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PEEL REGIONAL POLICE

CORPORATE RECRUITING AND DEVELOPMENT

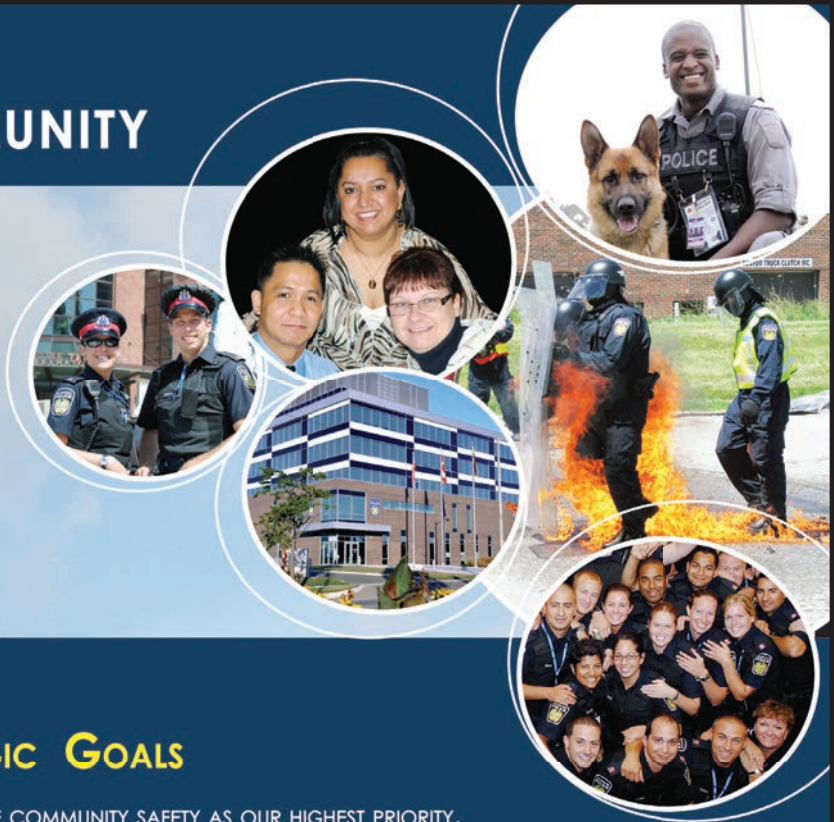
"POLICING IT'S MORE THAN YOU THINK..."

Equitable Access To Opportunity

Equal Opportunity Plan Results 2011



VISION A SAFER COMMUNITY



2011-2013 STRATEGIC GOALS

- ENHANCE & PROMOTE COMMUNITY SAFETY AS OUR HIGHEST PRIORITY.
- TO BE AN EMPLOYER OF CHOICE.
- STRENGTHEN EMPLOYEE & COMMUNITY COMMUNICATION & COLLABORATION.
- DELIVER QUALITY SERVICES ENSURING ACCOUNTABILITY & FISCAL RESPONSIBILITY.
- MANAGE SERVICE DELIVERY TO RESPOND TO GROWTH & CHANGING DEMOGRAPHICS.

VALUES

T RUST

REFLECTS BOTH THE TRUST WE HOPE TO INSTILL IN THE PEOPLE WE SERVE AS WELL AS THE TRUST WE MUST HAVE IN EACH OTHER TO PERFORM EFFECTIVELY. IT IS SOMETHING WHICH MUST BE EARNED AND CANNOT BE TAKEN FOR GRANTED.

R ESPECT

FOR THE DIGNITY AND RIGHTS OF ALL OTHERS.

U NDERSTANDING

OF THE LAW AS WELL AS THE DIFFERENT CHALLENGES FACED BY INDIVIDUALS IN THEIR DAY-TO-DAY LIVES.

S AFETY

PROTECTION OF THE PEOPLE IN OUR COMMUNITY, THEIR PROPERTY, OURSELVES AND OUR FELLOW OFFICERS.

T RANSPARENCY

IN ALL OUR PRACTICES, BELIEFS AND ACTIONS.

MISSION

AS AN ORGANIZATION OF HIGHLY-SKILLED AND DEDICATED PROFESSIONALS, PEEL REGIONAL POLICE, WORKING TOGETHER WITH OUR COMMUNITY, CONTRIBUTES TO A SAFE ENVIRONMENT IN WHICH TO LIVE, WORK AND VISIT.



Working It Out Together

TABLE OF CONTENTS

1	EQUAL OPPORTUNITY PLAN	1
	Community Representation Data	2
	Language Profile – Community & Police Service	2
2	STATISTICS – UNIFORM REPORTING	3
	Applicant Data – Uniform (Recruit Constable & Cadet)	3
	Applicant Testing Results – Uniform (Recruit Constable & Cadet)	4
	New Hire Statistics – Uniform (Recruit Constable).....	4
	Transfers & Promotions – Uniform (Includes Cadets)	5
	Attrition – Uniform	5
	Composition Profile – Uniform (Includes Cadets).....	6
3	STATISTICS – CIVILIAN REPORTING	9
	Applicant Data – Civilian	9
	Composition Profile – Civilian	9
	New Hire Statistics – Civilian	10
	Job Posting Activity – Civilian.....	10
	Transfers / Status Change Activity – Civilian	11
	Promotions – Civilian	11
	Attrition – Civilian	11
4	POSITIVE MEASURE RESULTS	13
	Uniform Recruiting Strategies	14
	Uniform Outreach Recruitment	17
	Civilian Outreach Recruitment.....	17
	Learning & Development	18
5	BARRIER ELIMINATION RESULTS	23
	Elimination Of Non-Essential Job Qualifications.....	23
	Educational Training For Employees On Race Relations, Diversity & Human Rights	24
	Assessment Of Educational Qualification, Training & Experience Acquired Outside Canada	24
	Accommodating The Needs Of Persons With A Disability.....	25
	Assisting Members In Addressing Family Issues	26
6	SUMMARY	27





EQUAL OPPORTUNITY PLAN

The annual Equal Opportunity Plan Report documents continued commitment in support of the Regional Municipality of Peel Police Services Board's pledge to maintain a workplace free of direct or systemic discrimination. Initially adopted in 1996, the established resolution demands ongoing development, implementation and assessment of programs intended to ensure equal access to employment opportunities and the equitability of internal human resource processes.

Cognizant of the need to develop a plan in accordance with the Special Program guidelines, the Peel Police Services Board requested Special Program Status for the collection of workplace data. On June 7, 1996 subsequent to a review of the Equal Opportunity Plan, the Ontario Human Rights Commission provided a written response to Peel Regional Police in which Commission staff advised **"such a program would not infringe the rights accorded in Part 1 of the Code"**.

Over the past eleven years, there has been little deviation from the initial plan. The listed principles continue to form the foundation under which information is collected and in turn measured and assessed.

1. The recommended Statement of Principles as issued in 1996 for Ontario Police Services by the then Ministry of the Solicitor General and Correctional Services, is:

This police service believes effective workplace policies and practices are founded on the merit principle – selecting the best person for the job. This police service supports a fair and inclusive workplace in which all employees and applicants have an opportunity to fulfill their potential; in which barriers to achievement are identified and removed and prevented; and in which, as provided in the ONTARIO HUMAN RIGHTS CODE, every person has a right to equal treatment with respect to employment without discrimination.

Accordingly, the Regional Municipality of Peel Police Services Board and the Peel Regional Police Service affirm their support for, and adherence to, the following principles:

- Merit being the basis of hiring and promoting, and other employment practices of this Police Service, which allows individuals to be judged on their abilities.
- Taking the necessary steps to eliminate barriers to equal opportunity, including systemic barriers, and to prevent new ones from being established.
- Taking the necessary steps to eliminate discrimination and harassment by effectively preventing it, and responding to it in a manner consistent with zero tolerance.
- Providing employment accommodation in accordance with the **ONTARIO HUMAN RIGHTS CODE**.

2. Statistical tracking of workforce information collected through a voluntary self-identification survey process for existing employees and applicants entering and progressing through the employment process. The program identifies four prescribed groups: aboriginals, racialized (visibly diverse) persons, persons with disabilities, and women.
3. Positive measures related to outreach recruitment, pre-employment counseling and internship programs, career development programs, guidance and support programs, and civilianization.
4. Barrier elimination initiatives related to barrier-free employment policies and practices, educational training on race relations, diversity and human rights, elimination of discrimination and harassment in the workplace, assistance for employees in addressing family issues, and accommodating persons with a disability.

COMMUNITY REPRESENTATION DATA

The Peel Regional Police, Human Resources Bureau, strives to recruit and always select the best person for the job while endeavouring to have staff be reflective of the community it serves. The staggered release of relevant 2011 Census data requires that many community statistical reference points be tied to 2006 Census information. In 2006 visibly diverse persons accounted for over 50% of the population in the Region of Peel, half of which were persons of South Asian heritage. By way of comparison, on a Provincial level visibly diverse persons, in 2006, represented 22.8% of the population.

Available 2011 Census information indicates that while the Provincial population increased by 5.7%, Brampton’s population grew by 20.8% from 2006 to 2011 while Mississauga residency increased by 6.7% during the same period of time. The expectation is that in relative terms many of the new residents are visibly diverse persons.

LANGUAGE PROFILE – COMMUNITY & POLICE SERVICE

The Region of Peel is a linguistically diverse community. It is anticipated that that fact will be highlighted, yet again, by data collected during the 2011 Census related to family structure and language. Details of which are scheduled to be released in September and October of 2012, respectively.

Census Bureau statistics, 2006, indicate that 46.5% of the Regional population reported their mother tongue to be one other than the official languages of Canada. At that time, beyond English, the top three languages spoken at home in Mississauga were Chinese, Urdu and Polish; in Brampton, they were Punjabi, Urdu and Spanish; and in Caledon, Italian, Polish and Spanish were most commonly spoken in the home.

The internal collection of Organizational information for 2011 identified members of Peel Regional Police to be conversant in 47 languages other than English. A statistic indicative of efforts being made to attract and employ persons representative of the diverse community that we serve. A total of 673 employees identified themselves as being multilingual, a drop from the 757 listed in the 2010 report. The 11% reduction is related to an audit by Human Resources requiring that members declare that the level of fluency maintained was reflective of an ability to translate during emergent situations.

The language skills audit, like all other routine internal audits, sought to validate statistical data and provide meaningful context.

LANGUAGE PROFILE – 2011			
Number of Languages Spoken *	Number of Members	Number of Auxiliary	Total
One Language	535	22	557
Two Languages	112	10	122
Three or Four Languages	26	4	30
TOTAL	673	36	709

* Other than English

2

STATISTICS UNIFORM REPORTING

APPLICANT DATA – UNIFORM (Recruit Constable & Cadet)

During the early part of 2010, further to consultation with the Finance and Planning Bureau along with Staff Operations, Corporate Recruiting and Development forecasted a need to hire 70 new Uniformed Officers for the year. To fill the anticipated vacancies Peel Regional Police accepted 2,222 applications for entry level testing from individuals interested in Cadet and Recruit Constable positions. A decrease of 52% in comparison to the number of applications accepted in 2010.

UNIFORM* APPLICANTS				
YEAR	2011	2010	2009	2008
Number of Applicants	2,222	4,198	8,695	6,326

* Includes – Recruit Constables & Cadets

As established in 2010, the decrease in applications received continues to be a calculated decision to maintain a realistic co-relation between the number of applicants being tested and the number of employment positions actually available. The focus remains, identifying, assessing and processing the most competitive candidates rather than seeking to attract a large pool of applicants in hopes that some worthy candidates will be amongst them. The established policy of limiting the number of test spots available and in demanding timely registration, intended to weed out unmotivated applicants, has continued to achieve the desired effect. Although changes resulted in fewer applications, the rate of registrants actually attending for testing has, at 64% (1435 persons), remained consistent with the improved 2010 results. In 2009 approximately 29% of persons who registered for testing actually attended, while in 2010, after implementing a change in process, 63% of those who registered, attended testing as scheduled.

Recruiting a pool of competitive applicants representative of our local community remains a focused yet challenging priority. Acting on recommendations stemming from the Terra Nova Community Recruiting Workshop, throughout 2011 outreach efforts have been designed with an end to educate and inform diverse communities that a career in policing is a worthwhile and honourable endeavour. Aggressive recruitment drives have been expanded to include target specific communities supported by advertising campaign initiatives geared to attracting both racialized persons and female applicants.

To ensure that long term goals are met, the Recruiting Bureau’s Outreach Unit, comprised of two Officers assigned on a full time basis, was tasked with comprehensively assessing the value of the Unit’s efforts. Documented in the “Outreach Initiative Review and Research Report”, the assignment identified suggested best practices, serving to form the basis of the outreach strategy for the Bureau going forward.

Beyond all of the efforts undertaken by the Bureau, recruiting remains the responsibility of the entire Organization, with noteworthy concerted efforts being made by the Diversity Relations Bureau and the Neighbourhood Policing Units along with Corporate Communications. All of which assist in the effort to reach out to recruit prospective candidates of every community.

Evolving changes in applicant profile demographics point to a measure of success, suggesting that initiatives undertaken are increasingly reaching our entire community. Although inroads have been made, solidifying gains is essential. The need for ongoing efforts to attract segments of the community traditionally underrepresented in Policing remains necessary in order to achieve the stated end that staff be representative of the community.

APPLICANT TESTING RESULTS – UNIFORM (Recruit Constable & Cadet)

The base line testing process for Uniform Recruit Constable applicants has been reviewed and a recommendation for change has been forwarded to the Chief's Management Group for consideration. If accepted, the change would take effect in late 2012. During 2011, the application process remained unchanged. Before being allowed to submit an application for employment, candidates must successfully complete three initial tests: an analytical reasoning test; a cognitive recognition intellectual test; and a physical abilities test. Candidates must pass each test before being allowed to continue on to the next test. A failure on any of the three tests disqualifies the candidate from submitting an application for employment. Everyone who is disqualified must wait a period of six months before retesting, at which point he or she must undergo the testing in its entirety, once again.

In 2011, the number of registrants that attended their scheduled test date remained consistent, at 64%, with the improved trend established in 2010. More than double the historical attendance rate of 29% achieved in 2009. The increase in the percentage of registered, motivated applicants attending was expected to positively impact the testing success rate. The change, when initially implemented, resulted in a marginal improvement in the success rate, equivalent to 1.5% in 2010 as compared to 2009. The hope was that given that change was implemented late in the year, noteworthy statistical improvement would not manifest itself until 2011. Statistical results from 2011 demonstrated the hypothesis to be correct with 68% of persons being tested able to pass. A percentage increase of over 16%, revealing that a pool of highly qualified applicants continues to exist, and that the hiring process remains very competitive.

Of the 1435 applicants who attended for testing in 2011, 41% identified themselves as "racialized persons". In total, of those tested in 2011, 987 applicants (68%) passed all three tests.

In the latter part of 2010, the Staff Sergeant assigned to the Recruiting Bureau was tasked with reviewing the entire Uniform selection process. The end goal, in part, was to validate the process and to reaffirm that no implicit or systemic discriminatory barriers exist in the hiring process that might negatively impact applicants from diverse communities. Received in 2011, although process changes were recommended, the report revealed the selection process to be inherently free of bias.

NEW HIRE STATISTICS – UNIFORM (Recruit Constable)

The 2010 attrition rate, a noteworthy drop from previous years, remained stable in 2011 at an equally low rate of 2%. With organizational employment numbers consistently near the authorized complement level, Uniform hires were reduced further, from a total of 98 in 2010 to 70 in 2011. A decline of 28%. Yet despite limited opportunities, the number of visibly diverse Uniform Officers hired increased from 16.3% in 2010 to 35.7% in 2011. A statistic indicative in our efforts to attract diverse applicants that are competitive employment candidates.

A number of initiatives undertaken in late 2010, have made possible, in 2011, a concerted effort to increase the pool of competitive female and visibly diverse persons for consideration. The aftereffect of which, logically, impacts our ability to hire to reflect the community. Significant changes have been made to the variety of outreach venues and advertising campaigns in an effort to welcome and attract diverse applicants. One of these changes involved an emphasis on marketing policing as a career beyond the prospective applicant to include their family. To recruit communities rather than individuals by highlighting the significant work accomplished by police, the high level of job satisfaction, and the significant compensation and benefit plan offered to Police Officers.

To that end, information outreach sessions and strategic advertising campaigns are being developed to target specific communities. Supported by the attendance of culturally diverse serving Officers able to share their experiences, events held to date have attracted favourable attention.

NEW HIRES UNIFORM PROFILE – 2009 – 2011										
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	Total
2011	0	0.0%	25	35.7%	0	0.0%	12	17.1%	58	70
2010	2	2.0%	16	16.3%	0	0.0%	24	24.5%	74	98
2009	2	1.5%	29	21.2%	1	0.7%	28	20.4%	109	137

TRANSFERS & PROMOTIONS – UNIFORM (Includes Cadets)

In assisting the Organization to address succession planning needs, temporary and permanent transfers continued to provide employees with the opportunity for personal and professional growth. Given the constraints of fiscal responsibility obligations, transfer opportunities decreased by 9% in 2011, from 1844 to 1677. Similarly, given that opportunities for promotion in rank are necessarily dependent on actual and immediate need, in 2011 there was a drop of 40.3% from 196 in 2010 to 79 Uniform promotions. (This statistic represents not only promotion in rank but also in constable classification.)

ATTRITION – UNIFORM

At 2.01%, the 2011 attrition rate, which includes retirements and resignations of Uniform members, remained consistent with the low achieved in 2010. A noteworthy difference as compared to the 3.56% attrition rate recorded in 2009. Of greatest significance is the decline in the number of Officers leaving Peel for employment with other Police Services. In 2009 the number was 36 while in 2010 and 2011; the respective totals were 9 and 8. It is acknowledged that the decline in employment opportunities with other Services, brought on by economic factors, impacts our attrition rate. That said, organizational improvements and continued commitment to maintaining a supportive work environment should not be discounted. The overall goal of the Organization to be a “member focused workplace”, is a significant factor influencing the improvement in the attrition rate.

ATTRITION SUMMARY 2009 – 2011			
	2011	2010	2009
Retirees / Voluntary	21	20	19
Other Police Services / Voluntary	8	9	36
Alternate Careers / Terminated	11	11	13
Deceased	1	2	0
Returned To School	1	1	1
Total	42	43	69

COMPOSITION PROFILE – UNIFORM (Includes Cadets)

• **UNDER-REPRESENTED SEGMENTS OF THE COMMUNITY**

The Peel Regional Police remains committed to offering equitable Uniform employment opportunities to women and visibly diverse members of our community, segments of society that traditionally are under-represented as Police Officers. Twelve of the 70 Uniform hires in 2011 were female. Although that amount, slightly over 17%, is consistent with provincial and national success rates, 18.4 and 19.6 respectively, it nonetheless represents a percentage decline from the improved success achieved by Peel in 2010. Although there are no obvious factors that account for the decline, the change reinforces the need to continually develop, refine and deliver programs that ensure we attract a sufficient pool of applicants from which a suitable number of competitive candidates can be selected.

Conversely, 2011 marked a significant increase in the percentage of hires that were representative of visibly diverse communities. Twenty-five of the 70 Officers hired in 2011 were visibly diverse. That number, representing 35.71% of the total hired, is double the percentage, at 16.3%, of those hired in 2010. The belief is that outreach efforts designed to recruit qualified competitive applicants from reluctant communities have begun to succeed. The challenge now is to maintain the gains achieved and move towards sustainable continued improvement in establishing a broad diverse pool of worthy candidates reflective of every community.

The employee composition profile for 2011 remains relatively unchanged from that of 2010, with a slight increase in uniform authorized complement from 1,961 in 2010 to 1,989 in 2011. Despite the fact that over 35% of Police Officers hired in 2011 were visibly diverse, the added success translated into only a 1% overall Organizational complement increase of racialized Officers. That fact highlights the need to measure gains, at least at this point, by statistics related to hiring rather than Organizational composition.

Corporate Recruiting and Development continues to work with Corporate Communications, the Neighbourhood Policing Units and the Diversity Relations Bureau to attract, welcome and provide information in an effort to recruit diverse members of the community.

POLICE OFFICER GENDER - 2011					
PROVINCE / TERRITORY	MALE		FEMALE		TOTAL
	Number	%	Number	%	
Ontario	21,539	82.0%	4,848	18.4%	26,387
Canada	55,883	80.4%	13,605	19.6%	69,438

COMPOSITION PROFILE – UNIFORM POSITION CATEGORY – 2011										
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	Total
Senior Officers	1	1.7%	3	5.1%	0	0.0%	7	11.7%	53	60
D/Sergeant / S/Sergeant	0	0.0%	7	8.5%	2	2.4%	5	6.1%	77	82
Detective / Sergeant	1	0.4%	23	8.6%	0	0.0%	32	11.9%	237	269
Constable	15	1.0%	239	15.4%	9	0.6%	289	18.7%	1,260	1,549
Cadet	0	0.0%	10	34.5%	0	0.0%	3	10.3%	26	29
Uniform Total	17	0.9%	282	14.2%	11	0.6%	336	16.9%	1,653	1,989





3

STATISTICS

CIVILIAN REPORTING

APPLICANT DATA – CIVILIAN

In 2011, the Peel Regional Police received 4,700 civilian employment applications on-line, a drop of 18% from the 5,739 applications received in 2010. The decrease is not attributable to any particular factor nor is it indicative of a concern.

Equal opportunity related statistics are dependent on voluntary self-reporting. In seeking to improve the response rate, a change implemented in 2009 resulted in an unprecedented 100% return rate in 2010, for the Equal Opportunity survey. The trend continued into 2011 with the response rate once again being 100%. That said there were a number of applicants who, as is their prerogative, failed to complete the survey in its entirety, resulting in incomplete data sets for purposes of reporting and analysis.

The percentage of applicants from the prescribed groups, females: persons with disabilities and persons who identify themselves as racialized, has remained relatively consistent over the past 3 years. Female candidates continue to account for approximately 60% of applicants for civilian positions while persons with disabilities and racialized persons account for 1.5% and 21%, respectively, on average.

Increasing the number of applicants, from the designated groups as a whole, to be considered for employment remains a strategic goal for Corporate Recruiting and Development. Unfortunately, regardless of the substantial interest from external applicants in civilian employment, beyond limited occasional increase to civilian complement, opportunities are directly tied to an attrition rate of less than 3%.

COMPOSITION PROFILE – CIVILIAN

Composition statistics reflect the makeup of the Police Service captured on a given date. Representation of designated group members at various levels is dependent upon and must be interpreted within context of various factors, including:

- **The degree of representation of designated group members at the beginning of the year;**
- **The number of hiring, status/transfers and promotional opportunities throughout the year;**
- **The number of designated group members leaving by the end of the year.**

NEW HIRE STATISTICS – CIVILIAN

In 2011, 142 “new hires” began civilian employment with the Peel Regional Police. Only 8 of those persons secured a permanent position with the Organization and the remaining 134 persons, were hired for completion of various temporary assignments, including communications, records, co-op students, the YIPI program along with communication intercept monitors.

Statistical data related to civilian employment with the Peel Regional Police must be explained beyond the numbers to ensure meaningful context. Numbers related to equitable opportunity are often skewed by needs related to police investigations, especially as it relates to occurrences involving electronic interception of communications. The nature of such investigations often requires that temporary hires possess language skills related to a specific ethnic or racial background. As such, statistical fluctuation from year to year that appear favourable, can relate more to Police enforcement than they do to Police hiring practices. This is, once again, evident in the included chart related to “new hires” in 2011. Although based on statistical data, racialized persons represent over 50% of civilian hires, this is not truly indicative of improved community representation success. A good portion of those persons would have been hired temporarily, for reasons noted, as “wiretap” monitors.

JOB POSTING ACTIVITY – CIVILIAN

In keeping with the Organization’s policy, and in accordance with the Collective Agreement, civilian job vacancy opportunities, amounting to three months in duration or more are posted internally and made available to qualified candidates before external applicants are considered. The Organization continues to experience a very high internal hiring success rate. A total of 177 civilian vacancies were posted in 2011, with 92% of the full-time opportunities filled by internal candidates. This included 18 promotional opportunities for civilian employees.

Regular internal review of the job competition selection process has served to reaffirm the system to be both objective and credible. In the past 5 years, 8 grievances challenging the outcome of a particular civilian job selection process have been received. Of those, 4 were withdrawn, 2 were resolved through alternate resolution and 1 was declined. One other remains active.

CIVILIAN JOB POSTING ACTIVITY					
YEAR	Total Number Of Posted Vacancies *	Number Of Full-Time Posted Vacancies	Internal Full-Time Hiring Rate	Number Of Part-Time & Temporary Posted Vacancies	Internal Part-Time & Temporary Hiring Rate
2011	177	63	92.1%	114	54.4%
2010	168	75	85.3%	93	67.7%
2009	185	73	89.0%	112	46.4%
2008	209	131	92.4%	78	52.6%

* Excludes Cancelled Posting – Includes Internal & External Vacancies

TRANSFER / STATUS CHANGE ACTIVITY – CIVILIAN

There were 39 civilian members who acquired permanent status (part or full-time) with the Peel Regional Police in 2011; 3 were representative of racialized persons, while 30 of the 39 members were females. Four civilian employees secured positions as Recruit-Constables. These statistics serve to demonstrate that in providing both part-time and temporary employment opportunities, the Organization can develop potential full time staff and further, they are indicative of the legitimacy and level of responsibility of the temporary positions. Temporary employment remains a viable route for persons to secure full-time civilian and uniform employment.

The Cadet Program, with an authorized complement of 30, provides an excellent opportunity for a young person to become familiar with the Peel Regional Police. In being provided a 30 month civilian employment contract, the program exposes them to the Organization and the world of Policing. The Cadets provide valuable assistance to the various bureaux to which they are assigned, while they gain valuable experience and exposure to different segments of the organization, making them excellent candidates as Recruit Constables. In 2011, 12 of the organization's complement of 30 cadets were hired as Recruit Constables.

In addition to the 12 Cadets who advanced, 4 civilian employees and 2 Auxiliry Officers secured Recruit-Constable positions in 2011.

Concerted, and successful, efforts have been made to recruit persons for the Cadet program from our local community. As a natural consequence over 45% of the Cadets hired in 2011 are visibly diverse.

PROMOTIONS – CIVILIAN

In 2011, the year over year pattern of increased civilian promotional opportunities ended. The decline to 18 from a high of 27 promotion opportunities in 2010 represents a drop of approximately 33.3%. Once again, this statistic is not the result of any Organizational issue of concern. Instead it is directly tied to fluctuating need, attrition and an acceptance of required austerity. Persons who successfully attained promotion within the civilian ranks were representative of two of the four designated groups. Females accounted for 50% of promotions while persons who identify themselves as racialized secured 22.2% of available promotions.

ATTRITION – CIVILIAN

Civilian attrition arising from both resignations and retirements in 2011 remained low at 2.93%. Although this is an increase of 1.33% from 2010, it is indicative of nothing other than cyclical workforce dynamics. The rate was 3.48% in 2009 and 1.11% in 2008. There were 25 civilian members who left the Service in 2011, 13 retired, 3 transferred to uniform positions, 1 deceased and the remaining 8 left for alternate employment or personal/family reasons.

TOTAL PROMOTIONS – CIVILIAN POSITION CATEGORY 2011										
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	TOTAL
Managers / Directors / Senior Admin	0	0.0%	0	0.0%	0	0.0%	0	0.0%	2	2
Grades 7, 8, 9 & 10	0	0.0%	4	40.0%	0	0.0%	5	50.0%	5	10
Grades 4, 5 & 6	0	0.0%	0	0.0%	0	0.0%	4	66.7%	2	6
Grades 1, 2 & 3	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0
CIVILIAN TOTAL	0	0.0%	4	22.2%	0	0.0%	9	50.0%	9	18



4

POSITIVE MEASURE RESULTS

The development and continued refinement of initiatives and positive measures directed at improving success in recruitment and employee retention remains an ongoing process. In 2011 the Organization undertook a review and assessment of outreach and selection systems with an end to reaffirm the viability of existing and directed strategies. The results will assist in establishing a plan for future improvement while complementing programs and efforts currently administered to recruit and retain achievement oriented employees from within our community.

Positive measures achieved throughout 2011 include:

- **A commitment to act on recommendations stemming from the workshop, held in 2010 and facilitated by Terra Nova, aimed at identifying barriers to the recruitment of Police Officers from diverse and recent immigrant communities.**
- **The immediate implementation of some of the improvements suggested by the workshop participants, including the change in venue of "Recruit Information Sessions" to a community setting rather than Police facilities.**
- **A comprehensive review and comparative analysis of outreach recruitment strategies employed by varied public and private sector agencies with an aim to establish best practices.**
- **The scrutiny of our Uniform hiring and selection process with an end to reaffirm inherent fairness and/or identify and eliminate specific or systematic bias.**
- **Focused efforts to recruit competitive, viable female candidates, including: hosting two sessions of the "Women in Policing" information and recruiting seminars ("Aspiring Women-Inspiring Change"); production of a Police Show session entitled "Women in Policing"; and participation in a Joint Services, full day, information session limited to women.**
- **Committee directed advancement of the Employee Support and Development Plan introduced in 2010.**
- **Offering individual mentoring sessions for applicants and their families.**

- **Focused recruitment events targeting under-represented communities.**
- **Improving the transparency of the uniform transfer process through standardization and refinement of the job posting process.**
- **Continued development of a Competency Based Management System (CBM) for both uniform and civilian positions.**
- **Continued delivery of the People Management Course for all Uniform Supervisors and Civilian Acting Supervisors.**
- **Continued delivery of “Lunch & Learn” sessions focused on issues requested by members.**
- **Introduction of the “Civilian Policing Series”, providing half day interactive information sessions to civilian employees affording an inside look into various Bureaux within the Organization including, Polygraph, Forensic Identification, Homicide, Central Breath and Major Collision.**
- **The expansion of the Chaplaincy Program to better serve employees and welcome community participation, additionally, from both the Muslim and Christian faiths.**
- **The introduction, in August of 2011, of the position of Manager, Labour Relations with the stated purpose of assisting to effectively manage human rights and harassment complaints, ensuring a bias-free work environment.**

The highlighted initiatives represent but a few of the Organization’s efforts to succeed in its pledge to listen to community input, seek to recruit the best possible candidates and respond to members’ needs, improve job satisfaction, work performance and ultimately service delivery.

UNIFORM RECRUITING STRATEGIES

- **UNIFORM RECRUITING BUREAU COMPOSITION**

The Uniform Recruiting Bureau, as a Unit within Corporate Recruiting and Development, is comprised of 10 Officers; 8 of which are recruit investigators while 2 are assigned, exclusively, as outreach Officers. During 2011 the Bureau, given a reduced need, operated with 7 recruit investigators, one below authorized complement. Assigned personnel are augmented, for specific outreach events, by Officers of varied heritage from throughout the Organization. Having serving Officers, often with unique language skills, participate in community recruiting information events, and share personal experiences, helps dispel myths and misconceptions about Policing.

All recruiting Officers have undertaken training specific to their recruitment role. They have completed, amongst other courses, “Behavioural Interview Training” with a contracted psychologist. The rotating shift schedule of “days” and “afternoons” and “weekends” provides flexibility for applicants and Officers to attend for interviews, testing, information sessions and outreach events. Several members of the Recruiting Bureau are Diversity Bureau mentors and continue to provide guidance, coaching and advice to new and existing members of the Organization.

• **NEW HIRES & DESIGNATED GROUPS**

In 2010, with support and funding from the Police Services Board, the Recruiting Bureau coordinated a workshop, facilitated by Terra Nova, aimed at identifying barriers to the recruitment of Police Officers from diverse and recent immigrant communities. The demand for 2011 was that we as an Organization critically assess the information provided to us by the community and implement change.

Acting on recommendations flowing from the workshop, Corporate Recruiting and Development prepared an "Outreach Initiative Review and Research Report". The detailed comparative review of recruitment programs in both the public and private sector presented a focused blueprint for the future. With the support of the Chief's Management Group the purposed direction is twofold: design and develop programs directed at local youth thereby ensuring we attract high quality, achievement oriented, and mature future applicants that are as a natural consequence, reflective of our community. Secondly, address our immediate need to attract more women and visibly diverse competitive employment candidates through focused, expansive, and well-publicized events.

The first in an intended series of targeted community events was held in May of 2011. The South Asian Information Police Recruiting session held at Chinguacousy Secondary School in Brampton attracted approximately 600 attendees. The South Asian media supported the event by providing free publicity. This collaborative event allowed serving Peel Regional Police Officers, fluent in a variety of South Asian languages, the opportunity to share their experiences and answer questions from family, elders and potential applicants.



PATHWAYS FOR WOMEN IN POLICING

Are you curious about what a career in policing entails? Attend an interactive information session.

Royal Canadian Mounted Police in partnership with: Hamilton Police, Niagara Regional Police, Peel Regional Police and Ontario Provincial Police are inviting women to attend a recruitment symposium on:

Saturday, June 4th, 2011

Advance Registration Required

Please provide full name, email and contact number when registering, and indicate your session of choice.

Register via email: rcmp_recruiting@rcmp-grc.gc.ca

Session # 1: **8:30am-12:00 Noon**

Session # 2: **12:30pm-4:00pm**

LOCATION:

RCMP Hamilton/Niagara Detachment (Formerly known as Stoney Creek City Hall)

777 Highway 8

Stoney Creek, Ontario

Registrants must possess minimum eligibility criteria as follows:

- 18 years of age
- Clear Criminal Record
- Good moral character and habits
- Canadian Citizen or Permanent Resident
- Class G Drivers License (in good standing)
- Grade 12 Ontario Secondary School Diploma or Equivalent

Note: PREP and PARE Equipment Available for Practice
Participants should come dressed in Fitness Attire. No change facilities on site!
(i.e. running shoes, and appropriate fitness clothing)



• **WOMEN IN POLICING**

Building on an initiative undertaken by Peel Police in 2010, and in turn embraced by other Police Services in southern Ontario, the recruiting efforts focused on attracting more women to consider a career in Policing took on a Joint Services co-operative approach. Information sessions, led alternatively by several Services, included presentations by serving female Police Officers of various ranks. Discussed was information regarding the Police Officer position, the candidate selection process, and the benefits of policing as a career choice. The end goal was to dispel the 'myths' and confirm the realities by allowing attendees the opportunity to ask questions directly of serving Officers in both a public forum and, thereafter, in a more private setting.

Beyond seeking to attract competitive female candidates to the information sessions the ultimate goal for our Recruiters was to attract the best candidates in attendance to consider employment with the Peel Regional Police.

- **ADVERTISING**

The Uniform Recruiting Bureau works in partnership with Executive Administration and Corporate Communications to continually evaluate advertising campaigns. In assessing purpose, value and need, decisions adhere to an obligation of fiscal responsibility.

Internally, every division and community station has recruiting information available for prospective applicants and the Service website is updated regularly to ensure it is a "user-friendly" and comprehensive means to provide the necessary information for applicants to learn about the organization.

To ensure consistency with the strategic aim of attracting applicants from the segments of society traditionally underrepresented in policing, efforts are made to include diverse officers and civilians from within the organization in promotional materials. The traditional venues used to promote the Service, which have included billboards, television, kiosks, buses and shopping mall displays have been reduced. Greater consideration has been given to incorporating websites with wide distribution into our advertising strategy, especially those linked to diverse communities and young people.

In advertising locally we endeavour to be supportive of local media outlets and publications. The mutually respectful relationship established has allowed us to benefit by turning public interest stories into promotional advertising. By way of example, the South Asian recruitment information night held in Brampton in May of 2011, because it was seen as a community interest piece, was advertised free of charge in the South Asian audio, video and print media. Ultimately the story was picked up by CBC Radio International, at no cost to the Organization.



- **CADET PROGRAM**

The re-introduction of the Cadet program, in 2006, has been of great benefit to both the Organization and the Community. Beyond providing employment opportunities for young persons contemplating a career in Policing, the program has proven itself to be a valuable applicant pool from which Recruit-Constables can be drawn. In 2011, 12 serving Cadets were successful in securing Recruit-Constable positions.

During their 30 month employment contract, Cadets are placed, for a period of 6 months, in 4 different areas of the Organization. Assisting in varied responsibilities, from administrative to operational, Cadets are able to decide whether or not Policing is their career of choice while the Organization is able to confirm whether or not the Cadet is a suitable candidate for Recruit-Constable.

Of late, there has been a concerted effort to recruit Cadets from the local community. As such, persons hired tend to reflect the population of Peel Region. Almost half (45%) of the Cadets hired characterize themselves as racialized. All but 3 of the new Cadets were raised in the Greater Toronto area. Nine of those grew up in Peel. That said, hiring remains merit-based and as a result Cadets hired in 2011 also included persons from Collingwood, Orangeville and Burlington.

UNIFORM OUTREACH RECRUITMENT

In 2011, the Outreach Unit (Uniform) focused on recruitment within the Greater Toronto Area. Officers attended 228 events, a decrease from the 312 events attended in 2010. Participation was limited to priority events to allow for sufficient time for assigned Officers to review and research outreach strategies. Events attended include job/employment fairs; career fairs; community festivals/functions; sporting events (Diversity Cup basketball tournament); presentations at Colleges, Universities and local high schools; presentations in support of community groups. Officers, staffing recruiting booths, were in attendance at several culturally diverse events including the Malton Khalsa Day parade, the Memorial Cup and the Peel Pride Picnic.

In a continued effort to reach all segments of the community, members of the Outreach unit also participated in numerous media events, many of which included local ethnic focused media outlets. Appearances on local radio talk shows allowed information to be provided in Punjabi and Urdu by Constable Amar Sohi, currently assigned to the Uniform Recruiting Bureau.

CIVILIAN OUTREACH RECRUITMENT

In 2011 there were 177 full-time, part-time and temporary civilian vacancies. In addition, there were 106 short-term temporary assignments. As per the terms of the Collective Agreement, positions are posted internally to allow for current qualified employees to compete for new and/or promotional opportunities. In instances where no suitably qualified internal candidates were identified, external recruitment efforts, intended to attract the best possible candidates, assisted in selecting new employees.

Advertisements were placed on the Civilian Employment Opportunities section of the Peel Regional Police (PRP) website and on various job posting websites such as Workopolis, Monster, ITJobs, and the local Community College/University sites. Opportunities were also published in the following newspapers; The Toronto Star; Globe & Mail; Brampton Guardian and the Mississauga News.

The Civilian Employment Opportunities section of the Peel Regional Police website, where all external positions are posted, is updated regularly. In 2011, the PRP website had a total of 742,414 visits, an increase of over 60,000 from 2010. The Civilian Employment Opportunities website attracted a total of 151,278 visitors.

Members from the Civilian Employment Unit participated in 17 career fairs during 2011. Outreach participation included both private sector career fairs and information sessions at educational institutions, including the University of Toronto, RIM Park, Sheridan and Durham College. Civilian Recruiting also offered continued support to our Uniform Recruiting Bureau by attending Recruit-Constable Information sessions to address any question related to civilian employment with the Organization.

In 2011, civilian recruiters added new target specific venues to their schedule which included the first ever career fair hosted by JOIN (The Job Opportunity Information Network for Persons with Disabilities) as well as Right Management Group, a company bringing together organizations on behalf of Citi Cards, for employees impacted by downsizing to connect with.

To assist internal job posting candidates in attaining professional development goals, the Civilian Recruiting and Employment Unit, along with other members of the Service, assisted in hosting the first annual internal "Career Fair". The daylong event, hosted at the Emil Kolb Centre, enabled current staff to obtain information on all internal civilian positions, along with respective qualification criteria.

- **CIVILIAN OUTREACH PLACEMENT** – Parkholme School

Over the past several years the Organization has been able to provide two adults, with learning disabilities from Parkholme School, placement within Telecommunications Systems and Services (T.S.S.). The individuals participate in a work experience program accompanied by a job coach providing constant supervision. In 2011, with the logistical complication of moving T.S.S. from Headquarters to the new facility in Brampton the placement opportunity was limited to one adult.

- **INTERNSHIP** – Partnership With Educational Programs

The success of the employer partnership between Information Technology Services and educational institutions continued with one student from a Computer Studies program selected for placement. The student was employed during the summer months as a Service Desk Analyst, providing them with an opportunity to apply the skills acquired in school, while developing their talents further in the workplace.

Similarly, Forensic Identification Services (FIS) in partnership with the University of Toronto, Mississauga offered one opportunity per year, for one student from the Forensic Sciences program to conduct research with the Peel Regional Police. The unpaid placement, one semester in length, allows the student to obtain data supportive of a thesis or research project. Police Officers assigned to FIS mentor the student through his/her research and in turn attend the presentation, made by the student, to university faculty. The research conducted in 2011 sought to improve success in obtaining fingerprints from ridged surfaces through chemical manipulation.

- **CO-OPERATIVE PLACEMENT PROGRAM – Colleges & Universities**

This structured program offers university and college students an opportunity to incorporate a paid work experience, directly related to their course of study, into their school curriculum. Temporary employment is provided for a period of four months. At the end of their term with Peel Police, students are required to submit a related academic report to their professors. There are 3 yearly intakes of 6 students providing opportunities for a total of 18 students during each year. Areas of the Organization that participate in the program include, Information Technology, Crime Analysis, Fleet and Human Resources. Efforts are always made to ensure that participation in the program is a meaningful educational experience. In 2011, a co-op student assigned to the Youth Education Bureau assisted with the delivery of substance abuse, and related youth educational programs, to elementary level students. While assigned to the Bureau the student conducted research and prepared an academic paper on substance abuse by adolescents and children.

The co-op program is valuable both in terms of it being a potential recruitment strategy; in strengthening ties with youth and the community. The program highlights the Organization's recognition of young talent and provides youth the opportunity to experience the challenges that the Organization has to offer.

- **YOUTH IN POLICING INITIATIVE**

Introduced in 2009 the "YIPI" program, funded by the Province, is a collaborative effort between Police Services in Ontario and the Ministry of Children & Youth Services. It is designed to promote participation in, and exposure to, the policing environment through diverse, educational and productive work assignments; to strengthen relationships with youth by providing a positive learning and mentoring environment; and to promote policing as a career. The Peel Regional Police continues to actively participate in the program, taking in 15 high school age youth over the summer months from disadvantaged local communities, as selected by representatives of the Boards of Education.

LEARNING & DEVELOPMENT

2011 ACCOMPLISHMENTS

- **ENHANCING PROFESSIONAL DEVELOPMENT**

The Civilian Supervisor Training Course, developed in-house and first delivered in 2009, continued to be offered to civilian supervisors. Two Civilian Supervisor courses were held and a total of 34 supervisors and acting supervisors attended. All civilian supervisors have now been trained and the course will continue to be offered on an annual basis for both new and acting supervisors. Given the success of this initiative, in 2010 the Course was adapted for expanded delivery of a People Management Course to all Uniform supervisors at the NCO rank. In 2011, three courses were held and a total of 49 NCOs attended. This course will be offered on a quarterly basis until all NCOs have attended as well as being offered in conjunction with each new promotional process.

- **CIVILIAN POLICING SERIES**

The Civilian Policing Series was launched to provide civilian members with an awareness of the work being done in policing and specialty bureaux within the Organization. The access to information that is shared in these sessions, as well as the opportunity to personally meet members from other areas, serves to improve their sense of inclusion in the Organization as a whole. This is supported by participant feedback which indicates increased feelings of organizational pride, loyalty, and morale which they attributed to their participation in the program. In 2011, a total of 284 participants attended 11 sessions provided by various PRP bureaux such as Polygraph, Forensic Identification and Tactical/EDU.

• **CAREER GUIDANCE SERVICES**

Over 60 members were provided with career guidance /coaching sessions tailored to their individual needs and goals. In addition, a resource guide for hiring managers was developed to ensure that civilian members who are unsuccessful in job competitions receive constructive feedback in order to assist them in preparing for future job competitions.

• **2012 PLANNED INITIATIVES**

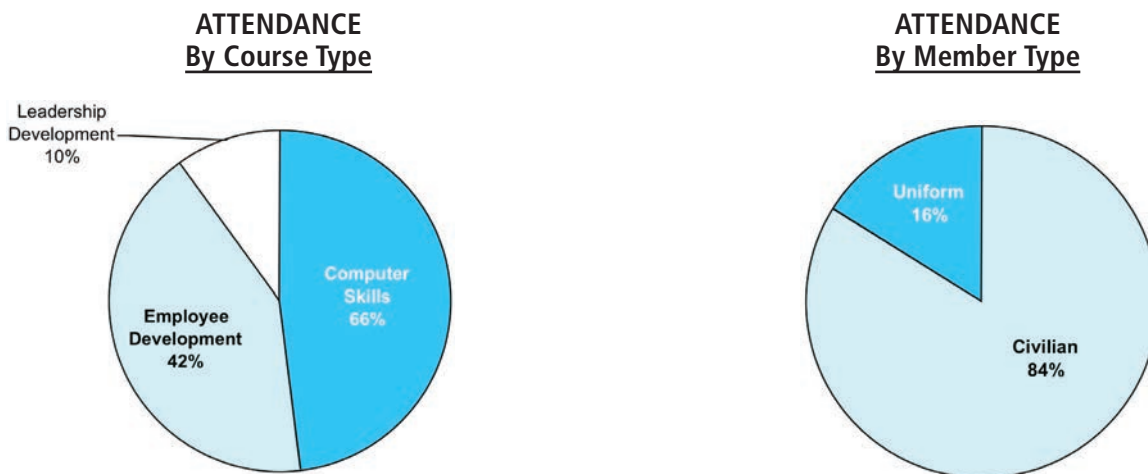
- Design, development and delivery of an Interview Preparation course for civilian members to assist them in preparing for internal job interviews.
- Development and delivery of a "Respectful Workplace" course for supervisors regarding harassment and workplace violence.

• **REGION OF PEEL (ROP) COURSES**

Through the partnership between Human Resources and the Region of Peel, members are able to attend courses in the areas of:

- professional development
- leadership development, and
- computer skills.

In 2011, a total of 325 members (274 civilian and 51 uniform members) attended courses. In total, 447 courses were attended indicating that some members attended more than one course. Of the 447 courses, 375 were attended by civilian members and 72 were attended by uniform members.



Region of Peel and Acend course attendance remained fairly consistent in 2011 compared to the 2010 statistics.

- **CONTINUING EDUCATION PROGRAM**

The Continuing Education program provides members with the opportunity to pursue additional learning on their own time through a recognized educational institution such as a College or University.

- **Program Participation**

The table below indicates the number of members participating in the continuing education program in 2011 compared to 2010.

NUMBER OF PARTICIPATING MEMBERS		
	2011	2010
Uniform	328	233
Civilian	79	88

Some members attended more than one continuing education course during the year. The table below illustrates the total number of courses members were taking in 2011 compared to 2010:

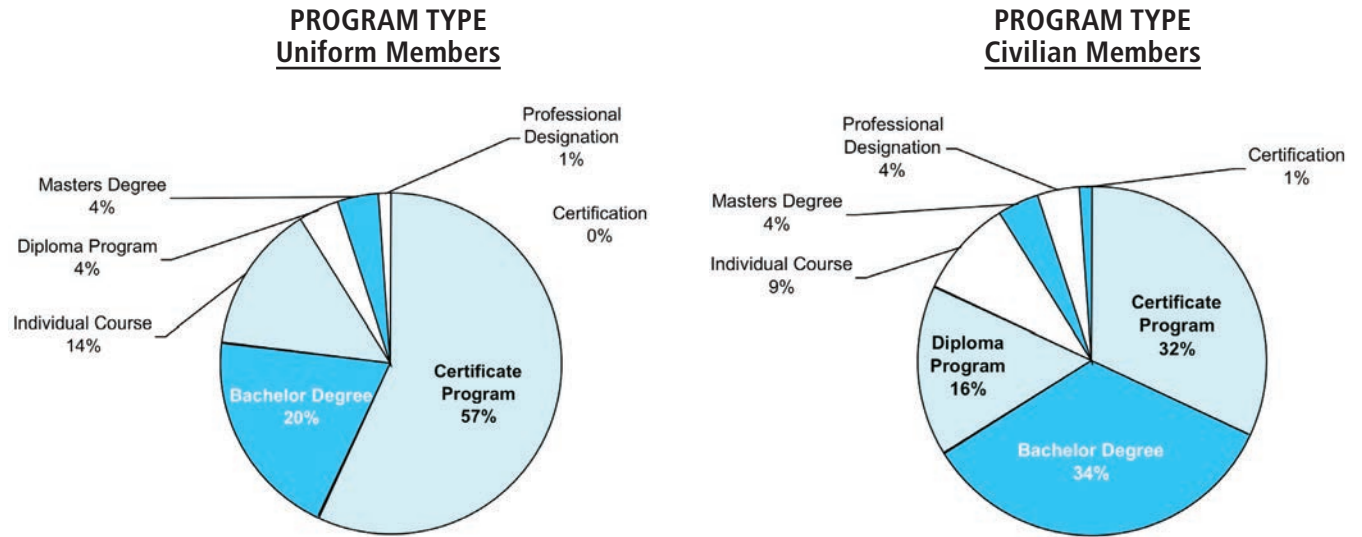
NUMBER OF COURSES TAKEN		
	2011	2010
Uniform	592	426
Civilian	208	209

The table below indicates the average number of courses taken by members.

AVERAGE NUMBER OF COURSES TAKEN		
	2011	2010
Uniform	1.8	1.8
Civilian	2.6	2.4

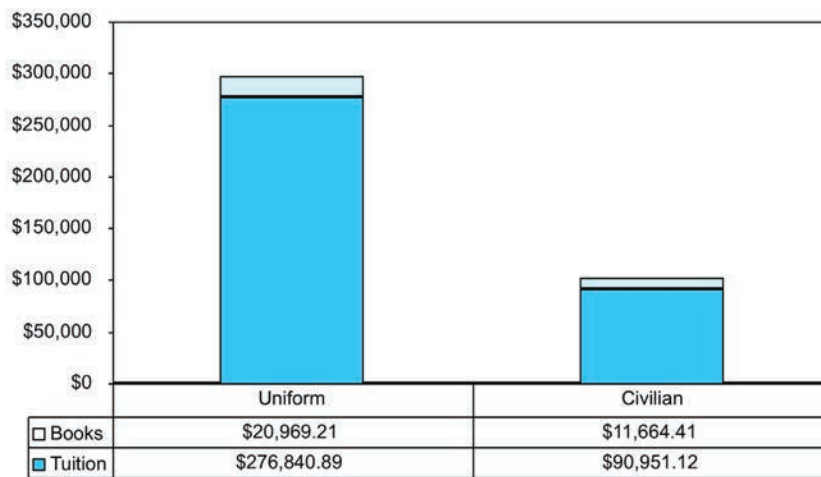
- Types of Programs Attended

In 2011, the majority of members participating in the Continuing Education program were either enrolled in a certificate program at the college level, or pursuing a university bachelor degree.



- Tuition Reimbursement

This chart illustrates the total amounts reimbursed to members in 2011 for tuition and books.



In total, \$297,810.10 was reimbursed to uniform members and \$102,615.53 was reimbursed to civilian members.

The table below compares the total amounts reimbursed for tuition and books to both civilian and uniform members in 2011 compared to 2010. The total amount reimbursed increased from 2010 to 2011 by:

- 11.5% for Civilian members, and
- 45.8% for Uniform members.

REIMBURSEMENT				
CATEGORY	2011		2010	
	Uniform	Civilian	Uniform	Civilian
Tuition	\$276,840.89	\$90,951.12	\$187,748.00	\$79,080.54
Books	\$20,969.21	\$11,664.41	\$16,427.74	\$12,910.34
TOTAL	\$297,810.10	\$102,615.53	\$204,175.74	\$91,990.88
GRAND TOTAL	\$400,425.63		\$296,166.62	

5

BARRIER ELIMINATION RESULTS

A productive reciprocal employment agreement that challenges staff to meet a standard of excellence requires that the Peel Regional Police maintain a supportive workplace. Our goal is to create an environment that is respectful of human dignity and devoid of either intrinsic or systematic discrimination, where all workplace issues are addressed promptly. The Organization has established, and continually refines, the framework necessary to ensure balanced success. Educational training on race relations, diversity and human rights set the tone of expectations; internal anonymous surveys provide necessary feedback while Committee review ensures that reality reflects policy.

On a functional level, in managing daily workplace needs we endeavour to accommodate persons with disabilities and provide the appropriate level of assistance to enable employees to address personal and family issues.

ELIMINATION OF NON-ESSENTIAL JOB QUALIFICATIONS

The Joint Job Evaluation Committee (JJEC), in accordance with parameters established during its 2008 comprehensive evaluative review of all civilian positions, meets regularly to audit qualifications of new positions and/or adjudicate employee submissions for position re-evaluation. Job qualification requirements including formal education, training, skills and abilities are examined to ensure listed job qualifications deemed to be non-essential for successful performance are eliminated from the assessment matrix. Revised job qualifications are incorporated into a new Position Profile for each position which are in turn incorporated into future internal and external job vacancy postings.

The appropriateness of the qualifications that are deemed to be essential continues to be monitored in the civilian selection process. All unsuccessful civilian applicants being interviewed for a position are offered feedback within 30 days following the interview. In addition to providing objective data to the applicant, clearly identifying the reasons why they were not successful, and responding to questions about the application process, the process enables Civilian Recruiters to continuously monitor established qualifications for their suitability.

Efforts are made to identify patterns of internal job applicant employee shortcomings. Through the (civilian) Learning and Development Unit, seminars are designed to assist in professional development. Program development includes a training seminar focused on interview presentation skills, designed in 2011, will be implement in 2012.

EDUCATIONAL TRAINING FOR EMPLOYEES ON RACE RELATIONS, DIVERSITY & HUMAN RIGHTS IN THE WORKPLACE

Internal instructional education was facilitated through the Training Bureau, with assistance provided by the Learning and Development Unit. Presentations, seminars and courses incorporated contextual reference to multiculturalism, demographics, immigration, human rights, racial profiling and persons with hearing loss. Efforts to ensure compliance with legislative requirements, such as the new Accessibility for Ontarians Disability Act, are designed to go beyond minimum standards.

As always, training on race relations, diversity and human rights in the workplace was delivered to new Recruit Constable and Cadet classes during their first week of employment. Included in the training, held in August and December of 2011, to further enhance the cultural knowledge and experience of new Police recruits, the presentations incorporated visits to the Fo Guang Shan Buddhist Temple and the Jami Makki Mosque.

Newly hired civilian employees, including Prisoner Escort Officers, along with Auxiliary Officers and Youth in Policing Initiative participants were also provided related training throughout 2011. In total the Diversity Unit provided 10 separate presentations to our employees.

Beyond undergoing "Managing Diversity" training, newly promoted Sergeants and Staff Sergeants attended a post-promotional Human Rights seminar and a three day "People Management Course". Developed by the Human Resources Learning and Development Unit in 2009, the course is focused on providing tools to ensure supervisory responsibilities are met within the realm of a supportive workplace.

As ambassadors for the Organization, Diversity Unit Officers provided training and education to many community support agencies. This includes 26 presentations related to "Emergency Services Introduction for New Canadians" and 3 presentations to the Lesbian, Gay, Bisexual and Transgender community related to identifying and reporting hate crime.

The unit played an integral part in organizing the Ontario Association of Chiefs of Police Diversity Training Symposium held at the Emil Kolb Centre for Police Excellence in 2011 and was sought out by the Saskatoon Police Cultural Resources Unit, while on their visit to Ontario, to explore best practices in Police diversity relations.

2011 also marked the beginning of a new program intended to help forge a better relationship with Peel's Muslim community. In collaboration with the Family Violence Unit, the Diversity Unit delivered a presentation to Imams from Peel area mosques related to domestic violence laws and assistance programs.

Beyond formal presentations the Diversity Unit, augmented by Officers from areas throughout the Organization, attended over 60 varied community events including, to name a few, the Panorama India Event, Pakistan Independence Day celebrations, the Make Peel Proud student conference, the Toronto Pride Parade, Carabram, Carassauga, Khalsa Day Parade, Chinese New Year Celebrations, Eid Celebrations and the Vietnamese Tet Festival,

The Staff Sergeant assigned to the Unit, as the Diversity Media Relations Officer, was active in promoting community engagement, providing invaluable assistance to the Recruiting Bureau in obtaining ethnic media support for employment information events. Beyond the assistance provided to the Recruiting Bureau, the Diversity Bureau participated in many on "on air" radio and television interviews along with accommodating print media requests.

ASSESSMENT OF EDUCATIONAL QUALIFICATIONS, TRAINING & EXPERIENCE ACQUIRED OUTSIDE CANADA

In circumstances where an education equivalency assessment is required, the Organizational policy, revised in 2004, permits qualified applicants to proceed to the final selection stage of the hiring process prior to the validation of the qualifications. The Peel Regional Police co-ordinates and pays the cost of the educational equivalency assessment on behalf of the applicant. The policy, affecting both civilian and uniform candidates, demonstrates a commitment to eliminating a potential barrier to prospective, foreign educated employment candidates.

ACCOMMODATING THE NEEDS OF PERSONS WITH A DISABILITY

In keeping with the accommodation principals enunciated in the Ontario Human Rights Code, the Organization provided 240 permanent and temporary accommodations in 2011 due to a disability, including accommodation due to pregnancy. The Organization provided meaningful work to members requiring accommodation up to the point of undue hardship, in accordance with the Ontario Human Rights Code and the Workplace Safety and Insurance Act.

The following chart identifies the number and type of accommodations provided by the police service during 2011. These numbers include accommodations that were arranged in the current year, as well as those of a more permanent nature continuing from previous year(s). It is important to note that temporary accommodations will vary throughout the year and year end totals do not necessarily reflect the number of active accommodations at one time. Active accommodations continuing in effect at year end are itemized in the data.

The total number of accommodations provided over the year reflects a decrease from 2010 by 21. This is in part due to a change in accommodation reporting and the reduced need to provide accommodation on an exception basis in some areas. For example, proactive measures being taken to train members regarding safety and best ergonomic practices and the standardized provision of ergonomically adjustable equipment have reduced the need for accommodation in the area of equipment. There was a decrease in the provision of WSIB Temporary accommodations in 2011 to 53 from a high of 67 in 2010, although there was a minor increase in STD/LTD Temporary accommodations to 131 from 128. In accordance with effective absentee management practices, accommodation practices comply with Workplace Safety and Insurance Board (WSIB) standards that mandate an Early and Safe Return to Work (ESRTW) from injury, and ensures that members are returned to duty as soon as possible. When considering the increase in the number of complement members, the total accommodations provided in 2011 continues a downward trend, reflecting the lowest percentage since 2003 at 8.82%.

ACCOMMODATIONS FOR CIVILIAN & UNIFORM MEMBERS – 2011					
Type of Accommodation	Total Number of Accommodations Provided 2011	Number of Accommodations by Category in 2011*			
		Modified Duty / Assignment	Modified Hours	Equipment / Other Provided	Total Active At Year End
STD / LTD – Permanent	20	12	6	2	16
STD / LTD – Temporary	131	106	35	2	38
Equipment / Ergonomic	13			13	
Pregnancy	15	12	3		5
WSIB – Permanent	8	8			6
WSIB – Temporary	53	51	4	1	12
Total Accommodations	240	189	48	18	77

* Note – A Member May Be Accommodated In More Than One Area

ACCOMMODATIONS TOTALS 2002 – 2011										
Type of Accommodation	2011	2010	2009	2008	2007	2006	2005	2004	2003	2002
STD / LTD – Permanent	20	21	24	26	26	23	27	23	21	22
STD / LTD – Temporary	131	128	114	98	98	89	70	72	66	60
Equipment / Ergonomic Accommodation	13	23	26	42	157	58	57	58	36	23
Pregnancy	15	14	21	20	25	23	32	27	11	22
WSIB – Permanent	8	8	20	20	23	22	17	14	14	12
WSIB – Temporary	53	67	57	49	28	45	46	51	30	17
Total Accommodations	240	261	262	255	357	260	249	245	178	156
Total Actual Complement *	2,721	2,703	2,629	2,536	2,435	2,363	2,323	2,249	2,164	2,006
% Accommodations	8.82%	9.66%	9.97%	10.06%	14.66%	11.00%	10.72%	10.89%	8.23%	7.78%

* Note - Accommodation totals include part-time and temporary members, however complement figures are based on year end actual complement stats which excludes part-time and temporary members.

ASSISTING MEMBERS IN ADDRESSING FAMILY ISSUES

Within the bounds of operational needs, the Organization sanctions many programs that afford staff flexibility in meeting their employment obligations while addressing personal responsibilities; the parameters of which are detailed in the negotiated Collective Agreements. During 2011, participation included:

- 29 female employees (uniform and civilian) were on pregnancy/parental leave in 2011. Employees on pregnancy leave receive supplementary employment insurance benefits (pregnancy top up of 80% weekly earnings). In 2010, 38 employees took maternity leave, 9 more than in 2011.
- 25 requests for parental leave from male employees (18 uniform and 7 civilian) were approved. This represents a slight decrease from the 31 approved in 2010.
- 7 requests for additional voluntary time off without pay were approved, which remains consistent with 2010.
- There were no requests for unpaid military leave in 2011.
- Bereavement leave benefits were provided in accordance with provisions of the Collective Agreements.
- The Service continued the policy of affording members the opportunity to re-allocate up to 6 days of non-cumulative sick leave to address family care needs.
- In 2011, as in 2010, there were seven Job share arrangements for civilian and uniform members. Two civilian partnerships and five Uniform arrangements. The program successfully provides for the retention of experienced, trained members who may be temporarily unable to fulfill full-time work, due to personal hardships or other commitments. The program, overseen by the "Job Share Committee", made up of a representative from Human Resources, the Peel Police Association along with the Superintendent in charge of Information Services, in assessing requests the program seeks to balance Organizational and personal exigencies when assessing requests.

6

Summary

2011 ACCOMPLISHMENTS

Equitable access to opportunity remains the guiding principle for all efforts undertaken to attract, hire and retain professional achievement oriented employees. Beyond seeking to build on previously established programs, the initiatives implemented in 2011 demonstrate commitment to employee recruitment, selection, development and well being. All with an end to maintaining a capable, motivated and diverse staff; serving as the essential foundation to ensure that we meet current and future organizational needs while exceeding community expectations. The annual report assists in highlighting improvements while capturing measureable results.

The full impact and true benefits of some of the efforts ventured in 2011 may not be immediately apparent. Nonetheless, although intended to guide future development the expectation is that there will be an emergence of measurable and identifiable improvements in operating results. Endeavours and successes for 2011 include:

- **Over 50% of the Recruit-Constables/Cadets hired in 2011 were either women and/or racialized candidates. Focused recruiting of competitive candidates from under-represented segments of the community enabled Peel Police to hire, without compromise, non-traditional candidates in greater numbers.**
- **Throughout 2011, acting on recommendations stemming from the Community Workshop on Police Recruitment, facilitated by Terra Nova in November 2010, employment information sessions targeting specific ethnic communities enjoyed improved interest and success. Of note, the South Asian information night attracted over 600 persons.**
- **Concerted efforts in aggressive recruiting and selective hiring over the past number of years, along with the Organization's efforts to maintain an employee focused workplace, allowed us to achieve and maintain the full authorized employee complement.**
- **A comprehensive review of the recruitment and the selection process used by Peel Police to hire Recruit-Constables, while identifying areas worthy of improvement, served to reaffirm our systems and processes to be free of systemic or inherent bias.**
- **The Outreach Recruitment Review and Research Report, received in 2011, served as the basis in the development of a recruitment strategy that, while addressing current needs, focuses on attaining future success by encouraging our local achievement oriented youth to consider Policing as a career.**

- **The introduction, in August of 2011, of the position, Manager-Labour Relations to effectively manage human rights and harassment complaints further ensures a bias-free work environment.**
- **Initiated in 2011, and due to be received in 2012, a review and analysis report on Human Resource systems and processes utilized in civilian recruiting, employment and job competitions.**
- **Introduction of the "Civilian Policing Series". Launched to provide civilian members with an awareness of the work being done by Police Officers throughout the Organization, the program fostered a sense of contribution, inclusion and pride in the work being accomplished.**
- **A continued commitment to identify incidents of discrimination and harassment through the Annual Employee Satisfaction Survey and the monitoring of employee concerns by the Discrimination Policy Review Committee.**
- **Continued commitment to monitor employee well being through the Early Intervention System, allowing for the possibility of increased success in addressing issues of concern when identified at their infancy.**
- **On-going efforts to advance the Competency Based Management employee assessment model with an end to allow for inclusion of all employees thereby expanding Organizational benefit beyond the Senior Officer and managerial civilian ranks.**

The Organization's hiring and human resource practices continue to demonstrate a commitment to ensure that employment opportunities are equally available to all those who possess requisite skills at a competitive level. While the elimination of actual or perceived intrinsic or systemic discriminatory barriers remains of paramount importance, internal process reviews conducted in 2011 reaffirmed that we are achieving measurable success.

The Peel Regional Police recognizes that attracting, hiring and retaining a professional workforce reflective of the community we serve is essential to our success as an Organization. Credible realization of that end goal requires adhering to the principle that merit be the basis of hiring and promoting. The Human Resources Bureau acknowledges the responsibility to accomplish this goal.





CELEBRATING DIVERSITY

MANY BACKGROUNDS, ONE GOAL
A SAFER COMMUNITY

PEEL REGIONAL POLICE is an organization of highly-skilled and dedicated professionals, working together with our community, to contribute to a safe environment in which to live, work and visit.

If you are both career and community minded, consider joining Canada's most progressive police service! As an employee of the Peel Regional Police, you will be part of a dedicated team that is committed to providing a vital service to the community.



POLICING ... It's more than you think
RECRUITING FROM OUR COMMUNITY

VISIT US ONLINE

www.peelpolice.ca

REPORT PREPARED BY

PEEL REGIONAL POLICE

Corporate Recruiting & Development, Human Resources

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