



## REPORT TO THE POLICE SERVICES BOARD

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Author: Holly Britton

Date of Report: 6/29/2022

Type of Report: Public

Title: Administration of Human Resources

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### RECOMMENDATION

#### 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.

### 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:

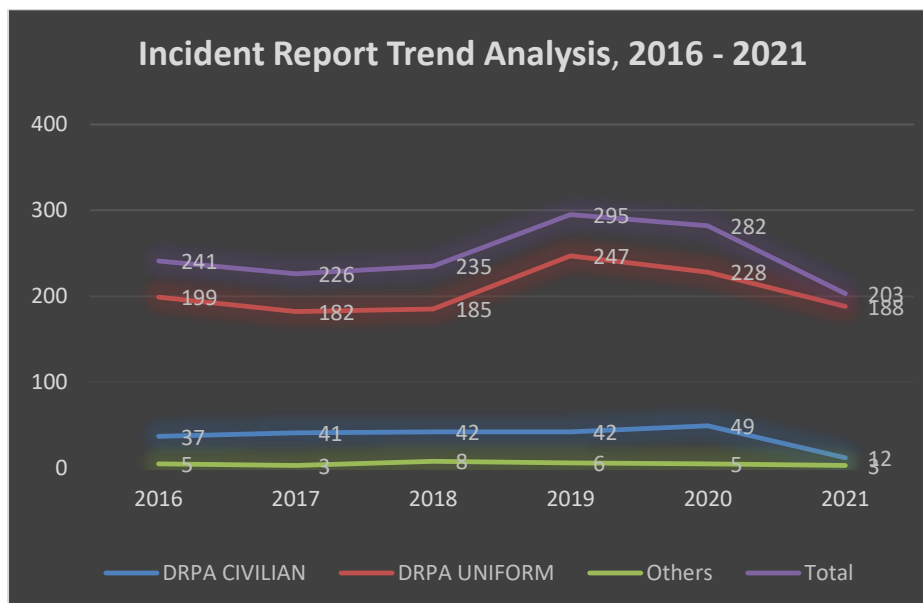
### Personnel Directives and Mandatory Training

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 206 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).

### 2020 and 2021 Occupational Injuries

The Service monitors the effectiveness of safety training is through the occurrence of occupational injuries. There were 213 occupational injuries reported in 2021 and 351 in 2020. Note, 20% of the 2020 incidents were related to COVID-19. The following graph and charts outline the trend analysis and types of incidents by classification. The 2020 and 2021 numbers exclude COVID-19 related incidents for the purpose of the five-year trend analysis chart. The 2021 injuries are also provided separately.



### 2021 Injuries On Duty

Incident type	Number of incidents	Percentage of incidents
COVID-19	10	4%
Occupational Stress Injury	30	14%
Struck Against or Contact With	21	10%
Slip, Trip or Fall	23	11%
Exposure	31	15%
Others*	98	46%
<b>Total</b>	<b>213</b>	<b>100%</b>

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

### 2021 Injury on Duty Classifications

Classification	Number of incidents	Percentage of incidents
Hazard Only	75	35%
Lost Time	60	28%
Health Care	62	29%
First Aid	5	43%
Reoccurrence	11	5%
<b>Total</b>	<b>213</b>	<b>100%</b>

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

In alignment with the 2020-2022 DRPS Equity and Inclusion Strategic Plan, Commitment #4 – Diversity Competent members, the Service provides training on Diversity, Equity, Inclusion, and Human Rights through various means, to the membership with the following:

- The Equity and Inclusion (EI) Unit supported the Intelligence Operation Section in creating and launching a mandatory Hate Crime E-Learning for the entire membership to complete on December 1, 2021.
- DRPS also continued its partnership with the Canadian Centre for Diversity and Inclusion (CCDI) providing webinars to DRPS members as a tool to support development of individual diversity/cultural competence. Members also attended the CCDI UnConference which focused on Inclusion, Diversity, Equity and Accessibility (IDEA) for all organizations and across industries.

From January to May 2022 the following occurred:

- DRPS has provided support to the Ontario Association of Chiefs of Police (OACP) in their development of their updated guide to assist members of police services to collaborate and work with 2SLGBTQ+ communities, to make community members feel safe. On March 1, 2022, the OACP released *Building Relationships: A Guide to Policing and 2SLBTQ+ Communities* and the EI Unit circulated this document to the entire membership. In addition, DRPS partnered with Serving with Pride, Toronto Police Service, Peel Regional Police Service, and York Regional Police, in hosting a discussion on how to serve the Trans and Gender Diverse Community to foster the systemic and cultural change needed for bias-free and trans-inclusive policing.
- In March, the EI Unit also partnered with the Canadian Police College (CPC) to offer 4 virtual KAIROS Blanket Exercise (KBE) sessions for members to learn about the history of Indigenous Peoples.
- On March 22nd, the Service made a commitment to provide Duty to Intervene Training to all Sworn members, through the ABLE (Active Bystandership for Law Enforcement) Program. As of April, DRPS has 23 sworn members trained as ABLE Instructors who will deliver this training program to all sworn members over the next two years, starting in the of Fall 2022.
- In June, the EI Unit shared with the Service the New Guide on Equity, Diversity, and Inclusion Terminology document released by the Government of Canada. This tool provides guidance regarding key terms and concepts related to equity, diversity, accessibility, and inclusion.

In addition to all these opportunities, the EI Unit has led the development of the DRPS Speaker Series that provides DRPS members the opportunity to attend, listen and learn from speakers on topics directly related to diversity, equity, inclusion, Anti-Racism, discrimination awareness and more. 6 installments have been delivered with various speakers. Over 400 participants have registered for the Speaker Series installments. The EI Unit regularly collects analytics on these events and programs and reports to the board biannually about participation rates.

### **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 administrator 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 administrated through the Health, Wellness and Safety Unit and the Disability Management Directive, HR-007. In 2021, there were 54 modified work assignments completed to provide temporary disability management and graduated return to work plans. The number of temporary work assignments from January 2022 to May 30, 2022 was 53. The number of permanently accommodated sworn members decreased to 36 in 2021 from 42 in 2020. The total number of permanently accommodated civilian members decreased to 19 in 2021 from 22 in 2020. 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 ETC 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 officers via an online conversation, a virtual online drive for saving, updated and access current material.

At the end of the course, an anonymous online survey was sent out to the 26 participants. The focus of the study was to collect data and feedback from the learner regarding course content, learning environment, delivery of content, and their overall satisfaction. A total of 15 participants (58%) responded to the survey and provided positive feedback in areas such as course duration, the material was current, appropriate, and valuable, the online platform was positively received as a learning tool, and course content was delivered affectively. As a result, 14 of the 15 members felt the ETC adequately prepared them to perform the duties of a coach officer and were overall happy with the training.

### **Career Development**

The Service's directive LT-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. In January 2022, the portfolio was transitioned from the Education and Training Centre (ETC) to People, Development and Learning. Traditionally, upon successful completion of a pre-approved learning opportunity, EdAP provided members with reimbursement of 75% of the cost. The program was thoroughly reviewed by the Executive Leadership Team to ensure it effectively supported members throughout their professional development journey. Recommendations were provided, which are currently being implemented by the Service.

In 2021, 20 members made application for the EdAP. All applicants who were approved and satisfactorily completed their courses received reimbursement in accordance with the directive.

The ETC in partnership with the Management Development Centre at Ontario Tech University (formerly 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 2021. Last year, 37 members completed the CPL course. The program was entirely online due to COVID-19 protocols. In 2022, the CPL course is tentatively scheduled for the fall. In addition to its position in our internal promotional processes, the CPL will also be granted one course equivalency (full elective) in the Faculty of Social Sciences and Humanities at Ontario Tech.

### **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

	2015	2016	2017	2018	2019	2020	2021	2022*
<b>RESIGNATIONS</b>								
SOA – Civilian SOA - Sworn	1			1 Sworn		1 Sworn	1 Sworn	1 Sworn
Uniform	9	10	18	12	13	18	9	7 +1CDT
Civilian FT / PT	2/12	5/8	3/8	1 / 7	6 / 12	11/14	5/15	6/2
Students	137	129	125	135	102	143	146	75
Subtotal	161	152	154	156	133	187	176	92
<b>RETIREMENTS</b>								
Chief							1	
Deputy Chief		1		1				
SOA – Civilian SOA - Sworn	5	9	1 Civ 2 Sworn	1 Civ 4 Sworn	2 Sworn	5 Sworn	3 CIV	1 Sworn 2 Civ
Uniform	24	27	43	24	24	31	23	12
Civilian FT / PT	12 FT	10/1	9 FT	12FT	9 FT	9FT	7FT	3 FT
Deceased	*1			1				
Subtotal	42	48	55	42	36	45	27	18
<b>TOTAL</b>	<b>203</b>	<b>200</b>	<b>209</b>	<b>198</b>	<b>169</b>	<b>232</b>	<b>203</b>	<b>110</b>

\*\*For 2022, the data gathered is from January 1, 2022 to May 31<sup>st</sup>, 2022

## Promotion

The Job Posting and Selection Process Directive (HR-04-002) sets out the process for sworn members interested in rank promotion. **From July 2021 to June 2022, three ranks were posted for promotion; Sergeant/Detective, Inspector and Superintendent.** The number of candidates who currently remain on the eligible for promotion list and those who have been promoted from **July 2021** to date are provided in the table below.

Rank	Promoted July 2021 to June 2022	Eligible for Promotion as of June 2022
Sergeant/ Detective	30	10
Staff Sergeant/ Detective Sergeant		
Inspector	3	



Superintendent	1	2
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. People, Development and Learning has received 8 requests to engage in secondary activities in 2021 and 9 requests to engage in secondary activities as of May 31<sup>st</sup>, 2022. In 2021, 37.5% of the requests were for real estate/mortgage, 25% for teaching and the remaining 37.5% included requests for volunteer activities and Multi-Level Marketing. In 2022, the 9 requests included volunteer activities, security, 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 People, Development and Learning Unit. The exit interview is a standard DRP form that asks each member twenty-one (21) questions. Quantitative exit interview results for 2021 and 2022 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, moving and securing employment closer to home and professional development (full-time opportunities outside of the Service).

2021	TOTAL	SOA UNI	SOA CIV	UNI	CIV FT	CIV PT	AUX
<b>Total</b>	<b>63</b>	<b>2</b>	<b>3</b>	<b>32</b>	<b>12</b>	<b>11</b>	<b>3</b>
<b>Resignation</b>	<b>29</b>	<b>1</b>	<b>0</b>	<b>9</b>	<b>5</b>	<b>11</b>	<b>3</b>
<b>Retirement</b>	<b>34</b>	<b>1</b>	<b>3</b>	<b>23</b>	<b>7</b>	<b>0</b>	<b>0</b>
<b>Exit Interview Completed</b>	<b>8</b>	<b>0</b>	<b>0</b>	<b>3</b>	<b>1</b>	<b>4</b>	<b>0</b>
<b>Declined</b>	<b>26</b>	<b>2</b>	<b>2</b>	<b>16</b>	<b>3</b>	<b>3</b>	<b>0</b>
<b>No Response</b>	<b>29</b>	<b>0</b>	<b>1</b>	<b>13</b>	<b>8</b>	<b>4</b>	<b>3</b>

2022	TOTAL	SOA UNI	SOA CIV	UNI	CIV FT	CIV PT	AUX
<b>Total</b>	<b>40</b>	<b>2</b>	<b>2</b>	<b>20</b>	<b>9</b>	<b>2</b>	<b>5</b>
<b>Resignation</b>	<b>22</b>	<b>1</b>	<b>0</b>	<b>8</b>	<b>6</b>	<b>2</b>	<b>5</b>
<b>Retirement</b>	<b>18</b>	<b>1</b>	<b>2</b>	<b>12</b>	<b>3</b>	<b>0</b>	<b>0</b>
<b>Exit Interview Completed</b>	<b>14</b>	<b>1</b>	<b>1</b>	<b>6</b>	<b>4</b>	<b>1</b>	<b>1</b>
<b>Declined</b>	<b>8</b>	<b>0</b>	<b>1</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>0</b>
<b>No Response</b>	<b>18</b>	<b>1</b>	<b>0</b>	<b>9</b>	<b>3</b>	<b>1</b>	<b>4</b>

\*2022 data as of May 31<sup>st</sup>, 2022

## **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. The Service is at a compliance rate of 78% for 2021 and was 85% for 2020. After one full year of members participating with the updated processes and forms, the People, Development and Learning Branch completed a tabletop exercise with members from across the Service for feedback and to seek opportunities for improvement. Feedback from the group is being reviewed by Executive Leadership before implementation.

## **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 2021, 18 new grievances were received, of which:

- Two were withdrawn
- Seven were settled
- Nine are in various stages of the conciliation/arbitration process

Historical grievance activity is as follows:

<b>YEAR</b>	<b>NEW GRIEVANCES</b>
<b>2014</b>	12
<b>2015</b>	13
<b>2016</b>	11
<b>2017</b>	15
<b>2018</b>	10
<b>2019</b>	12
<b>2020</b>	8
<b>2021</b>	18
<b>2022 (as of May 31<sup>st</sup>)</b>	6

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 6 grievances received as of May 31, 2022, two are regarding job postings, one is regarding termination and three include allegations against Code related grounds/ health and safety. There have not been any human rights applications filed against the Board/Service pertaining to employment as of May 31, 2022. The Service has not received any complaints of unfairness regarding the exit interview, secondary activity or performance management process as of May 31, 2022.

## Report Approval Details

Document Title:	Administration of Human Resources.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