



REPORT TO THE POLICE SERVICES BOARD

Author: Holly Britton

Date of Report: 6/27/2022

Type of Report: Public

Title: Positive Workplace Culture

RECOMMENDATION

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.

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 providing a clear mission, vision, and values for the organization. These are clearly articulated in every business plan and threaded through operational plans. Understanding that meaningful and strategic culture change takes years to foster, and positive collaboration from all stakeholders, the Service continues to improve communication and collaboration. As articulated at the Police Services Board offsite meeting in May 2022, the Corporate Communication Branch is creating a Communication Strategy for the Service. This also includes the work completed through the Strategic Commitment Teams flowing from the Equity and Inclusion 2020-2022 Plan. These teams are working across five themes, and meet quarterly at a minimum and updates are provided to the Board through the Equity and Inclusion reports. Currently, the EI Unit is working close with the Commitment Team Leaders to re-evaluate the action plans from the teams and continue moving forward.

Employee engagement and positive workplace culture is also related to providing a safe and respectful workplace. The Ombudsperson program was launched in February 2021 and is a confidential program to support members with dispute resolution. As of May 2022, 10 members have utilized the program.

Finally, members of the Respect in the Workplace Committee Service are part of the Provincial Working Group to Promote Respectful Workplaces in Policing. The Working Group is exploring shared ways to address cultural issues including workplace harassment and discrimination in policing environments.

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:

The Branch of Professional Responsibility, set up a portal with the Durham Regional Police Service (DRPA) as a communication tool in 2021. It provides electronic access to the Executive Officer who then distributes the questions or concerns to the appropriate branch leader for response. The Executive Officer monitors the portal to ensure timely responses are provided to the DRPA. Command members meet with DRPA representatives through requests from either party. 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 and the 2022 survey will be launched later this year. Comprehensive results and findings will be shared with the Board.

Report Approval Details

Document Title:	Positive Workplace Culture .docx
Attachments:	
Final Approval Date:	Jul 6, 2022

This report and all of its attachments were approved and signed as outlined below:

Stan MacLellan

A handwritten signature in black ink, appearing to be 'Stan MacLellan', with a stylized, somewhat abstract script.

Todd Rollauer