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MANY BACKGROUNDS ONE GOAL A SAFER COMMUNITY TOGETHER  
POLICING ... it's more than you think  
POLICING ... it's more than you think  
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POLICING ... it's more than you think

# PEEL REGIONAL POLICE

## Equal Opportunity Plan Results 2013



Recruitment & Staff Support, Corporate Development



**PEEL REGIONAL POLICE**

**A SAFER COMMUNITY TOGETHER**

**STRATEGIC GOALS**

- Enhance & Promote Safety As Our Highest Priority Together With The Community.
- To Be An Employer Of Choice.
- Deliver Quality Services Ensuring Accountability & Fiscal Responsibility.
- Manage Service Delivery To Respond To Growth & Changing Demographics.

**TRUST**

TRUST · RESPECT · UNDERSTANDING · SAFETY · TRANSPARENCY

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# EQUAL OPPORTUNITY PLAN



## OVERVIEW

The Peel Regional Police is the second largest municipal police service in Ontario and the third largest in Canada, with a total complement of 1,957 uniform, 30 cadets and 818 civilian members. We serve one of the most diverse regions in Canada.

According to Statistics Canada, Census and the National Home Survey 2011, the reported policing population of the Peel Regional Police was 1,230,045, with Racialized Persons comprising 59.1% or 727,100 people. This representation is substantially higher than that of the provincial population, at 25.9% or 3,279,565, and the Canadian population of 19.1% or 6,264,750.

The annual Equal Opportunity Plan Report offers an overview of our organization's performance and efforts to ensure we live up to the pledge of the Regional Municipality of Peel Police Services Board's to provide a workplace free of systemic discrimination, as first adopted in 1996.

On June 7th, 1996 with the approval from the Ontario Human Rights Commission the Peel Regional Police received "Special Program Status," which permitted the collection of workplace data. The collection was deemed not to be in contravention of the Human Rights Code.

Over the past seventeen years, we have continued, without the need for substantial changes, having established a solid foundation, to record and report this data which has been utilized in several guiding policies and in our overall direction.

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

**"This police service believes effective workplace policies and practices are founded on the merit principle - selecting the best candidate for the job. This police service supports a fair, inclusive workplace in which (1) all employees and applicants have an equal opportunity to fulfill their potential; (2) barriers to achievement are identified and removed and prevented; and (3) 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 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.

This 2014 - 2016 Strategic Plan guides our desire to continue to develop on our efforts. One of our identified goals is to manage service delivery with a response to our growth and changing demographics.

### COMMUNITY REPRESENTATION DATA

The Peel Regional Police, Recruitment & Staff Support Bureau, strives to recruit and always select the best person for the job while endeavouring to be reflective of our community.

According to the "2013 Community Survey Report" 64% of those persons within our region who spoke a language other than English believed "Peel Regional Police are actively trying to recruit locally".

The 2011 Census data & National Home Survey states that our Region has 59.1% of its population identified as racialized persons. Conversely, 25.9% of Ontarians specify they are racialized, which is well below the diversity in the Region of Peel.

<b>COMMUNITY REPRESENTATION - CENSUS DATA 2011</b>				
	<b>Aboriginal</b>	<b>Racialized Persons</b>	<b>Persons with Disabilities*</b>	<b>Females</b>
Percentage	0.5%	59.1%	10.7%	50.9%

\*Most recent data available from 2001

### LANGUAGE PROFILE – COMMUNITY & POLICE SERVICE

The Region of Peel is a linguistically diverse community. Census Bureau statistics, 2011, indicate that 45.4% of the Regional population reported their mother tongue to be one other than the official languages of Canada. Beyond English, the top three languages spoken at home were Punjabi, Urdu and Polish.

The collection and maintenance of information gathered for members of Peel Regional Police with language skills indicates members to be conversant in 49 languages other than English. A total of 746 employees identified themselves as being multilingual, which is an increase of 7.9% in the number of members identified just a year previously in 2012, at 694. This statistic is indicative of efforts being made to attract and employ person’s representative of the diverse community that we serve.

<b>LANGUAGE PROFILE - 2013</b>			
<b>Number of Languages Spoken*</b>	<b>Number of Members</b>	<b>Number of Auxiliary</b>	<b>Total</b>
One language	562	18	580
Two language	120	8	128
Three or four languages	35	3	38
<b>TOTAL</b>	<b>717</b>	<b>29</b>	<b>746</b>

\*Other than English

49 different languages spoken by Civilian / Uniform.





# STATISTICS UNIFORM REPORTING

# 2

## APPLICANT DATA – UNIFORM (Recruit Constable & Cadet)

2013 represented the first full year of recruitment efforts after adopting the Constable Selection System in June of 2012. With the requirement of having a Certificate of Results (COR) from Applicant Testing Services (ATS), candidates were then permitted the opportunity to register and schedule a Local Focus Assessment (LFA) date.

The COR allowed our service the opportunity to focus our efforts in other areas of recruitment by placing the requirement to obtain the certificate through an outside, independent organization. ATS conducts all baseline testing including a Cognitive Recognition Intellectual test, English writing test, a behavioural assessment and a physical abilities test.

By requiring a COR, we can demonstrate that the candidates have completed the accepted and approved test as set by the Ministry of Community Safety & Correctional Services. This reinforces our commitment to transparency and equality and falls in line with other police services throughout the province.

As a result of the ATS - COR requirements, 2013 will serve as the first year where we can truly record and report on the measures of our recruitment efforts. Attempting to conduct comparison from previous years would result in skewed and misleading results. Our efforts will also be highly affected and controlled by the number of applicants who are successful with ATS. The following demonstrates the number of new applicants registered with ATS and the number of certificates issued;

CERTIFICATES ISSUED		NEW APPLICANTS REGISTERED	
2013	2729	2013	4627
2012	2776	2012	4905

As reported by OACP-CSS

These results are representative of the total number of applicants and certificates issued for the entire Province of Ontario. As a result our Service has focused and expanded our outreach strategies to attract the most qualified candidates, with full appreciation of our organizational goals.

In 2013, in consultation with the Finance and Planning Bureau along with Recruitment & Staff Support under the umbrella of Corporate Development determined a need to hire 59 uniformed officers for the year. This forecast was to fill vacancies attributed to growth and attrition.

UNIFORM APPLICANTS			
YEAR	2013	2012	2011
Number of Applicants	1,153	1,170	2,222

UNIFORM APPLICANT PROFILE FOR VALID RESPONDENTS 2013												
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS			Total Respondent		
	Total	%	Total	%	Total	%	Female	%	Male	Total Respondent	Total Non Respondent*	TOTAL
2013	11	1.0%	308	28.7%	8	0.7%	87	8.1%	987	1074	79	1153
2012	8	0.8%	308	31.0%	1	0.1%	126	12.7%	869	995	175	1170
2011	16	0.9%	525	29.7%	5	0.3%	218	12.3%	1548	1766	456	2222

\* this number represents the applicants who chose not to complete the voluntary survey.

To fill the anticipated vacancies, Peel Regional Police accepted 1153 applications for entry level testing from individuals interested in Cadet and Recruit Constable positions; a decrease of 1.45 % in comparison to the number of applications accepted in 2012.

As indicated earlier, 2013 statistics will be used as the base for comparison moving forward. This will be done to ensure an accurate picture is obtained after the acceptance of the Constable Selection System.

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 found. The established policy of limiting the number of test spots available and in demanding timely registration is intended to weed out unmotivated applicants, this has continued to achieve the desired effect.

Recruiting a pool of competitive applicants representative of our local community remains a focused, yet challenging priority. Aggressive recruitment drives have been expanded to include target-specific communities and 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, were tasked with comprehensively assessing the value of the Unit’s efforts. Documented in the “Outreach Initiative Review and Research Report,” the assignment served to identify best practices, serving to form the basis of the outreach strategy for the Bureau going forward.

2013 also saw an expansion to our outreach initiative with the creation of a pool of Outreach Officers from throughout the organization, from different demographics, age groups and gender. The goal of this outreach pool is to assist the outreach officers at specific events in hope of demonstrating the possibility of career opportunities.

Beyond all of the efforts undertaken by the bureau, recruiting remains the responsibility of the entire organization and reinforced in our Directive 1-A-201 (O), with noteworthy concerted efforts being made by the Diversity Relations Bureau and the Neighbourhood Policing Units along with Corporate Communications - Public Information, 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 under-represented in policing remains necessary in order to achieve the stated end that staff be representative of the community.

**NEW HIRE STATISTICS – UNIFORM** (Recruit Constable)

<b>NEW HIRES UNIFORM PROFILE – 2011 – 2013</b>										
<b>YEAR</b>	<b>ABORIGINAL</b>		<b>RACIALIZED PERSONS</b>		<b>PERSONS WITH DISABILITIES</b>		<b>EMPLOYEE TOTALS</b>			
	Total	%	Total	%	Total	%	Female	%	Male	Total
2013	0	0.0%	20	33.9%	0	0.0%	15	25.4%	44	59
2012	0	0.0%	22	35.5%	0	0.0%	17	27.4%	45	62
2011	0	0.0%	25	35.7%	0	0.0%	12	17.1%	58	70

The 2013 attrition rate saw an increase to 63 uniformed officers leaving the service up from the 45 from the 2012 year. The majority of this increase was through retirements. With organizational employment numbers consistently near the authorized complement level, uniform hires were fairly consistent with 59 new hires, compared to 62 in 2012, a minor decline of 4.8%.

In regard to female officers, 15 (25.4%) out of 59 officers hired in 2013 represents a consistent level from the prior year, where 17 of the 62 (27.4%) uniform hires were female. This is higher than our provincial (18.9%) and national average (20.2%); however, these percentages are not acceptable to our organization. In 2013 one of the new initiatives to attract females, included a physical training program designed to assist potential applicants in understanding and eliminating perceived barriers.



## 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.

TOTAL PROMOTIONS – UNIFORM POSITION CATEGORY – 2013										
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	Total
Senior Officers	0	0.0%	4	28.6%	0	0.0%	2	14.3%	12	14
Detective Sergeant / Staff Sergeant	0	0.0%	1	9.1%	0	0.0%	2	18.2%	9	11
Detective / Sergeant	0	0.0%	2	11.1%	0	0.0%	3	16.7%	15	18
Constables	0	0.0%	18	32.7%	0	0.0%	15	27.3%	40	55
Recruit Constables	1	6.7%	7	46.7%	0	0.0%	2	13.3%	13	15
Uniform Total	1	0.9%	32	28.3%	0	0.0%	24	21.2%	89	113

In 2013, there were 1,666 transfer opportunities - a decrease of 25.6% over 2012. Opportunities for promotion in rank are not necessarily dependent on actual and immediate vacancies. In 2013 there were 113 uniform promotions, which is fairly consistent to the 111 promotions in 2012.

UNIFORM TRANSFERS - 2013		
Rank	Permanent	Temporary
Senior Officer	34	0
Detective Sergeant / Staff Sergeant	34	11
Detective / Sergeant	145	53
Constable	792	534
Cadet	0	63
TOTAL	1005	661

## ATTRITION – UNIFORM

At 3.2%, the 2013 attrition rate, which includes retirements and resignations of uniform members, remained relatively consistent to the 2.2% in 2012, the notable increase for the most part are attributed to uniform retirements. 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.



## COMPOSITION PROFILE – UNIFORM (Includes Cadets)

### UNDER-REPRESENTED SEGMENTS OF THE COMMUNITY

The Peel Regional Police remains committed to offering equitable uniform employment opportunities for women and racialized persons in the community, segments of society that traditionally are under-represented as police officers. Fifteen of the 59 uniform hires in 2013 were female (25.4%). That percentage is slightly above the provincial and national rates of, 18.9 and 20.2 respectively, it nonetheless represents a percentage decline from the improved success achieved by Peel in 2012. This change has been similarly recognized by other agencies throughout the province. As 2013 being the first year for use of the Constable Selection Systems - Applicant Testing Services, the decline is approached with caution and 2014 will prove as a valid comparative year. Our efforts however will not be dependent on outside intervention, new developments and processes, which are unique to our Service are envisioned and will be implemented in 2014.

Conversely, 2013 marked a slight decrease in the percentage of hires that were representative of racialized persons. Twenty of the 59 officers hired in 2013 were racialized persons. That number, representing 33.9% of the total hired, which is a slight decrease from the 35% reported in 2012. We are cautiously optimistic that our new recruiting initiatives and targeted sessions are paying dividends.

The uniform composition for 2013 remains relatively unchanged from the 2012. Despite the fact that over 33.9% of the police officers hired in 2013 were racialized persons, the added success translated into less than a 1% 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.

Recruitment & Staff Support continues to work with Corporate Communications - Public Information, the Neighbourhood Policing Units and the Diversity Relations Bureau to attract, welcome, provide information and recruit diverse members of the community.

COMPOSITION PROFILE – UNIFORM POSITION CATEGORY – 2013										
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	Total
Senior Officers	1	1.8%	5	9.1%	0	0.0%	5	9.1%	50	55
Detective Sergeant / Staff Sergeant	0	0.0%	7	9.2%	1	1.3%	7	9.2%	69	76
Detective / Sergeant	1	0.4%	23	9.4%	0	0.0%	29	11.9%	215	244
Constable	16	1.0%	273	17.1%	7	0.4%	302	18.9%	1,294	1,596
Cadet	0	0.0%	9	31.0%	0	0.0%	6	20.7%	23	29
Uniform Total	18	0.9%	317	15.9%	8	0.4%	349	17.5%	1651	2000



# STATISTICS CIVILIAN REPORTING

# 3

## APPLICANT DATA – CIVILIAN

In 2013, the Peel Regional Police received 4,061 civilian applications online, which is a slight decrease from the 4,140 applications received in 2012.

Equal opportunity related statistics are dependent on voluntary self-reporting and continuing in 2013, there was a 100% return rate. 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.

A review of the last three years indicates that the percentage of Aboriginal applicants remains unchanged, however, there are increases in the remaining three prescribed groups, racialized persons (3.2%), persons with disabilities (1.2%) and females (0.8%).

CIVILIAN APPLICANT PROFILE FOR VALID RESPONDENTS 2013												
YEAR	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS			Total Respondent		
	Total	%	Total	%	Total	%	Female	%	Male	Total Respondent	Total Non Respondent	TOTAL
2013	43	1.1%	975	25.4%	98	2.6%	2426	63.2%	1388	3838	223	4061
2012	44	1.1%	860	22.2%	53	1.4%	2422	62.4%	1415	3879	261	4140
2011	37	0.9%	1002	23.5%	70	1.6%	2502	58.7%	1762	4264	436	4700

Increasing the number of applicants, as a whole, from the designated groups, to be considered for employment remains a strategic goal for Recruitment & Staff Support. 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 3.4%.

## NEW HIRE STATISTICS – CIVILIAN

There was an increase of 18.8% in the number of hires over 2012. Of the 114 new hires, there were only 4 permanent positions available, and the remaining 110 were hired for completion of various temporary assignments, including communications, records, co-op students, the YIPI program and communication intercept monitors. This number is directly attributable to the strong internal hiring rate, which provides for very few opportunities to the external population, as demonstrated with these numbers.

Of the new hires, both the racialized persons and female designated groups are represented with 50.9% and 57.9% respectively.

NEW HIRES CIVILIAN PROFILE FOR 2013										
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	Total
Permanent	0	0.0%	1	25.0%	0	0.0%	0	0.0%	4	4
Temporary	1	0.9%	57	51.8%	0	0.0%	66	60.0%	44	110
TOTAL	1	0.9%	58	50.9%	0	0.0%	66	57.9%	48	114

## 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; and,
- the number of designated group members leaving by the end of the year.

COMPOSITION PROFILE – PERMANENT & TEMPORARY CIVILIAN POSITION CATEGORY 2013										
POSITION CATEGORY	ABORIGINAL		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS			
	Total	%	Total	%	Total	%	Female	%	Male	Total
Managers / Directors / Senior Admin	0	0.0%	2	7.4%	1	3.7%	15	55.6%	12	27
Grades 7, 8, 9, 10	2	0.4%	67	14.3%	13	2.8%	294	62.7%	175	469
Grades 4, 5 & 6	8	2.6%	48	15.4%	8	2.6%	270	86.8%	41	311
Grades 1, 2 & 3	0	0.0%	34	31.2%	2	1.8%	77	70.6%	32	109
CIVILIAN TOTAL	10	1.1%	151	16.5%	24	2.6%	656	71.6%	260	916



### **JOB POSTING ACTIVITY – CIVILIAN**

In keeping with the organization’s policy, and in accordance with the collective agreement, civilian job vacancy opportunities 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 150 civilian vacancies were posted in 2013, of which 90.4% of the full-time opportunities were filled by internal employees. This included 24 promotional opportunities for civilian employees.

<b>CIVILIAN JOB POSTING ACTIVITY</b>					
<b>POSITION CATEGORY</b>	<b>Total Number Of Posted Vacancies *</b>	<b>Number Of Full-Time Posted Vacancies</b>	<b>Internal Full-Time Hiring Rate</b>	<b>Number Of Part-Time &amp; Temporary Posted Vacancies</b>	<b>Number Of Part-Time &amp; Temporary Posted Vacancies</b>
2013	150	83	90.4%	67	77.6%
2012	117	61	88.5%	56	75.0%
2011	177	63	92.1%	114	54.4%

\* Excludes cancelled posting – includes internal & external vacancies

Although that speaks to the success of employee learning and development programs, ultimately it results in fewer job opportunities, beyond entry level positions, for external candidates. (Co-op student positions and communication intercept monitor positions are not posted internally)

### **TRANSFER / STATUS CHANGE ACTIVITY – CIVILIAN**

There were 30 civilian members who acquired permanent status (part or full-time) with the Peel Regional Police in 2013; 5 were representative of racialized persons, while 24 of the 30 members were females. Two 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.

**PROMOTIONS – CIVILIAN**

In 2013, there was slight increase in the number of promotions over 2012, with 2013 offering 24, and 2012 at 22. Persons who successfully attained promotion within the civilian ranks were representative of 3 of the 4 designated groups. Females accounted for 75%, of promotions while persons who identify themselves as aboriginal secured 4.2% of the promotions and racialized persons captured 8.3% of available promotions.

TOTAL PROMOTIONS – CIVILIAN POSITION CATEGORY 2013										
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%	0	0
Grades 7, 8, 9 & 10	0	0.0%	1	9.1%	0	0.0%	6	54.5%	5	11
Grades 4, 5 & 6	1	7.7%	1	7.7%	0	0.0%	12	92.3%	1	13
Grades 1, 2 & 3	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0
<b>CIVILIAN TOTAL</b>	<b>1</b>	<b>4.2%</b>	<b>2</b>	<b>8.3%</b>	<b>0</b>	<b>0.0%</b>	<b>18</b>	<b>75.0%</b>	<b>6</b>	<b>24</b>



**ATTRITION – CIVILIAN**

The 2013 attrition rate saw an increase of civilian members leaving the service at 3.4%, which is up from 1.86% in 2012, The increase is the result of a number of employee retirements.

# POSITIVE MEASURES

# 4

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. Recommendations from the research compiled by Terra Nova in 2010, remain sound and are being refined to meet the needs of our service and community. In 2013, some of the recruiting initiatives that stemmed from the Terra Nova report continued, such as:

- Holding public information sessions at locations outside of police facilities, such as secondary school auditoriums.
- Continually reviewing our uniform hiring and selection process with an end to reaffirm inherent fairness and/or identify and eliminate specific or systematic bias; implementing the prerequisite for applicants to possess a Certificate of Results from Applicant Testing Services aligned our Service with other police agencies in Ontario for minimum applicant standards.
- Continuing the popular “Women in Policing” information and recruiting seminars. Examining new opportunities to recruit women from post-secondary institutions, such as exploring opportunities with female varsity sports teams.
- Continuing recruitment events targeting underrepresented communities.
- 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.
- Continuation of the popular “Civilian Policing Series”, providing half day interactive information sessions to civilian employees affording an inside look into various Bureaus within the organization including, Polygraph, Forensic Identification, Homicide, Central Breath and Major Collision.



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

Recruitment & Staff Support, as a unit within Corporate Development, is comprised of 9 Officers; 7 of which are recruit investigators while 2 are assigned, exclusively, as Outreach Officers. Outreach Officers have been supplemented with a new "Outreach Pool" of trained officers of a varied heritage from throughout the organization. These serving officers, often with unique language skills, participate in community recruiting information events, and share personal experiences, helping to dispel myths and misconceptions about policing.

All recruiting investigators have undertaken training specific to their recruitment role. They have completed, amongst other courses, "Behavioural Interview Training" with a contracted psychologist. The shift schedule of "days" and "afternoons" and "weekends" provides flexibility for applicants and officers to attend for interviews, testing, information sessions and outreach events.

### NEW HIRES & DESIGNATED GROUPS

Continuing to develop the recommendations flowing from the Terra Nova workshop in 2010, Recruiting & Staff Support focused Outreach initiatives toward candidates who would help the Service become more reflective of the community. Work continued with our local school boards to implement a policing component into every grade 10 careers class, and a secondary school student career day aimed at attracting young people to this career. Women in Policing events were held, as well as an information session held in a local Gurdwara.

### WOMEN IN POLICING

Peel Regional Police once again hosted a 'Women in Policing' event. This day-long, collaborative event brought several police agencies and over one hundred interested young women to our facility, where the benefits of a police career were presented. The Recruiting Bureau officers send follow-up correspondence after the event to encourage candidates toward further consideration of a career with our organization. We continue to develop and refine women only information and testing sessions, to provide females with a special opportunity to learn more, or begin a career in Peel.

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



**ADVERTISING**

Recruitment & Staff Support works in partnership with Executive Administration and Corporate Communications, together we are continually evaluating our advertising campaigns to ensure they meet our needs with full appreciation of our fiscal responsibilities.

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 and requirements. Neighbourhood Policing Unit Officers receive training on the recruitment process and are supplied with up-to-date power point presentations for schools.

To be consistent with the strategic aim of attracting applicants from the segments of society traditionally under-represented in policing. Every effort is made to include diverse officers and civilians from within the organization in promotional materials. Greater consideration has been given to incorporating electronic sites with wide distribution, into our advertising strategy, especially those linked to diverse communities and young people. More extensive use of television advertising and a limited contract with several local movie theatres displayed a thirty second commercial, produced by Peel Regional Police.

We also, in advertising locally, endeavour to be supportive of local media outlets and publications. The established mutually respectful relationship has allowed us to benefit by turning public interest stories into promotional advertising.

**CADET PROGRAM**

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 thirty month employment contract, the program exposes them to the organization and the world of policing. The Cadets provide valuable assistance to the various bureaus 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 2013, 15 of the organization's complement of 30 cadets were hired as Recruit Constables. Of the 15, there were two females, 1 member of Aboriginal decent and 7 racialized persons.

Concerted, and successful, efforts have been made to recruit persons for the Cadet program from our local community. As a result of all the Cadets hired in 2013 over 45% were either female or racialized persons.

**The Cadet Organization Police School (COPS)**

Offered free of charge through the federally funded Royal Canadian Army Cadet Corps to youth between the ages of 12 and 19 years, the COPS Program, sponsored by Peel Police, provides structured activity through a variety of challenging and rewarding activities. Cadets learn valuable life-skills such as teamwork and leadership. Currently, there are 220 Cadets enrolled in COPS.

Every Cadet unit in the Canadian Cadet Movement (CCM) is sponsored by an organization within the community. The Peel Regional Police Service provides the following support:

- a full time Police Sergeant to administer the program;
- a part time Civilian Clerk;
- financial and logistical support for trips not covered by DND; and
- buildings for the cadets to meet on a weekly basis.

This youth program, which meets weekly in the evenings, runs concurrent with the school year for compulsory and optional training. Citizenship, leadership and physical fitness are the three aims of the CCM. There is no cost for a young person to join. The COPS program strives to be the best and in 2013, Warrant Officer Steven Swanick won top Army Cadet for the province, the Major General Howard Award.



As a part of our expanded approach to recruitment in policing, our organization understands the potential recruitment pool with programs such as COPS. In 2013 we were fortunate to have another successful candidate join our ranks.

Malton resident Jaime Wallace received his Fitness Leadership certificate in 2012. In 2013 Jaime was successful in obtaining a position as a Police Constable with the Peel Regional Police, during his time at the Ontario Police College, he was the Drill Leader for his class and a member of the Drill Team. Constable Wallace has been assigned to 12 Division.



## **UNIFORM OUTREACH RECRUITMENT**

In 2013, the Outreach Unit (Uniform) focused on recruitment within the Greater Toronto Area attending over 150 events. Proper analysis of the events by recruitment supervisors in conjunction with Diversity Bureau officers provided the opportunity to ensure that our efforts were efficiently and effectively utilized. Events attended include job/employment fairs, career fairs, community festivals/functions, sporting events (Diversity Cup basketball tournament), presentations at colleges, universities, local high schools and other community groups. Officers attended several culturally diverse events with a recruiting booth including the Malton Khalsa Day parade, and the Malton Black Development Association lunch.

As a continued effort to reach all of our communities, members of the Outreach Unit participated in numerous media events, many of which included local ethnic focused media outlets.

## **CIVILIAN OUTREACH RECRUITMENT**

In 2013 there were 150 full-time, part-time and temporary civilian vacancies. In addition, there were 100 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 on-line job posting websites such as Workopolis, LinkedIn; ITJobs, and the local Community College/University sites. Opportunities were also published in the Mississauga News.

The Civilian Employment Opportunities section of the Peel Regional Police website, where all external positions are posted, is updated regularly. In 2013, the PRP website had a total of 1,561,200 visits, an increase of over 60,000 from 2010. The Civilian Employment Opportunities website attracted a total of 244,176 visitors.

Members from the Civilian Employment Unit participated in a number of career fairs during 2013. 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.

To assist internal job posting candidates in attaining professional development goals, the Recruitment & Staff Support, along with other members of the Service, assisted in hosting the second internal "Career Fair". The day long event, hosted at the Emil Kolb Centre, enabled current staff to obtain information on all civilian positions, along with respective qualification criteria, within the organization.

### **CIVILIAN OUTREACH PLACEMENT – PARKHOLME SCHOOL**

Over the past several years the organization has been able to provide one adult, 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.

### **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 in the summer. 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 offers 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.

### **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 three 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, and Fleet Services. Efforts are always made to ensure that participation in the program is a meaningful educational experience.

The co-op program is valuable both in terms of a potential recruitment strategy and in strengthening ties with the youth and 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 local communities, as selected by representatives of the Boards of Education.

## **LEARNING & DEVELOPMENT**

**Career Fair for Civilian Members** - organized by Civilian Recruiting and Corporate Learning to assist civilian members in achieving a rewarding career at Peel Regional Police by increasing their awareness of the many internal opportunities available and providing them with resources to assist them in achieving their career goals. In addition, over 100 employees attended a keynote presentation called "3 Strategies to Manage Your Career."

**Mental Health / Psychological Safety in the Workplace Training**- a collaborative effort by the Organizational Wellness and Corporate Learning Bureaus, a training day was provided to approximately 100 supervisors, both uniform and civilian called "Tools to Empower Supervisors". This training included two presentations: "Effectively Managing Mental Health in the Workplace" and "Be Resilient, Not Stressed" presented by experts in their respective fields. The "Be Resilient, Not Stressed" presentation was also delivered to approximately 100 non-supervisory employees.

### **2014 Planned Initiatives**

- Introduction of the Leadership in Policing Organizations (LPO) course – this 3 week course is accredited and maintained by the International Association of Chiefs of Police (IACP) and is applicable to all levels of both sworn and civilian management.
- Piloting of the 7 Habits of Highly Effective People program – this 3-day training program develops effectiveness at three levels: individual, team and organizational assisting participants to increase productivity, improve communication, and strengthen relationships.

### **Region of Peel (ROP) Courses**

Through our partnership with the Region of Peel, members are able to attend courses in the areas of:

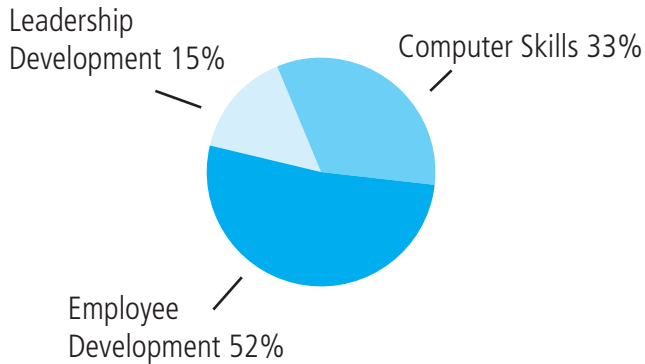
- professional development;
- leadership development; and
- computer skills.

In 2013, a total of 127 members (107 civilian and 20 uniform members) attended courses. In total, 201 courses were attended indicating that some members attended more than one course. Of the 201 courses, 166 were attended by civilian members and 35 were attended by uniform members.

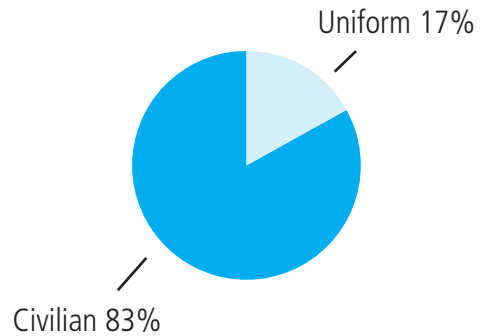
**CONTINUING EDUCATION PROGRAM**

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.

**Attendance by course type**



**Attendance by member type**



**PROGRAM PARTICIPATION**

The table below indicates the number of members participating in the continuing education program in 2013 compared to 2012:

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 2013 compared to 2012:

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

PROGRAM PARTICIPATION		
Number of Participating Members	2013	2012
Uniform	418	402
Civilian	97	100

NUMBER OF COURSES ATTENDED		
Number of Courses Taken	2013	2012
Uniform	823	881
Civilian	265	290

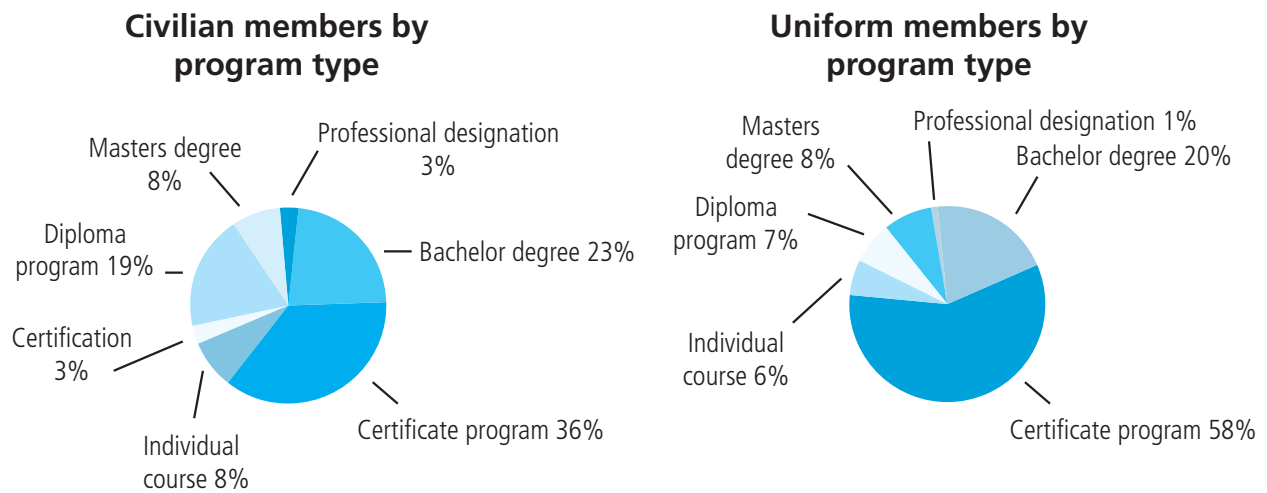
In 2013, the majority of members participating in the Continuing Education program were enrolled in a certificate program at the college level.

CERTIFICATE PROGRAM		
Average Number of Courses Taken	2013	2012
Uniform	2	2.2
Civilian	2.7	2.9

**TUITION REIMBURSEMENT**

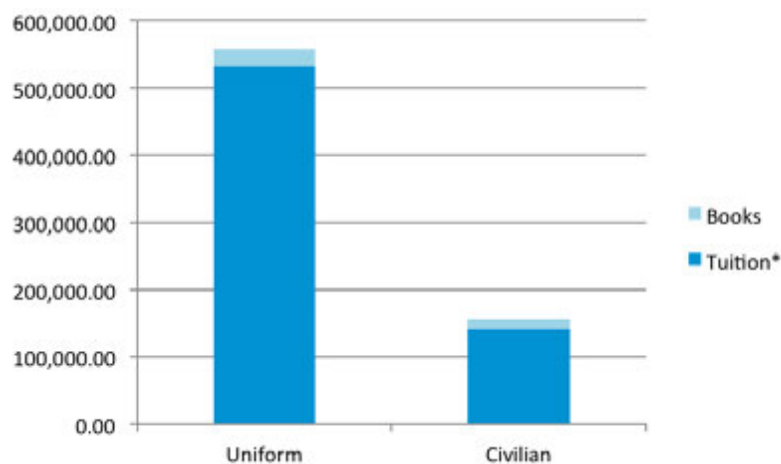
This chart illustrates the total amounts reimbursed to members in 2013 for tuition and books. In total, \$557,379.94 was reimbursed to uniform members and \$156,330.82 was reimbursed to civilian members.

\*Tuition numbers taken from "Earnings" report - using 2013 payouts only



The table below compares the total amounts reimbursed for tuition and books to both civilian and uniform members in 2013 compared to 2012.

The total amount reimbursed increased by approximately 29% from 2012 to 2013 (down from the 40% increase that occurred between 2011 and 2012):





- 7% increase for Civilian members (compared to a 43% increase from 2011 to 2012)
- 37% increase for Uniform members (same as the previous year)

<b>TUITION REIMBURSEMENT</b>				
	<b>2013</b>		<b>2012</b>	
	<b>Uniform</b>	<b>Civilian</b>	<b>Uniform</b>	<b>Civilian</b>
Tuition	531,787.64	141,978.60	382,931.55	131,998.12
Books	25,592.30	14,352.22	24,638.14	14,410.39
Total	557,379.94	156,330.82	407,569.69	146,408.51
<b>GRAND TOTAL</b>	<b>\$713,710.76</b>		<b>\$553,978.20</b>	





# BARRIER ELIMINATION RESULTS

# 5

A productive reciprocal employment agreement, in challenging staff to meet a standard of excellence, requires that the Peel Regional Police maintain a supportive workplace. 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.

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

### 1. Workplace Discrimination & Harassment Training

- New members learn how they are protected under the Ontario Human Rights Code and PRP internal directive I-A-205(F)
- Discuss expected behaviour within the workplace and penalties for conduct contrary to code and directive
- Review the different avenues to bring forward a complaint/concern (informal, formal, Human Rights Tribunal and/or criminal charges)
- Discuss different approaches to facilitate resolution of complaint/concern

Six (6) sessions delivered to all new intakes of:

- Auxiliary (February)
- Civilian Orientation (May, November)
- Recruit Constable / Cadets (August, December)
- Youth in Policing Initiative (July)

### 2. Respectful Workplace – Human Rights and Bill 168

- Designed specifically for frontline supervisors (Civilian and Newly Promoted Sergeants and Staff Sergeants)
- Discuss meaning of harassment and origin and intent of Bill 168. Review the different avenues to bring forward a complaint/concern (informal, formal, Human Rights Tribunal and/or criminal charges)
- Workplace scenarios for discussion/demonstration of internal processes for dealing with workplace incidents of harassment and/or violence

Five (5) sessions delivered to:

- Newly Promoted Uniform (Sergeants & Staff Sergeants) (June)
- Civilian Supervisors (and Actors) (June, September, November, December)

### 3. Human Rights Investigators (1 session in 2013)

- Specialized 2-day training session for human rights investigators
- Co-ordinated by Professional Standards and General Counsel
- Covers topics such as the role of the investigator, the investigative process, the Ontario Human Rights Code, Police Services Act and the Human Rights Tribunal and Police Services Act hearing processes
- Attended by ranks from Detective to Inspector and used to supplement the roster of trained and qualified investigator to be called upon for human rights investigations



### 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 272 permanent and temporary accommodations in 2013 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 2013. 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 also itemized in the data.

The total number of accommodations provided over the year reflects an increase of 15 accommodations over 2012 to 272 accommodations provided in 2013. Proactive measures include continuing to train members regarding safety and best ergonomic practices. Although individual requests to have workstations assessed have increased in 2013, the standardized provision of ergonomically adjustable equipment for the most part minimizes the need for accommodation. On occasion however there may be a requirement to repair or add equipment for optimal ergonomic performance. These cases are not considered continued into following years. There was a slight decrease in the provision of WSIB Temporary accommodations in 2013 to 50 from 68, however this was offset by an increase in STD/LTD Temporary accommodations to a new high of 153. Accommodation practices comply with Workplace Safety and Insurance Board (WSIB) standards that mandate an Early and Safe Return to Work (ESRTW) from injury and ensure that members are returned to duty as soon as possible. This practice is in accordance with effective absentee management practices and is utilized regardless of whether the illness is WSIB or personal. The percentage of annual accommodations continues to remain below the 10% mark since 2009. Note that Open/Continuing Accommodations at year end are less than 2.9% of the total workforce.

### 2013 ACCOMMODATIONS FOR CIVILIAN AND UNIFORM MEMBERS

TYPE OF ACCOMMODATION	TOTAL NUMBER OF ACCOMMODATIONS PROVIDED IN 2013	NUMBER OF ACCOMMODATIONS BY CATEGORY IN 2013*			
		Modified Duty/ Assignment	Modified Hours	Equipment/ Other Provided	Total Active at year end
STD/LTD – Permanent	21	13	6	3	50
STD/LTD – Temporary	153	126	38	2	16
Equipment/Ergonomic	18			18	0
Pregnancy	23	18	6		5
WSIB – Permanent	7	7			5
WSIB – Temporary	50	50	3		6
Total Accommodations	272	214	53	23	82

\* Note – one member may be accommodated in more than one category type

TYPE OF ACCOMMODATION	TOTALS 2013*	TOTALS 2012*	TOTALS 2011	TOTALS 2010	TOTALS 2009
STD/LTD – Permanent	21	21	20	21	24
STD/LTD – Temporary	153	128	131	128	114
Equipment/Ergonomic Accommodation	18	8	13	23	26
Pregnancy	23	26	15	14	21
WSIB – Permanent	7	6	8	8	20
WSIB – Temporary	50	68	53	67	57
Total Accommodations	272	257	240	261	262
Total Actual Staffing at year end*	2865*	2880*	2721	2703	2629
% Accommodations Annually	9.5%	8.9%	8.8%	9.7%	9.9%

\*Note - Accommodation totals include part-time and temporary members. Total Staffing numbers are taken from Dec 31, 2013 stats which includes part-time members in 2012 & 2013.

### 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 2013, participation included:

- 31 uniform and civilian female employees were on pregnancy/parental leave in 2013. Employees on pregnancy leave receive supplementary employment insurance benefits (pregnancy top up of 80% weekly earnings).
- 25 requests for parental leave from male members were approved.
- 10 requests for additional voluntary time off without pay were approved.
- There were no requests for unpaid military leave in 2013.
- 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 of up to 6 days non-cumulative sick leave to address family care needs.
- In 2013, there were 8 job share arrangements for civilian and uniform members. 2 civilian partnerships and 6 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. Overseen by the "Job Share Committee", made up of the Superintendent-Operations Services, a representative from Recruitment & Staff Support and the Peel Police Association, the committee seeks to balance organizational and personal exigencies.

## 6

# Summary

## 2013 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 2013 demonstrate commitment to employee recruitment, selection, development and well-being. Our goal in maintaining a capable, motivated and diverse staff; serves 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 measurable results.

Our recruitment efforts have been very effective in hiring the best people for our community, with full appreciation of the demographics. We believe that our people are committed to excellence in every aspect of their lives including volunteering, education and fitness, but most importantly being ambassadors and leaders, ensuring our high standards are never compromised.

2013	13-01 (27 Recruits) May 13/13	13-03 (29 Recruits) Aug. 14/13	TOTALS
March past drill team	3	14	17
Drill Team Class Leader	1	2	3
Drill Leader	0	1	1
Parade Commander	1	1	2
Class Leader	1	1	2
Sports Representative	9	16	25
Student Council Representative	3	1	5
Fitness Achievement Awards	6	4	10
Achieved Over 90 %	17	16	33

\*CLASS 13-02 Cancelled by Ontario Police College.



The full impact, results and true benefit of some of the efforts ventured in 2013 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 2013 include the following:

- 59.3% of the Recruit-Constables/Cadets hired in 2013 were either women and/or racialized persons. Focused recruiting of competitive candidates from underrepresented segments of the community enabled Peel Police to hire, in greater numbers those members from the designated groups.
- Concerted efforts in aggressive recruiting and hiring over the past number of years, along with the organization's efforts to maintain an employee focused workplace.
- We continuously review our recruitment and the selection process used to hire Recruit-Constables/Cadets; we believe that in order to be competitive and ensure we meet current legislative requirements we are continuously identifying areas worthy of improvement, while reaffirming those that are working well.



- The 2011 Outreach Recruitment Review and Research Report, served as the basis in the development of a recruitment strategies that, while addressing current needs, focuses on attaining future success by encouraging our local achievement oriented youth to consider policing as a career.
- We continue to improve upon the "Civilian Policing Series". This initiative was 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.
- Civilian recruiting in cooperation with Corporate Learning continue to offer civilian employees access to an internal "Career Fair". With area representatives from across the organization available to assist with questions and concerns has been proven to be a very successful.
- 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 equitably available to all those who possess requisite skills at a competitive level.

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 Recruitment & Staff Support Bureau acknowledges the responsibility to accomplish this goal.

## HONOURING OUR PAST...



## BUILDING OUR FUTURE...



## WE ARE...



**PROFESSIONAL  
ETHICAL  
EXEMPLARY  
LEADERS**

**PROUD TO BE PEEL**



**MANY BACKGROUNDS ONE GOAL A SAFER COMMUNITY TOGETHER**  
more than you think **POLICING ... it's more than you think**

**POLICING ... it's more than you think**

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