

Classification **PUBLIC**

Meeting **April 11, 2016**

Agenda Item **Semi-Annual Monitoring Report:
COMMUNITY DIVERSITY**



Recommended Motion:

THAT the Board finds that all provisions of the *Community Diversity Ends Policy* have been complied with.

I hereby submit my monitoring report on your Ends Policy “Community Diversity” according to the schedule set out. I certify that the information contained in this report is true.

I report compliance to all provisions of this policy.

Signed: _____ Date: _____
Chief of Police

Board Policy Statement:

An effective and responsive police service must reflect the composition of the communities it serves. The police service must further demonstrate respect and sensitivity to the pluralistic, multiracial and multicultural character of its communities in the delivery of its programs and services.

It is the policy of the Durham Regional Police Services Board that the Durham Regional Police Service shall embrace diversity internally as an employer and externally through the services provided by the DRPS. The values of inclusiveness, tolerance, and respect will be promoted and maintained throughout the organization and in the communities served by the DRPS.

Reporting

An assessment of the level of diversity embraced by the DRPS shall rely upon quantitative and qualitative analyses of relevant data, information and public input.

The Chief shall report annually on outcomes resulting from this policy.

Interpretation of the Chief of Police:

It is my interpretation that the Board Ends of Community Diversity is directly related to Section 1, principles 5 and 6 of the *Police Services Act, 1990* – Principle #5 identifies – “*The need for sensitivity to the pluralistic, multiracial, and multicultural character of Ontario society*”. Principle #6 identifies “*the need to ensure the*

police forces are representative of the communities they serve.” It is my further interpretation that the Community Diversity Board Ends is responsive to sec 4 (3) of the *Police Services Act* regarding *Assistance to victims of crime* and our duty to provide adequate and effective police services in a multiracial and multicultural context.

Further it is my interpretation that:

1. The Durham Regional Police Service must come to reflect the multi-cultural, multi-racial, and pluralistic composition of the various communities that comprise Durham Region.
2. The Service shall report annually on outreach initiatives that seek to engage active participation in community/police relationships with underrepresented groups.

Report Frequency

One of our objectives is effectively, innovatively and comprehensively report on the work effort, programs and initiatives that are undertaken by the police service as it relates to diversity, equity and inclusion. The Service will now submit a Community Diversity Report on a semi-annual basis to ensure that the Board can frequently and easily monitor the many implementation outcomes.

The Human Resources processes relating to job postings, learning opportunities, promotions and transfers will be reported separately with the efforts and results surrounding the recruitment, hiring, and retention of underrepresented groups. The Service will also provide the Board an annual summary and year over year comparison of public complaints, Human Rights complaints, and any other legal process in which allegation(s) of discriminatory practices on grounds prohibited under the Human Rights Code of Ontario by any member, or policy of the Service is alleged in the separate report.

Diversity Within DRPS

Diversity, Equity and Inclusion within the Durham Regional Police Service are long standing priorities. As we move toward the future I want to highlight our corporate commitment to diversity and the some of the recent efforts by our members to ensure that we develop, establish and sustain programs that celebrate the broad and diverse community composition of Durham Region. Durham Region is in the midst of a significant demographic shift both in the size and diversity of its populations. These shifts call for the Durham Regional Police Service to demonstrate that it has the commitment and capacity to draw from and serve a diverse population.

I look forward to introducing a number of organizational changes and new programs that will highlight the importance of celebrating diversity while providing excellent police service to our residents. Durham Region is one of the fastest growing and increasingly diverse communities in Canada; therefore, it is of significant importance that we continue to adapt accordingly.

2017-2019 Diversity, Equity and Inclusion Strategic Plan

In 2005 we established a 5-year Diversity Strategic Plan, which was renewed in 2012 when a 3-year Strategic Diversity and Inclusion Plan was implemented. There are several organizational objectives within both plans and many of these objectives are at various stages of being realized. Diversity and inclusion continues to be one of the core priorities of this organization and to underscore the significance of this priority the Diversity, Equity and Inclusion Strategic Plan will be incorporated into the business planning process and will be a feature aspect of the 2017 - 2019 Business Plan.

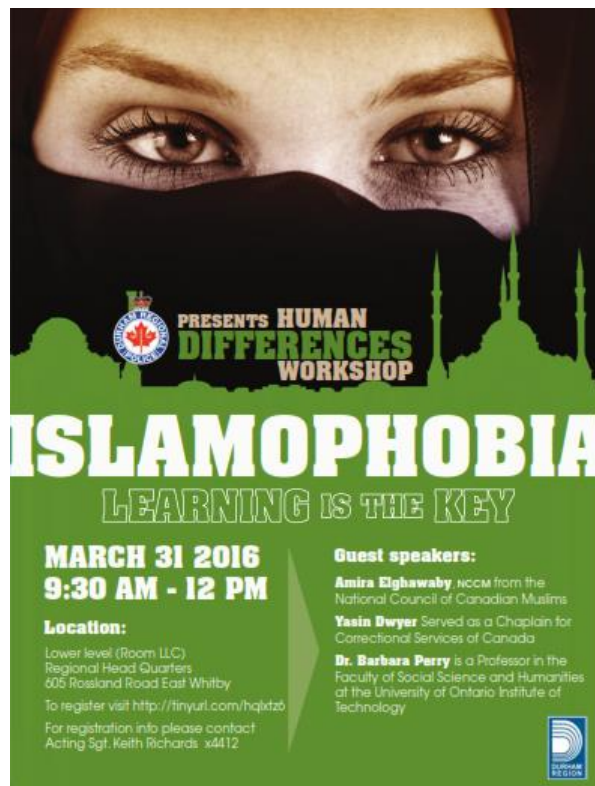
A Request for Proposal (RFP) was issued to procure the assistance from a consulting firm to aid in the development of an organizational strategic framework as it relates to diversity, equity and inclusion plan and a

strategic Recruitment Plan. The 2017 – 2019 Plan will articulate how the Service intends to develop and sustain the systems, structures and competencies that position it as an employer of choice and a service organization of excellence. The plan will include specific recommended actions to be taken in different areas to increase the organizations overall level of inclusiveness. Furthermore, a sub-plan will specifically address recruitment and retention of talent from diverse populations typically under-reflected in policing and other first responder organizations. The plan will also assign responsibility and accountability to ensure commitments under the plan are met. March 18, 2016 we received seven (7) proposals from the following firms:

1. Barnes Management Group Inc.
2. Canadian Centre for Diversity and Inclusion
3. Diversity Trainers Plus Inc.
4. Graybridge Malkam
5. Barbara Herring and Associates Inc.
6. Jack-Davies Consulting
7. Stone-Olafson Inc.

Human Differences Workshop Series

On March 31, 2016 the Durham Regional Police Service hosted our second Human Differences Workshop as part of our ongoing effort and organizational commitment to diversity, equity and inclusion. The focus of this workshop was Islamophobia (or anti-Muslim sentiment) or the prejudice against, hatred towards, or fear of the religion of Islam or Muslims. We arranged for the following three featured speakers to present at this event: Imam Yasin Dwyer, Amira Elghawaby and Dr. Barbara Perry. This training opportunity was offered at no charge and the event had a 100 person limit. This capacity event was attended by members of the Durham Regional Police, the Region of Durham and representatives from many other key community stakeholders.



Fair and Impartial Policing Program

The Fair and Impartial Policing (FIP) Program has been selected as the education curriculum specific to developing diversity competence within the Durham Regional Police Service (DRPS). Fair and impartial policing is an evidence-based program that applies modern science to the impact bias can have on policing. It trains our members on the effect of unconscious bias and provides information and skills we can use to improve our safety and the community's by reducing our biases. This training recognizes that all people, including well intentioned people, have bias and that it's a normal part of human behaviour. Where the education goes further is to help us as an organization ensure that bias doesn't control behaviour and that by understanding how it can manifest itself, we can work with the community to mitigate it. The training includes an abundance of evidence about the impact of human biases and provides guidance on how to deliver fair and impartial policing across a variety of areas that include: policy, education, supervision and accountability, leadership, recruitment and hiring. In addition it assists in defining valuable measures that go beyond the traditional crime and call measures (i.e. tickets).

The benefits of this program are substantial and the crucial core of the program focuses on strengthening of our relationship with all of our community partners.

The implementation of the Fair and Impartial Policing (FIP) program is well underway. The FIP Train-the-Trainer was completed in October 2015 and an eleven member training cadre was established. The following are members of the FIP Training Team:

Constable(s)

1. PC Pam Devine #894 – Diversity , Equity and Inclusion
2. PC Scott Gordon #681 – 16D
3. DC Dave Palmer #3421 – Gangs
4. PC Dena Peden #3264 – School Resource Officer (Pilot Project)
5. A/Sgt. Keith Richards #842 – Diversity, Equity and Inclusion



Sergeant(s)/Staff Sergeant(s)

6. S/Sgt. Ryan Connelly # 3247 – 17A
7. A/Insp. Paul Edwards #755 – DI Office
8. Sgt. Matt Flower #820 – Traffic Services
9. Sgt. Paul Hallett # - PEIC
10. D/Sgt. Jackie Minicola #807 – Sexual Assault

Civilian / Leadership Members

11. Angela Adu #8195 – PEIC
12. Insp. Jeff Friend #701 – OiC 19 Division
13. Insp. Nash #442 – OiC 16 Division

Command Module

Implementation of the 1.5 day FIP Command and Community module was delivered March 8 and 9, 2016. The Command module was delivered by Dr. Lorie Fridell the Chief Executive Officer of the Fair and Impartial Police Program and a leading expert on bias and how it can intersect with policing. Training for this module was held at the Holiday Inn Express and Conference Centre in Bowmanville. Members of Command, the Executive Leadership Team, the Police Services Board, and the Diversity Advisory Committee participated in this training.

Mid-Manager Module

Implementation of the 1 day FIP Mid-Manager (Inspector/Manager) module was delivered March 10, 2016. The Mid-Manager module was also delivered by Dr. Lorie Fridell.

Patrol Officer & Frontline Member Module

Implementation of the 1 day FIP Patrol Officer & Frontline Member module will commence in May 2016.

Civilian Member Module

Development of the Civilian Member module is underway and the Diversity Training Coordinator and the Curriculum Advisor from the Police Education and Innovation Centre are leading this aspect of the project. The FIP content will be adapted so that it is relevant to an audience other than police officers. DRPS is the first FIP agency to adapt and deliver the FIP program to all civilian members. Implementation of the 4 hour FIP Civilian Member module will commence in May 2016.

FIP Program Evaluation

A formal agreement has been established with the University of Waterloo to evaluate the impact of FIP program.

Marketing/Recruiting Video

The Diversity Unit, Recruiting Unit and Corporate Communications Unit are collaborating to develop five cinematic quality marketing and recruiting videos to enhance our brand as a police agency and to be seen as an employer of choice.

To be seen as a front-runner or an inclusive organization, the focus of the second video is a tribute to our diverse member composition. We are an organization of people helping people and it is part of our critical path to ensure that our members more closely represent our communities and so we hope this video will demonstrate that we are an accessible career for people with so many incredible human differences. A portion of this video, which Videographer Chris Theriault is still producing, has been turned into a 30 second advertisement which is featured at the beginning of all movies at Landmark theatre in Whitby. The clip will be featured within 10 minutes of all movies starting. It has also been featured on Durham Channel 12 at various times throughout the day and night starting February 29th and running for eight weeks. The focuses of the marketing videos are as follows:

Video 1 – Compassionate Policing

Video 2 – Diversity, Equity and Inclusion

Video 3 - Celebrating the Front Line

Video 4 – Employer of Choice/Specialty Careers

Video 5 – Civilian Careers

Internal Survey

In accordance with the 2005 - 2010 Diversity Strategic Plan - Action Plan A1.1 the Durham Regional Police Service (DRPS) committed “to conduct an internal analysis to gain a better understanding of representation of diverse group members within the DRPS.” The Canadian Centre for Diversity and Inclusion (CCDI) has prepared a proposal to deliver a Diversity Census for the DRPS that would update the internal demographic survey last undertaken in 2006.

The Canadian Centre for Diversity of Inclusion is a nationally registered charitable organization that has become a trusted advisor on issues relating to diversity and inclusion, Human Rights and equity management within Canada’s workplaces. CCDI have a mandate to help employers, business leaders, human resource and diversity and inclusion practitioners effectively address the full picture of diversity within the workplace. CCDI

provide innovative and proven strategies, research, tools and educational supports with the goal of improving the overall inclusivity within a workforce.

CCDI have a proprietary Diversity Census Tool that is comprised of two modules: The Demographic Profile module and the Inclusiveness Survey module. The two modules can be used in conjunction with one another or independently. The Demographic Profile module is an application designed to collect a broad range of demographic data on an organization's people. The module can be used in two ways – as a moment in time census or as an evergreen solution. The Census Tool collects demographic information relating to our membership composition at a specific moment in time; however, the Evergreen Tool provides a continually updated picture of our organizational composition with people added or removed as they join or leave the organization. The Evergreen Tool provides the opportunity for a person to log into the system and make changes to the information; therefore, reporting is representative of the data in the system on any given day. Historical data is maintained and available for comparison reporting.

CCDI deploy their various external Diversity Census Tool applications on behalf of an organization from a Canadian-based web server. The census is completely confidential and anonymous and CCDI strictly comply with all privacy law. The information collected from our members remains securely stored in the online environment established by CCDI. The information collected from our members is made anonymous so that at no time can anyone from DRPS or CCDI identify how a person responded to any of the questions. Reports of the aggregate data is available in real-time; however, for the protection of the privacy of our members reporting rules are in place to limit the ability to identify members individually. The DRPS owns the data collected by CCDI so long as it is engaging CCDI to provide services. In accordance with privacy legislation, if DRPS sever its relationship with CCDI they will not provide DRPS with the raw data and it will be permanently scrubbed from their system and will not be retained for any reason.

In 2006 the Internal Member Survey yielded a response rate of 56.6%. CCDI acknowledge that the survey completion rate is different for each organization; however, they boast that of the organizations that have used the Diversity Census Tool, the average completion rate is 79.09%, with the lowest completion rate at 72.03% and the highest at 92.17%.

Region of Durham have recently established an Agreement with CCDI to conduct a Diversity Census. The Region of Durham have thoroughly vetted CCDI and with this in mind we are currently negotiating an Agreement with CCDI to conduct Diversity Census on behalf of the DRPS.

Internal Member Forum

The Diversity Unit is collaborating with the Office of the Chief of Police to host an Internal Member Forum. The Internal Member Forum will be an opportunity for members to talk openly about diversity, equity and inclusivity issues with Chief Martin and members of Command. Our police service is adapting to the current realities of diversity in our communities and we are specifically attempting to adopt diversity, equity and inclusive policies, initiatives and practices as a way to provide effective police service. The purpose of the Internal Member Forum is to acknowledge how minority police officers and civilians perceive our organizational diversity. Diversity is a broad term encompassing such variables as race, gender, sexual orientation. Although attempts to incorporate diversity have begun, some of our members have quietly communicated that they perceive a disparity between our public message and our internal practice. Furthermore, some members feel strongly that intrinsic barriers and tensions within the organization are being concealed.



The poster features the Durham Regional Police logo at the top left, which includes a crown and a red maple leaf. To the right of the logo, the text "INTERNAL MEMBER FORUM" is written in white on a blue background. Below this, the words "DISCUSSION FOCUS" are written in black. The central graphic is a large speech bubble containing the text "DIVERSITY EQUITY & INCLUSION" in blue. At the bottom, the text "JOIN THE DISCUSSION" is written in large blue letters. Below this, it says "HOSTED BY THE OFFICE OF THE CHIEF OF POLICE" followed by "Chief Paul Martin, Deputy Chief Chris Fernandes and Chief Administrative Officer Stan MacLellan". A line of text asks for questions to be emailed to speakupdurham@drps.ca or printed and sent to S/Sgt Jeff Haskins. The bottom section contains the date and time: "MONDAY | 7-9 | REGIONAL HEADQUARTERS, ROOM LLC" and "APRIL 25, 2016 | P. M."

Diversity Advisory Committee

The Diversity Advisory Committee (DAC) has undergone a renewal process with the appointment of new co-chairs. The committee has established a new operating framework and is now focused on its membership growth and working to refine its mandate. The DAC is now building the framework to establish various consultative sub-committees to expand its membership and the ability of residents to provide input to the police on issues affecting their individual communities. The new DAC operating framework will begin to implement concrete measures and processes to address how diversity can institutionally be a resource for both business performance and effectiveness and for individual learning and development.

Speak Up Durham Event

The Diversity Advisory Committee recently commissioned a post event report relating to the Speak Up Durham Diversity Town Hall event in October 2015. This report was prepared by a consultant on behalf of the Diversity Advisory Committee. The report distills the event and the key themes arising from the question and answer component of the evening. The themes from the event are linked to the priorities established in our diversity strategic plans. A series of recommendations from the Diversity Advisory Committee have been included in the report that has been submitted to the Command Team for consideration.

Membership

The community composition of Regional Municipality of Durham is broad and diverse and it would appear as though the DAC committee representatives do not comprehensively reflect the demographic makeup of all our communities. It has been recommended that the DAC be expanded from the current (11) community members to eighteen (18) community members throughout 2016 and that the members be selected from communities that are unrepresented on the committee. The DAC has commenced a recruitment process with the objective of selecting and appointing ten (10) new DAC members by December 2016. A DAC member selection committee has been appointed.