian Army Cadet Corps to youth between the ages of 12 and 19 years and Junior Cadets age 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 2016, there were 245 Cadets and 45 Junior Cadets enrolled in the COPS Program.

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

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



The COPS program also provides learning opportunities for exemplary Cadets. The Cadet Organization Police School Program recently accompanied 49 Cadets and staff to Marine Corps Recruit Depot Parris Island. The Cadets participated in the following activities; 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 gone onto post-secondary institutions. As part of the Peel Regional Police’s expanded approach to recruitment, we recognize the potential recruitment pool from within the Cadet Organization Police School Program. Two (2) former COPS Cadets were hired as Peel Regional Police Cadets in 2016.

## 4.2 UNIFORM OUTREACH RECRUITMENT

The Outreach Officers focus on local recruitment within Peel Region and the Greater Toronto Area. Increased efforts centred on expanding beyond conventional mainstream media. South Asian, Caribbean and Asian media outlets still remain a focus and in 2016 new media opportunities in the Vietnamese, Spanish and Tamil communities looked to increase Peel Regional Police's visibility and applicant pool.

Events that were attended included job/employment fairs, career fairs, community festivals/functions, sporting events, presentations at colleges, universities, local high schools and other community groups. 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.

Recruitment and Staff Support created a Twitter account in 2016 and tweets out events, recruitment forums and other Peel Regional Police initiatives.



## 4.3 CIVILIAN OUTREACH RECRUITMENT

In 2016 there were 218 opportunities that were filled by Recruitment and Staff Support, of which 144 were posted for full-time, part-time and temporary civilian vacancies as well as an additional 74 short-term temporary assignments for clerical, co-op students, 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 Peel Regional Police 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 Localwork; Indeed; Monster; Workopolis; LinkedIn; Toronto.IABC; Marketingmag; Mediajobsearch; ClearLegal; Legaljobs; OBA.ORG and TotalLegalJobs. We also published advertisements in local newspapers such as the Mississauga News and Brampton Guardian.

The Civilian Employment Opportunities section of the Peel Regional Police website, where all external positions are posted, is updated regularly. In 2016, the website had a total of 1,317,061 visits. The Civilian Employment Opportunities website attracted a total of 96,424 visitors in 2016, which is an increase of over 15,000 visits from the previous year.

Members from Civilian Recruiting participated in a number of career fairs in conjunction with Uniform Recruiting during 2016. Outreach participation included both private sector career fairs and information sessions at educational institutions, including the Black Recruitment Forum; Mississauga Career Fair; Hire Canada Job Fair; Toronto Jobs Career Fair (Mississauga Living Arts Centre) and Muslim Recruitment Forum.

### 4.3.1 Civilian Outreach Placement – Parkholme School

Parkholme is a school for students 14 to 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 2016, we continued our ongoing relationship with Parkholme School and we were able to provide one adult with learning disabilities placement within Telecommunications Systems and Services (TSS). The individuals participate in a work experience program accompanied by a job coach providing constant supervision.

**4.3.2 Internship – Partnership With Educational Programs**

The success of the employer partnership between Information Technology Services and educational institutions continued with one student from a Computer Studies program 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.

Forensic Identification Services in partnership with the University of Toronto, Mississauga offers one opportunity per year, for one student from the Forensic Sciences program to conduct research with the Peel Regional Police. The Youth Education Bureau, also offered an opportunity in 2016 to a student. The unpaid placements are one semester in length, which allows the student to obtain data supportive of a thesis or research project. Police Officers mentor the student through his/her research and in turn attend the presentations, made by the student, to university faculty.

The Training Bureau, Use of Force, in partnership with Sheridan College provides thirteen (13) 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 which is similar to in-service officer training. Lastly, sessions with 4 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 6 students providing opportunities for a total of 18 students during each year. Areas of the organization that participate in the program include Information Technology Services, Crime Analysis, Facilities Management, Fleet Services, 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 our community. The program highlights the organization’s recognition of young talent and provides youth the opportunity to experience the challenges that the organization has to offer.

**4.3.4 Co-Operative Placement Program – High School**

This program is designed to allow students to experience the work environment through job shadowing and supervised participation in job tasks. There are two yearly intakes and there were 12 students in 2016. The co-op placements are available with Fitness/Training, Children’s Safety Village, Davis Court, Records Services, ITS-Telecommunications Systems & Services and Fleet Services.

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

Since 2009, Peel Regional Police has worked in partnership with the Ministry of Children and Youth Services in order to provide a unique eight week summer employment opportunity for youth residing in priority neighbourhoods within the Region of Peel.



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

Joining the Ministry in their commitment to build stronger communities and to assist youth faced with challenges in achieving individual success, in 2016 the Service offered employment to twenty (20) regional youth to work alongside officer and civilian employees of our Service. In addition to their divisional/bureau assignments, the Y.I.P.I. project saw students working with Peel Region community partners, receiving presentations from various police areas, as well as, presentations from community partners. Each youth was required to complete an assignment discussing a relevant youth related topic and then deliver a presentation to their fellow students and Youth Education officers. All youth were mentored by police officers while in their assigned areas, and while attending community events.

Community events attended by Y.I.P.I. students included: Kids & Cops Fishing day; clean sweeps, graffiti removal; elder support; food bank; Tim Horton's Camp Day; and the Durham Police Ripple Effect seminar. In 2016, the Y.I.P.I. students served as mentors for groups of community youths (78) over four days participating in a low-ropes course initiative where the groups learned about teamwork and making good decisions, as well as gaining a greater sense of confidence and self-esteem.

#### **4.3.6 Peel Children's Safety Village**

A pilot project was initiated at the Peel Children's Safety Village during the off season of July and August 2016. The project consisted of four (4) individual summer camp days that were offered to children from priority neighbourhoods, at no cost to the participants who were between the ages of 5 - 8 years. The full day summer camp was a successful endeavour, promoting positive relationships between police officers and one hundred and thirty-three (133) youth from the Knightsbridge, Acorn Place, Angela's Place, Hawthorne, South Parade Court and North Sheridan Way neighbourhoods.

#### **4.3.7 Partnership with Community Living Mississauga**

In 2016, we continued our successful relationship partnering with Community Living Mississauga who support individuals who have an intellectual disability by providing employment opportunities to two (2) of their clients.

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

The other opportunity was for a temporary Shipper/Receiver working part-time hours which was created in 2015 and in 2016 we were able to make this a permanent part-time position. The individual who was hired to fill the position, who is a client of Community Living Mississauga, was confirmed to the permanent part-time position in 2016. The position has the flexibility to evolve to meet the requirements of both the service and to capitalize on the strengths of the individual.

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

In 2016, we 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 (3) month term by assisting with entering, extracting, collating and analyzing data under the guidance of a mentor, with the Crime Analysis Unit.



# BARRIER ELIMINATION INITIATIVES

# 5

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

In managing daily workplace needs, we 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 2016, Diversity Relations increased its personnel from one Sergeant and three Constables to one Staff Sergeant, one Sergeant and 7 Constables in order to manage the increased work load and demands of the bureau.



Diversity Relations provided a total of fifty (50) training presentations throughout the year reaching approximately 1,520 people. These presentations were delivered to new recruits, civilian members, auxiliary police, prisoner escort officers, other serving officers and community members. The topics included; Knowing Our Diverse Community, Bias Free Policing, Hate Crime, and Emergency Services Introduction to New Canadians (ESINC).

In addition to the regular training, Diversity Relations facilitated one large training event in September 2016 entitled; Moving Beyond Prejudice with Emmy Award Winning Director, Paul Saltzman. This training was offered to officers and civilian members throughout the organization, as well as, community members serving on any of our Community Advisory Committees. This event was hosted in a Cineplex Theatre with an attendance of approximately two-hundred and sixty (260) individuals.

Officers in Diversity Relations attended and participated in one hundred and twenty-one (121) community events. These events varied across cultures and religions. Some of the events attend were Carabram, Carassauga, Muslimfest, Black History Events, South Asian History Events, Ramadan, Pride Parade and our own Race Against Racism.

In addition, the Diversity Officers attended one hundred and thirteen (113) meetings to help strengthen and build relationships within Peel Region's Diverse Community.

Diversity Relations was able to continue the tradition of giving back to the community through the Diversity Scholarship. In 2016, three students within the Region of Peel were awarded a \$2,000 scholarship towards their post-secondary education. In addition, Diversity Relations provided an external scholarship in the amount of \$1,000 to the Free for All Foundation.

In 2016, Diversity Relations Officers focused on community outreach and promoting inclusivity, which included the implementation of a Hijab into our Uniform Standards and an increase in the number of visits to religious institutions. This year also saw their participation in each of the six (6) advisory committees established to represent the Muslim, Black, Chinese, LGBTQ+, Youth and Sikh communities.

Diversity Relations conducted 12 interviews on Diverse Media Stations, and in 2016 such topics included Race Against Racism, Pedestrian Safety Program, South Asian Crime and Recruiting.

In an attempt to reach more community members, Diversity Relations activated their Twitter account and by the end of the year had increased followership to approximately nine hundred and thirty (930) people.

## 5.2 HUMAN RESOURCES

In 2016, Human Resources provided 6 separate training sessions covering Workplace Discrimination and Harassment Training. This training was provided to auxiliary officers; recruit constables and cadets; YIPI students and new civilian employees.

Other training sessions covering Respectful Workplace – Human Rights and Bill 168 were conducted for civilian supervisors, uniform acting supervisors and promoted uniform members which took place in 4 separate training sessions. A summary of the learning objectives for each of these programs is provided below.

### 5.2.1 Workplace Discrimination and Harassment (6 Classes)

Members are able to:

- Recognize how they are protected by the Ontario Human Rights Code.
- Restate their expected behaviour and responsibilities in the workplace and the penalties for conduct contrary to Directives.
- Recognize how workplace discrimination and harassment issues may be informally resolved either directly by the member or facilitated through a supervisor.
- Identify the three venues in which you can make/resolve a complaint, the steps involved and the reasons why the organization wants to promote a positive work environment for everyone.

**5.2.2 Respectful Workplace (4 Classes)**

Train Supervisors to:

- Know what type of behaviour constitutes a violation of the Ontario Human Rights Code and Internal Directives; and
- a violation of Bill 168 and/or Internal Directive
- Understand a Supervisor's responsibilities under the aforementioned Directives and what to do when they hear or observe behaviour that contravenes these Directives; and
- what to do when they receive a complaint of harassment, discrimination or workplace violence

**5.2.3 One-on-One Remedial Sensitivity workshops are available if required.****5.3 FAIR & IMPARTIAL POLICING (FIP)**

To complement the existing training the Service undertakes, Fair & Impartial Policing was introduced in 2016. 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 & Impartial Policing™. 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 (C.C.D.I.)**

Peel Regional Police became an employer partner 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 Centre for Diversity and Inclusion provides opportunities for individual and employer partners to network and share leading practices, 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, the organizational policy permits qualified applicants to proceed to the final selection stage of the hiring process prior to the validation of the qualifications. The Peel Regional Police co-ordinates and pays the cost of the educational equivalency assessment on behalf of the applicant. The policy, affecting civilian and uniform candidates, demonstrates a commitment to eliminating a potential barrier to prospective foreign educated employment candidates.

**5.6 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 Peel Regional Police to respond to their request.

## 5.7 ASSISTING MEMBERS IN ADDRESSING FAMILY ISSUES

Within the bounds of operational needs, the organization sanctions many programs that afford staff flexibility in meeting their employment obligations while addressing personal responsibilities; the parameters of which are detailed in the negotiated Collective Agreements. During 2016, participation included:

- 31 uniform and civilian female employees were on pregnancy/parental leave.
- 29 requests for parental leave from male members were approved.
- 16 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 provisions of the Collective Agreements.
- The Service continued the policy of affording members the opportunity to re-allocate up to 6 days non-cumulative sick leave to address family care needs.
- Four job share arrangements, 2 of which continued from the prior year and 2 arrangements were new in 2016. Of the 4 job share arrangement 2 were civilian partnerships and 2 were uniform. The program successfully provides for the retention of experienced, trained members who may be temporarily unable to fulfill full-time work, due to personal hardships or other commitments. Overseen by the "Job Share Committee", made up of the Superintendent-Operations Services, a representative from Recruitment and Staff Support and the Peel Regional Police Association (PRPA), the committee seeks to balance organizational and personal exigencies.



## 6

# Summary

## 6.1 ACCOMPLISHMENTS AND NEXT STEPS

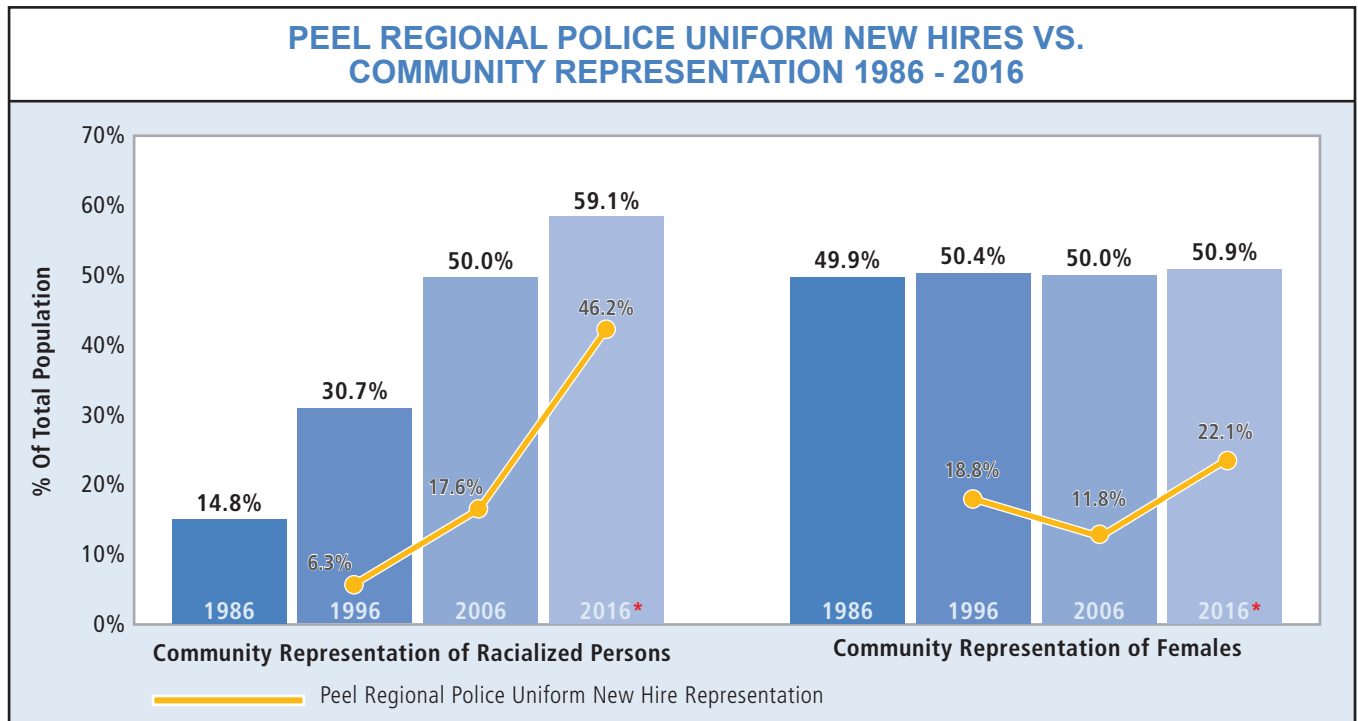
Equitable access to opportunity remains the guiding principle for all efforts undertaken to attract, hire and retain professional, achievement-oriented employees. Beyond seeking to build on previously established programs, the initiatives implemented in 2016 demonstrate commitment to employee recruitment, selection, development and wellbeing. Our goal in maintaining a capable, motivated and diverse staff serves as the essential foundation to ensure that we meet current and future organizational needs while exceeding community expectations. This annual report assists in highlighting improvements while capturing measurable results.

We believe that our people are committed to excellence in every aspect of their lives including volunteering, education and fitness, but most importantly being ambassadors and leaders, ensuring that our high standards are never compromised.

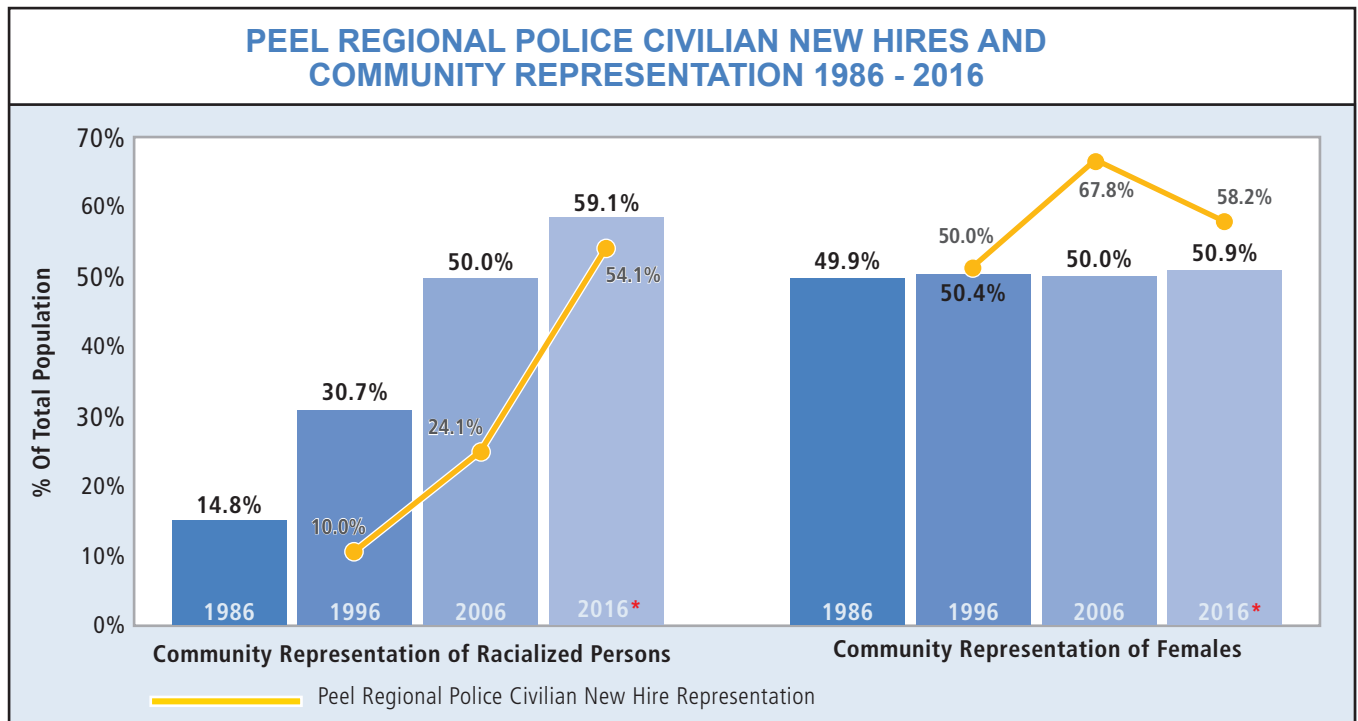
The Peel Regional Police have taken positive actions in 2016 to ensure that the police service is representative of the community it serves. Some of the highlights of these actions include:

- 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 the Muslim, Black, South Asian and Asian communities have positioned Peel Regional Police as the employer of choice for many new applicants.
- Peel Regional Police entered into an exclusive contract with the Ontario University Athletics (OUA). This partnership provides another platform for accessing individuals who strive for physical fitness and possess leadership skills, which increases the number of potential applicants for our Uniform hiring pool.
- In 2016, the Outreach Officers began exploring new recruit initiatives with a focus on female applicants. This new approach supports other initiatives currently undertaken by Recruitment and Staff Support.
- The implementation of a two team approach for Uniform Recruiting, has 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.
- In keeping with our goal to 'Respond to Growth and Changing Demographics' our uniform new hires in 2016 included 46.2% Racialized Persons and 22.1% Females. Civilian new hires included 54.1% Racialized Persons and 58.2% Female.
- We continue with successful initiatives employing youth from our local community through; Parkholme School; internships; co-op program high school or college/university; YIPI (Youth In Policing Initiative); Community Living Mississauga.
- Establishing a mutually beneficial relationship with local media outlets and publications allowed us 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 the organization’s efforts, and progress, in building a workforce that is reflective of the community served by Peel Regional Police:



\* Please note that 2016 Peel Community Representation data is based on 2011 Census Data. As per Statistics Canada, 2016 Census Data will be available in the fall of 2017. Peel Regional Police’s policing population includes Brampton and Mississauga.



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**NEXT STEPS**

The Strategic Plan for 2017-2019 has just been introduced and has a number of Areas of Focus including:

**1. Community Safety Together**

This Area of Focus includes a Strategic Objective to Provide an Inclusive and Equitable Police Service and includes performance indicators to undertake an equity audit and to provide bias-free training to all employees.

**2. Professional, Diverse and Supportive Workplace**

This Area of Focus includes a Strategic Objective to Attract and Retain Professional, Skilled Employees that Reflect the Community and includes performance indicators such as; percentage of new hires from identified groups designated in accordance with the Province’s Equal Opportunity Principles; monitor attrition rates; percentage of employees with post-secondary education and number of recruiting initiatives.

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 build a workforce that is reflective of our community, for now and for future needs.

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

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



A SAFER COMMUNITY TOGETHER

**peelpolice.ca**    