



Classification: Public
Meeting: July 20, 2021
Agenda Item: Positive Workplace Culture Policy
Author: Holly Britton

Recommended Motion:

“THAT the Board find that all provisions of the Positive Workplace Culture policy have been complied with.”

I hereby submit my monitoring report on your Executive Limitations Policy: Positive Workplace Culture. I certify that the information contained in this report is true.

I report compliance on all provisions of this policy.

Signed:

Date: July 7/21

BROADEST POLICY PROVISION:

“A positive workplace culture enhances employee engagement, productivity and wellbeing and supports an organization’s achievement of its mission. The culture is created and sustained through people and processes and their interaction with one another, and leadership plays a vital role in demonstrating the values and behaviours that enable the organizational culture to thrive. The Board is committed to fostering a superior work environment where members feel valued and respected and contribute to the attainment of organizational objectives.”

Interpretation of the Chief of Police:

It is my interpretation that a positive workplace culture contributes to the success of an organization and its ability to achieve its stated mission, goals, and objectives. It is my

interpretation that the leadership as well as the people and processes in place within the organization play a significant role in ensuring a positive workplace culture. Further, a positive workplace culture is only possible where its members feel valued and respected.

“The Chief of Police shall ensure that the DRPS nurtures a positive workplace culture by:”

Policy Provision #1

1. *“Implementing and maintaining programs and activities in the following areas:*

- i. Diversity, equity and inclusion*
- ii. Member health and wellness*
- iii. Prevention of harassment and discrimination*
- iv. Ethical behaviour*
- v. Leadership development*
- vi. Internal communication”*

Interpretation of the Chief of Police:

It is my interpretation of this policy that the DRPS shall encourage a positive work culture through programming and activities that emphasize the development and well-being of our members and organization. I shall ensure that opportunities and programming in areas such as diversity, equity, inclusion, health, wellness, harassment and discrimination prevention, ethics, leadership, and communication are provided to our members.

Data Support:

The Service encourages a positive work culture through a clear mission, vision, and values for the organization. Meaningful and strategic culture change takes years to foster, and positive collaboration from all stakeholders, behaviour changes and open communication. These are clearly articulated in every business plan and threaded through operational plans. The Service continues to improve communication and collaboration through the Commitment Teams flowing from the Equity and Inclusion 2020-2022 Plan. These teams are working across five themes, focused on improve the workplace culture. The teams and sub-teams meet quarterly at a minimum and updates are provided to the Board through the Equity and Inclusion reports.

Additionally, the Executive Leadership Team has a working wellness group focusing on reframing and updating existing training and resources for Respect in the Workplace. The team will launch an internal webpage dedicated to civility and Respect in the Workplace in the fall of 2021.

Finally, the Service has established a Member Connect pilot program. This role focuses on engaging employee where they work, answering questions, concerns and exploring ideas brought forward.

Policy Provision #2

2. *“Ensuring regular communication between the Associations and DRPS leadership and basing dialogue on a commitment to collaboration and openness.”*

Interpretation of the Chief of Police:

It is my interpretation that, as part of the Board’s commitment to fostering an environment where members feel valued and respected, I shall ensure that members have opportunities to provide input that will inform organizational improvements. It is my interpretation that I must ensure that DRPS leadership demonstrates a responsibility to regularly communicate with both associations in a collaborative and open manner.

Data Support:

Leadership meets with Durham Regional Police Association (DRPA) representatives at a minimum monthly. The focus of these meetings is to attempt to identify and address concerns and maintain open dialogue. An action log and meeting minutes are maintained. There are number joint committees, including the Equipment, Job Evaluation and Joint Health and Safety that meet monthly or quarterly. The DRPA have ready access to senior leadership to address concerns that may arise.

With respect to Senior Officers Association (SOA), the requirement to meet vary and the needs are met as they arise.

Policy Provision #3

3. *“Surveying members on a regular basis to assess their views of the organization and using their input to inform organizational improvement. A formal survey shall occur at least once every three years and informal input will be gathered on a recurring basis.”*

Interpretation of the Chief of Police:

It is my interpretation that informal input will be sought regularly and formal input will be sought through a member survey at least once every three years.

Data Support:

Every three years, an Internal Survey is completed to gather and compare views and opinions regarding several different topics impacting members and the Police Service. In 2018, the Strategic Planning Unit administered the Internal Survey with a 49% response rate. The comprehensive findings of the survey were previously presented to the Police Services Board at the May 2019 offsite. The next Internal Survey is launching in the Fall of 2021. Commitment Team Group #2, Workforce Reflects the Region Demographically, is reviewing the questions with Strategic Planning to identify potential changes and provide input.