



Classification: Public

Meeting: July 20, 2021

Agenda Item: Administration of Human Resources

Author: Holly Britton

Recommended Motion:

**THAT the Board finds the Durham Regional Police compliant with all provisions of the Administration of Human Resources Executive Limitations Policy.**

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I hereby submit my monitoring report on your Executive Limitations Policy: Administration of Human Resources. 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

**BOARD POLICY STATEMENT:**

*As the employer of members of the Durham Regional Police Service, the Board recognizes that its greatest asset are the sworn and civilian personnel who dedicate their careers to community safety. The Board is committed to ensuring that human resources are administered with fairness, impartiality, transparency, and efficiency to advance organizational goals and to support individual career development and job satisfaction.*

**Interpretation of the Chief of Police:**

*It is my interpretation that compliance with the ten policy provision statements fulfills the total requirements of this policy.*

*Further it is my interpretation for provision:*

- 1. That I shall ensure that members are trained, certified, equipped, and supervised to safely perform the duties assigned to them and further that their training, certification, equipment and supervision shall conform to legislation and commonly accepted performance standards.*

2. *That I shall ensure that the DRPS has policy and procedure in place to ensure positive working conditions and that members regularly participate in training and development relating to diversity, equity and inclusion, and human rights.*
3. *That I shall ensure that the DRPS has policy and procedure in place relating to human resource management and career development, accommodation and return to work, and the administration of auxiliary members and volunteers, respecting the human rights of members both in rule and practice.*
4. *That I shall ensure that a skills development and learning plan is prepared that provides an overview of existing and anticipated needs in relation to skills development and learning and identifies corresponding objectives. I shall ensure that there is a program in place that supports the coaching or mentoring of new officers. The development and maintenance of the knowledge, skills and abilities of members shall be consistent with the Adequacy Standards Regulation.*
5. *That I shall submit for Board approval, information and recommendations about retirements, resignations, terminations, and the hiring of new employees.*
6. *That the DRPS shall have a system to monitor secondary employment disclosures and related decisions and that I shall present these particulars to the Board for information.*
7. *That I shall ensure that all members resigning or retiring from the DRPS are given an opportunity to participate in an exit interview and that, where appropriate, the information gathered is summarized and used for improvement purposes.*
8. *That the DRPS shall have a system for evaluating the performance of all police and civilian employees.*
9. *That I must ensure that the provisions of the collective bargaining agreements are implemented in such a manner that they are adhered to consistently. It is also my reasonable interpretation that errors will occur in administration, which if corrected in a timely manner would not mean non-compliance with this policy provision. Board-level responses to grievances will be presented for Board consent, review, or direction as appropriate.*
10. *That all employment functions must be in compliance with the legislation as outlined in this policy provision and any other legislative requirements that may apply. It is further my interpretation that the Board is particularly interested in ensuring that human resources are administered with fairness and impartiality and according to relevant legislation.*

## **POLICY PROVISIONS #1 AND #2**

1. *That I shall ensure that members are trained, certified, equipped, and supervised to safely perform the duties assigned to them and further that their training, certification, equipment and supervision shall conform to legislation and commonly accepted performance standards.*
2. *That I shall ensure that the DRPS has policy and procedure in place to ensure positive working conditions and that members regularly participate in training and development relating to diversity, equity and inclusion, and human rights.*



## Data Support:

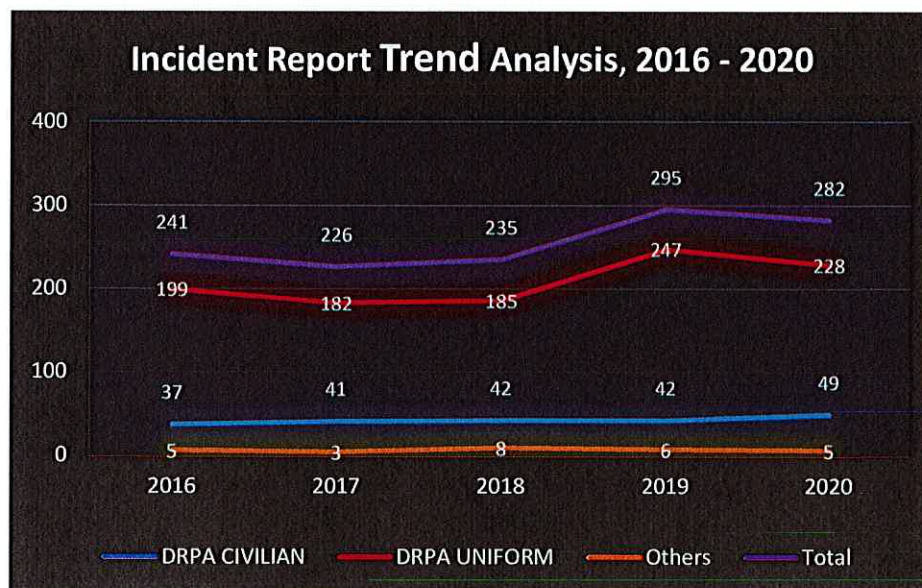
### Personnel Directives and Mandatory Training

The Durham Regional Police Service (Service) directives are the written orders of the Chief of Police for all members outlining directions, instructions, roles, responsibilities, and processes to be followed. There are currently 201 directives, accessible by all members through the intranet, that help members carry out their job by clarifying the rules of the Service. The DRPS Quality Assurance – Directives Forms and Audits (AO-01-001) directive sets out the procedures to be followed for effective policy management including the creation of new directives, revisions, deletions and the like.

Mandatory training and re-certification regarding Use of Force and officer safety is conducted annually for all sworn members to ensure they remain qualified under Reg. 926, sec 14.2 of the *Police Services Act* (PSA).

### 2019 and 2020 Occupational Injuries

One way to monitor the effectiveness of safety training is through the occurrence of occupational injuries. There were 351 occupational injuries reported in 2020 and 295 in 2019. The following graph and charts outline the trend analysis and types of incidents by classification. The 2020 number excludes COVID-19 related incidents for the purpose of the five-year trend analysis. The 2020 injuries are also provided separately.



## 2020 Injuries On Duty

Incident type	Number of incidents	Percentage of incidents
COVID-19	69	20%
Occupational Stress Injury	69	20%
Struck Against or Contact With	46	13%
Slip, Trip or Fall	41	12%
Exposure	39	11%
Others*	87	25%
<b>Total</b>	<b>351</b>	<b>100%</b>

\*Others include Struck By, Over Exertion, Motor Vehicle Collision, Repetitive Strain, and Training

## 2020 Injury on Duty Classifications

Classification	Number of incidents	Percentage of incidents
Hazard Only	182	52%
Lost Time	80	23%
Health Care	68	19%
First Aid	13	4%
Reoccurrence	8	2%
<b>Total</b>	<b>351</b>	<b>100%</b>

## Training on Diversity, Equity, Inclusion and Human Rights

The Service provides training on diversity and human rights through electronic learning modules (ELM). This includes Anti-Racial Profiling and compliance is monitored through the Police Education and Innovation Centre (PEIC). Fair and Impartial Policing was started in 2015 and a 98% completion rate was obtained by early 2020.

Additionally, the 2020-2022 Equity and Inclusion Plan provides a framework to enhance police engagement through outreach and training. Highlights include a paid partnership with the Canadian Centre for Diversity and Inclusion (CCDI) with monthly CCDI webinars open to all members as a tool to support development of individual diversity/cultural competence. Over 100 members have participated from February to May 31, 2021.



### **POLICY PROVISION #3**

3. *That I shall ensure that the DRPS has policy and procedure in place relating to human resource management and career development, accommodation and return to work, and the administration of auxiliary members and volunteers, respecting the human rights of members both in rule and practice.*

#### **Data Support:**

The responsibility of the Human Resources Unit is to administer the recruitment, transfer and separation of members and maintain the records in the HR database. This process is completed through the Service's Routine Orders (RO) system and administered through the Human Resources Information Systems (HRIS) Clerk. The system flows to payroll and Peoplesoft, the Region and DRPS' HRIS system.

Employment accommodation and return to work processes to assist members is administered through the Health, Wellness and Safety Unit and the Disability Management Directive, HR-007. In 2020, there were 47 modified work assignments completed to provide temporary disability management and graduated return to work plans. The number of temporary work assignments from January 2021 to May 30, 2021 was 49. The number of permanently accommodated sworn members decreased to 42 in 2020 from 43 in 2019. The total number of permanently accommodated civilian members decreased to 22 in 2020 from 26 in 2019. Each permanent accommodation continues to be reviewed on an annual basis and updated medical is required. Temporary accommodation and absences due to injury/illness are reviewed on a consistent basis in accordance to the medical direction on file.

### **POLICY PROVISION #4**

4. *That I shall ensure that a skills development and learning plan is prepared that provides an overview of existing and anticipated needs in relation to skills development and learning and identifies corresponding objectives. I shall ensure that there is a program in place that supports the coaching or mentoring of new officers. The development and maintenance of the knowledge, skills and abilities of members shall be consistent with the Adequacy Standards Regulation.*

#### **Data Support:**

#### **Coach Officer Program**

Currently our organization has certified 108 coach officers, 10 which are Acting Sergeants. In 2021, a virtual coaching course was developed and delivered on March 29-31, 2021 through an online platform on Microsoft O365 Teams. A total of 26 members successfully completed training from across the region. Adapting to the current COVID climate the PEIC was able to utilize the online platform allowing the course to be delivered in a safe environment to a larger number of participants. Teams also provided additional support to coach officer via online conversation, a virtual online drive for saving, updated and access current material. At the end of the course, a survey was sent out to participants. 58% of the participants completed the survey. With the majority of response positive.

## **Career Development**

The Service's directive LE-05-003 Educational Assistance Program (Referred to as EdAP), sets out the procedures required for those sworn and civilian members interested in enhancing their knowledge, skills and abilities through various educational endeavors. The program offers financial support to members engaging in off duty studies and is managed by the Police Education and Innovation Centre (PEIC). EdAP provides, upon successful completion of a pre-approved learning opportunity, member reimbursement of 75% of the cost.

In 2020, 17 members made application for the EdAP. All of the applicants who were approved and satisfactorily completed their courses received reimbursement in accordance with the directive. The total payout for approved and completed request for learning opportunities was \$55,119.96.

The PEIC in partnership with the Management Development Centre at Ontario Tech University (University of Ontario Institute of Technology), provides the Certificate in Police Leadership (CPL). This program is open to all members with approval from their supervisors. The program ran two cohorts in 2020. Each program was three months where the first cohort had three half-day in-class requirements and the second cohort was entirely online due to COVID-19 protocols. Thus far, 68 officers have completed or are in progress to complete the Certificate program. In addition to its position in our internal promotional processes, the CPL will also be granted one course equivalency in the Faculty of Social Sciences and Humanities at Ontario Tech.

Additionally, the Service has an Executive Leadership Team Subcommittee focused on researching and creating a formal succession management program.

## **POLICY PROVISION #5 AND #6**

5. *That I shall submit for Board approval, information and recommendations about retirements, resignations, terminations, and the hiring of new employees.*
6. *That the DRPS shall have a system to monitor secondary employment disclosures and related decisions and that I shall present these particulars to the Board for information.*

## **Data Support:**

### **Separation Activity**

Separations and retirements are regularly reported to the Board through the monthly Human Resources Update reports. Historical activity is as follows:



# Separation Activity

	2014	2015	2016	2017	2018	2019	2020	2021*
<b>RESIGNATIONS</b>								
SOA – Civilian SOA - Sworn		1			1 Sworn		1 Sworn	
Uniform	4	9	10	18	12	13	18	1
Civilian FT / PT	17	2/12	5/8	3/8	1 / 7	6 / 12	11/14	2/4
Students	168	137	129	125	135	102	143	74
Subtotal	185	161	152	154	156	133	187	81
<b>RETIREMENTS</b>								
Chief	1							1
Deputy Chief			1		1			
SOA – Civilian SOA - Sworn				1 Civ 2 Sworn	1 Civ 4 Sworn	2 Sworn	5 Sworn	3 CIV
Uniform	17	24	27	43	24	24	31	13
Civilian FT / PT	3 / 0	12 FT	10/1	9 FT	12FT	9 FT	9FT	4FT
Deceased	*1	*1			1			
Subtotal	23	42	48	55	42	36	45	20
TOTAL	208	203	200	209	198	169	232	101

\*\*For 2021, the data gathered is from January 1, 2021 to May 30<sup>th</sup>, 2021.

## Promotion

The Job Posting and Selection Process Directive (HR-04-002) sets out the process for sworn members interested in rank promotion. **From July 2020 to June 2021, three ranks were posted for promotion; Sergeant/Detective, Staff Sergeant/Detective Sergeant, and Inspector.** The number of candidates who currently remain on the eligible for promotion list and those who have been promoted from **July 2020** to date are provided in the table below.

Rank	Promoted July 2020 to June 2021	Eligible for Promotion as of June 2021
Sergeant/ Detective	12	
Staff Sergeant/ Detective Sergeant	15	
Inspector	5	
Superintendent		1
Deputy Chief		

## **Secondary Activity**

The Service's directive, Secondary Activities (HR-02-001), together with the PSA sets out the procedures to be followed should members wish to engage in secondary activities. The policy is also informed by relevant case law which sets the landscape for the management of secondary activity requests and members are not required to disclose secondary activity unless it appears to, or may, conflict with the four restrictions referenced below.

Secondary activities are not prohibited; however, reasonable restrictions are placed on members and in certain circumstances activities must be disclosed to the Chief of Police. Members shall not engage in any activity:

- a) That interferes with or influences adversely the performance of their duties as a member of the police service, or is likely to do so;
- b) That places them in a conflict of interest, or is likely to do so;
- c) That would otherwise constitute full time employment for another person; or
- d) In which the member has an advantage derived from being a member of the Service.

The Secondary Activity Committee and the Chief of Police exercises discretion, on a case-by-case basis, to determine whether an application is likely to contravene the restrictions set out in Section 49(1) of the PSA. Human Resources has received 13 requests to engage in secondary activities in 2020 and 4 requests to engage in secondary activities as of May 30, 2021. In 2020, 46% of the requests were for teaching, the remaining 54% included requests for the Canadian Armed Forces, retail and contracting services. In 2021, the 4 requests included volunteer activities, mortgage services and retail.

## **POLICY PROVISION #7 AND #8**

7. *That I shall ensure that all members resigning or retiring from the DRPS are given an opportunity to participate in an exit interview and that, where appropriate, the information gathered is summarized and used for improvement purposes.*
8. *That the DRPS shall have a system for evaluating the performance of all police and civilian employees.*

## **Data Support:**

### **Exit Interviews**

As per directive HR-06-001, all retired members are invited to participate in an exit interview. It is common practice to invite all members of the Service including auxiliary members who have resigned to also complete the exit interview. This is usually completed by a member of the Human Resources Unit. The exit interview is a standard DRP form that asks each member twenty-one (21) questions. Quantitative exit interview results for 2020 and 2021 are shown in the following chart. Overall, all sworn and civilian members indicated they had a good to excellent relationships with their recent supervisor and felt strongly positive or positive of the Service. The most enjoyable aspects of their employment being the people they work with, and the job itself. The main reasons for leaving the Service included retirement, and professional development (full-time opportunities outside of the Service). The Service is researching other options to increase exit participation.



2020	TOTAL	SOA UNI	SOA CIV	UNI	CIV FT	CIV PT	AUX
Total	90	5	0	48	19	9	9
Resignation	50	1	0	19	12	9	9
Retirement	40	4	0	29	7	0	0
Exit Interview Completed	20	1	0	6	4	3	6
Declined	45	3	0	28	12	1	1
No Response	21	1	0	13	2	3	2

2021	TOTAL	SOA UNI	SOA CIV	UNI	CIV FT	CIV PT	AUX
Total	45	1	3	25	9	6	1
Resignation	13	0	0	4	2	6	1
Retirement	32	1	3	21	7	0	0
Exit Interview Completed	0	0	0	0	0	0	0
Declined	9	0	2	6	1	0	0
No Response	1	0	1	0	0	0	0

\*2021 data as of June 21<sup>st</sup>, 2021

## Performance Appraisal System

The Service's directive, Performance Management Process (HR-03-001), sets out procedures to be followed when performance meets, exceeds or falls below acceptable standards. The Performance Management Process sets out expectations for all members and is audited for both compliance and quality. In 2020, the Performance Management form was revised and two new forms, a Promotional Review, and a Lateral Review form, were added. These two new forms will be used in the job posting and/or promotional process. If a member is interested in obtaining a lateral or promotional position, they would initiate the corresponding form with their supervisor at the beginning of each year. This measures the performance of the member in the desired position and/or rank. All members were notified of the changes to the process through emails, Media One updates, and e-learning. The Media One PMP page was updated and additional resources to support members and their leaders were made available. The Service is at a compliance rate of 85% for 2020 and was 82% for 2019. This has been a transitional year with the performance management form being revised and the addition of the promotional and lateral forms. The outstanding appraisal number is composed of members who have had changes in leadership due to transfers and/or promotions, prolonged absences from work or uncertainty with the new process.

## POLICY PROVISION #9 AND #10

9. *That I must ensure that the provisions of the collective bargaining agreements are implemented in such a manner that they are adhered to consistently. It is also my reasonable interpretation that errors will occur in administration, which if corrected in a timely manner would not mean non-compliance with this policy provision. Board-level*

*responses to grievances will be presented for Board consent, review, or direction as appropriate.*

*10. That all employment functions must be in compliance with the legislation as outlined in this policy provision and any other legislative requirements that may apply. It is further my interpretation that the Board is particularly interested in ensuring that human resources are administered with fairness and impartiality and according to relevant legislation.*

#### **Data Support:**

Article 6 of the three collective bargaining agreements (“CBA”) sets out the process for the effective handling of complaints and grievances. All grievance activity is reported to the Board on a monthly basis.

In 2020, 8 new grievances were received, of which:

- One was withdrawn
- Two were settled
- Five are in various stages of the arbitration process

Historical grievance activity is as follows:

YEAR	NEW GRIEVANCES
2013	16
2014	12
2015	13
2016	11
2017	15
2018	10
2019	19
2020	8
2021 (as of May 31 <sup>st</sup> )	13

As noted throughout this report, the administration of human resources is guided by several internal directives, the PSA and other relevant legislation including the *Ontario Human Rights Code*, the *Employment Standards Act of Ontario* and the *Occupational Health and Safety Act*. Of the 13 grievances received as of May 31, 2021, six are regarding job postings, one is regarding promotion and two include allegations against Code related grounds (scheduling/accommodation). There have not been any human rights applications filed against the Board/Service pertaining to employment as of May 31, 2021. The Service has not received any complaints of unfairness regarding the exit interview, secondary activity or performance management process as of May 31, 2021.