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March 31, 2010

To: Members,  
Board of Police Commissioners

Re: Employment Equity Plan 2009 – Annual Report

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### RECOMMENDATION

Receive and file.

### CONCLUSION

The Regina Police Service is committed to becoming increasingly reflective of the community it serves.

### BACKGROUND

The Saskatchewan Human Rights Commission (SHRC) provides the Regina Police Service with Employment Equity Reporting Guidelines. The SHRC asked sponsors to provide the following information:

1. Workforce data (statistical report); and
2. A brief narrative description of significant actions taken to implement the organization's equity plan.

These two components constitute the sponsor's annual monitoring report. Sponsors with a year-end of December 31<sup>st</sup> are asked to provide reports by March 31, 2010. Please refer to the attached for a copy of the Regina Police Service's Employment Equity Plan 2009 Annual Report.

The SHRC posts sponsor reports on its equity site. This promotes the transparency and accountability of equity programs and facilitates information sharing and networking.

Since the inception of the Regina Police Service plan in 1992, employment equity totals have increased over the years. A comparison of progress from 1992 thru to 2009 along with SHRC 2012 Goals is as follows:

<b>Regina Police Service Employment Equity Statistical Comparison</b>				
<b>Category</b>	<b>1992</b>	<b>2008</b>	<b>2009</b>	<b>SHRC 2012 Goals</b>
<b>Women (in underrepresented occupations)</b>	4.0%	20.5%	22.1%	47.0%
<b>Aboriginal People</b>	3.0%	8.0%	8.3%	14.8%
<b>People with Disabilities</b>	1.7%	5.8%	3.3%	9.7%
<b>Visible Minority</b>	1.2%	3.5%	4.2%	5.6%

**\*Women are considered underrepresented in an occupational classification if they occupy less than 47% of positions in that occupation.**

The attached material shows improvement in workforce representation for all groups except People with Disabilities. The decrease in the People with Disabilities category is a result of fewer individuals requiring accommodation in the 2009 calendar year.

## DISCUSSION

In 2009 the Regina Police Service continued to demonstrate management commitment and leadership towards a representative workforce and inclusive work environment.

The Regina Police Service's 2008-2010 Strategic Plan supports equity initiatives and directives "by continuing to implement the Human Resource Strategic Recruiting Plan."

The Regina Police Service will ensure the Strategic Recruiting Plan is built into normal and achievable human resource business processes. Components include: continuous improvement of the applications-selection process, informed decisions on future resource needs, sustained recruiting media strategies, a diversity mentorship program, a civilian application database and proactive efforts to attract Employment Equity candidates.

Human Resources will continue to monitor the Regina Police Service workforce demographic analysis and proactively address trends impacting the 2012 employment equity objectives.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

None with respect to this report.

### Environmental Implications

None with respect to this report.

### Strategic Implications

To continue recruiting qualified personnel who are representative of the community we serve and strive to meet the 2012 employment equity goals.

### Other Implications

None with respect to this report.

## COMMUNICATIONS

The attached report will be filed with the Saskatchewan Human Rights Commission by March 31, 2010. This report will also be available for viewing by all Regina Police Service employees following its submission to Human Rights.

Respectfully submitted,



Troy Hagen,  
Chief of Police

**REGINA POLICE SERVICE****EMPLOYMENT EQUITY PLAN  
2009 ANNUAL REPORT****- EXECUTIVE SUMMARY -**

The following is the Regina Police Service's Employment Equity Plan 2009 Annual Report in accordance with the Employment Equity Reporting Guidelines (Your File: A2089) of the Saskatchewan Human Rights Commission.

The report includes the required workforce data (statistical reports) and a brief narrative of significant actions taken in 2009 to enhance the organization's equity plan including management leadership; recruitment of equity groups; retention and career development; working environment; and staff training and awareness.

The Regina Police Service 2008 – 2010 Strategic Plan continues to support, foster and promote respect for individual rights, freedoms and multicultural diversities within our community and within our workplace.

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- Police	
- Civilian Permanent	
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## REGINA POLICE SERVICE

The Regina Police Services' Employment Equity Plan 2009 Annual Report is hereby submitted in the required format and time frame to meet the requirements for continued approval. This report contains the required workforce data (statistical report) and six narrative parts: management leadership; recruitment of equity groups; retention and career development; working environment; staff training and awareness; and collective agreement language relating to employment equity.

### Part I. Workforce Data:

In 2009, the following figures were stated by the Saskatchewan Human Rights' Commission's as their 2012 long-term goals:

Women in underrepresented occupations	47.0%
Aboriginal People	14.8%
People with Disabilities	9.7%
Visible Minority	5.6%

The Regina Police Service has modified their goals to match those of the Saskatchewan Human Rights' Commission.

The below table provides a statistical overview of the Regina Police Service's progression in obtaining the Saskatchewan Human Rights' Commission goals.

	1992	2006	2007	2008	2009
<b>*Women in underrepresented occupations</b>	<b>4.0%</b>	21.8%	21.3%	20.5%	<b>22.1%</b>
<b>Aboriginal People</b>	<b>3.0%</b>	8.4%	8.0%	8.0%	<b>8.3%</b>
<b>*People with Disabilities</b>	<b>1.7%</b>	4.2%	4.8%	5.8%	<b>3.3%</b>
<b>Visible Minority</b>	<b>1.2%</b>	3.6%	4.5%	3.5%	<b>4.1%</b>

\* Total female population as shown in Part III, Table 1 is 40%.

\* The decrease in the People with Disabilities category is a result of fewer individuals requiring accommodation in the 2009 calendar year. This number fluctuates based on the Service's accommodation needs.

## Part II. Narrative Report

### 1. Management Leadership:

The Regina Police Service's 2008– 2010 Strategic Plan embraces equity initiatives and directives. The Regina Police Service Strategic Plan states support of the Employment Equity Program "by continuing to implement the Human Resource Strategic Recruiting Plan".

Objective 2.1.1: The Executive Director will ensure the strategic recruiting plan is built into normal and achievable Human Resource business processes. Components include: continuous improvement of the application-selection process; informed decisions on future resource needs; sustained recruiting media strategies; a diversity mentorship program; a civilian application database; and proactive efforts to attract Employment Equity candidates. The Executive Director will provide a report to Executive Committee outlining progress on and enhancements to strategic recruiting processes and initiatives.

Objective 2.1.2: The Inspector i/c Human Resources will monitor the Regina Police Service workforce demographic analysis and proactively address trends impacting our 2012 Employment Equity objectives. Examples of proactive activities include the continuation of the Civilian Diversity Summer Student Program, the Treaty Four Citizens' Police Academy and the Diversity Mentorship Program. The Regina Police Service's employment equity component of the overall personnel establishment will show an increase each year.

Objective 2.1.3: The Executive Director will develop and implement mentorship programs for recruits and for Aboriginal applicants that will assist them through the recruitment and selection processes and establish them successfully early in their careers. The programs will include a tracking mechanism to enable evaluation. The programs will be developed and implemented by December 31, 2008. This program is ongoing; please refer to #2, Recruitment of Equity Groups, Mentorship Program for additional information.

Objective 2.5.1: By ensuring recommendations from The Commission on First Nations and Metis Peoples and Justice Reform and The Commission into Matters Relating to the Death of Neil Stonechild related to cultural training are reflected in the delivery practice and course content of cultural training offered by the RPS. The recommendations are:

*"This Commission recommends that all police services invite members of the First Nations and Metis communities to evaluate the effectiveness of existing cultural awareness programs and implement changes as required."* (The Commission on First Nations and Metis Peoples and Justice Reform-Recommendation 5.2)

*"That municipal police officers receive in-depth training in race relations. The training should include information about Aboriginal culture, history, societal and family structures. A refresher course should be provided every three years. It is important that course leaders include Aboriginal peace officers, including members of the RCMP. (The Commission into Matters Relating to the Death of Neil Stonechild-Recommendation 7)*

## 2. Recruitment of Equity Groups

### *Treaty Four Citizens' Police Academy (T4CPA):*

In 2009, the Regina Police Service entered into partnerships to implement and deliver, the Treaty Four Citizen's Police Academy for the fifth year in a row. The Regina Police Service invited police agencies on the Saskatchewan Police Aboriginal Recruiting Committee (SPARC) working group to participate in the Treaty Four Citizens' Police Academy, by way of instructing, doing presentations and acting in a support role. Ongoing initiatives by SPARC have made contacts across the province with Aboriginal communities, resulting in applicants for the Treaty Four program and subsequently the police services. SPARC, its members and the partnerships formed within the Committee have been instrumental in ensuring the continued success of this program. The Tribal Councils actively support this initiative of promoting policing within the Aboriginal communities and within the municipal and RCMP police services.

### *SPARC*

The Saskatchewan Police Aboriginal Recruiting Committee (SPARC) is committed to implementing diverse and non-discriminatory recruitment and retention practices for police services in the province of Saskatchewan to assist them in becoming reflective of the communities they serve. SPARC works toward identifying barriers to employment, preparing Aboriginal candidates to achieve success in policing careers and establishing Saskatchewan police services as the employer of choice. The Committee anticipates that its practices and goals will serve as a model to increasing diversity of all ethnicities, cultures, and backgrounds throughout Saskatchewan police services.

### *Mentorship Program*

In September 2008, the Regina Police Service implemented a mentorship program. The mandate of the program is to increase the existing number of sworn diversity employees within the Regina Police Service and it provides the Service an opportunity to coach perspective employees in areas that they may need to be strengthened in. Examples of such areas include but are not limited to: fitness, report writing, and public speaking. To date, the Mentorship Program has hired 4 individuals, two of which are now police members and one a Special Constable in Detention.

### *Recruiting*

In response to the challenging labour market, the Recruiting Unit of the Regina Police Service has explored and initiated innovative recruiting and advertising initiatives. The hiring process is adapted on an ongoing basis to meet these needs. The Recruiting Unit works closely with the Cultural Unit to identify and encourage diversity candidates. The Recruiting Unit will continue to strive to be flexible and progressive to meet the needs of the Service with a current goal of obtaining a 70% diversity hire rate for the 2010 fall session of Saskatchewan Police College.

We have had a Civilian Diversity Summer Student program in effect since 2004. Initially the program targeted Aboriginal students only but in the last year the program has been expanded to include visible minority candidates as well. Funding is in place for three (3) students for four (4) months each summer. Positions vary based on need but usually include entry level clerical or Information Technology positions. We have seen great success from the program, with three (3) of the candidates now employed full time with



the Regina Police Service while several others have remained as casual employees while they complete their education.

We have also begun offering additional training for the Peace Officer Physical Abilities Test (POPAT) to develop a greater number of equity candidates. This training has led to thirteen (13) female candidates being hired. Of the thirteen (13) females, three (3) were Aboriginal and/or Metis.

### **3. Retention and Career Development**

The Regina Police Service is undertaking a needs assessment for developing and implementing a formal career planning process for employees. The Civilian Recruiter and Inspector i/c of Human Resources have been and will continue to conduct meetings with all 3 year employees to discuss career pathing, skills needed and training required. A career fair day will also be held on site to provide information pertaining to all areas within the Regina Police Service.

### **4. Working Environment**

The Strategic Plan includes initiatives towards improving the working environment. "The Inspector i/c Human Resources will identify initiatives to enhance teamwork and a respectful workplace through the Respectful Workplace Committee."

An Employee Engagement Committee has been created and already a recognition budget has been provided to all divisions to recognize the hard work and dedication of staff.

An updated personal harassment policy has been completed and is waiting final approval.

An employee satisfaction survey remains in the development stage.

Continued initiatives include working with and educating employees about the importance of balancing work and personal life; general physical and emotional wellness; and investigating the feasibility of implementing new human resource initiatives (e.g., sabbaticals, external work exchanges, etc.)

### **5. Staff Training and Awareness**

The Executive Officer continues to review all cultural training recommendations and develop appropriate cultural training for implementation. Cultural training has been incorporated into the training budget and delivered on a bi-annual basis starting in 2008.

The Regina Police Service has a Cultural Relations Unit whose members sit on many internal and external boards and committees such as the Caribbean Association, the Aboriginal Family Services, Spring Free from Racism and the Wichitowin Foundation to name a few. This unit also coordinates the Regina Police Service Round Dance and works closely with the Open Door Society.

As well, the Cultural Relations Unit assists officers on a daily basis pertaining to language barriers and providing information on different cultures and traditions when dealing with the public.

In 2008 the Respectful Workplace Committee along with the Cultural Relations Unit developed and implemented Cultural Sensitivity Training with a 98% attendance record.

Additional cultural training will take place in the fall of 2010.

#### **6. Collective Agreement Language Relating to Employment Equity**

The Respectful Workplace Committee in consultation with the Regina Police Association developed and circulated a Representative Workforce Survey which had a 77% completion rate. The statistical data collected is consistent with our current human resource data.

The Regina Police Association is directly involved in most committees within the Regina Police Service inclusive of the joint Policy and Procedure Committee.

### **PART III. Statistical Tables (required):**

Table 1: Workforce Analysis of Total Staff by Occupational Group

Table 2: Workforce Analysis by Occupational Group

- Police
- Civilian Permanent
- Civilian Non-Permanent

Regina Police Service  
2009 Workforce Analysis

TABLE 1  
Total Staff

Workforce Analysis of Total Staff by Occupational Group													
Occupational Groups	Total Women		Aboriginal People			People with Disabilities			Visible Minority				
	Total	%	Female	Male	Total	Female	Male	Total	Female	Male	Total	%	
POLICE	367	22.1%*	9	29	38	10.4%	2	9	11	3.0%	1	15	4.4%
CIVILIAN PERMANENT	137	78.1%	5	0	5	3.6%	3	2	5	3.6%	2	2	2.9%
CIVILIAN NON-PERMANENT	38	76.3%	1	1	2	5.3%	2	0	2	5.3%	1	1	5.3%
<b>Total</b>	<b>542</b>	<b>40.0%</b>	<b>15</b>	<b>30</b>	<b>45</b>	<b>8.3%</b>	<b>7</b>	<b>11</b>	<b>18</b>	<b>3.3%</b>	<b>4</b>	<b>18</b>	<b>4.1%</b>

\* Police is the only occupational group which meets the SHRC's definition: "Women are considered underrepresented in an occupational classification if they occupy less than 47% of positions in that occupation."

**Regina Police Service  
2009 Workforce Analysis**

**TABLE 2  
Total Staff Breakdown by Occupational Groups**

Occupational Groups	Police														
	Total Women			Aboriginal People			People with Disabilities			Visible Minority					
	Total	%		Female	Male	Total	%	Female	Male	Total	%	Female	Male	Total	%
CHIEF	1	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
DEPUTY CHIEF	1	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
SUPERINTENDENT	2	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
INSPECTOR	8	1	12.5%	0	1	1	12.5%	0	0	0	0.0%	0	0	0	0.0%
STAFF SERGEANT	15	0	0.0%	0	2	2	13.3%	0	1	1	6.7%	0	0	0	0.0%
SERGEANT	59	9	15.3%	4	6	10	16.9%	0	4	4	6.8%	0	6	6	10.2%
CORPORAL	26	7	26.9%	3	4	7	26.9%	1	1	2	7.7%	0	2	2	7.7%
CONSTABLE	249	62	24.9%	2	15	17	6.8%	1	3	4	1.6%	1	7	8	3.2%
SPECIAL CONSTABLE	6	2	33.3%	0	1	1	16.7%	0	0	0	0.0%	0	0	0	0.0%
<b>Total</b>	<b>367</b>	<b>81</b>	<b>22.1%*</b>	<b>9</b>	<b>29</b>	<b>38</b>	<b>10.4%</b>	<b>2</b>	<b>9</b>	<b>11</b>	<b>3.0%</b>	<b>1</b>	<b>15</b>	<b>16</b>	<b>4.4%</b>
<b>Civilian Permanent</b>															
Occupational Groups	Total Women			Aboriginal People			People with Disabilities			Visible Minority					
	Total	%		Female	Male	Total	%	Female	Male	Total	%	Female	Male	Total	%
	SENIOR MANAGERS	4	4	100.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0
MIDDLE MANAGERS/SUPV.	10	8	80.0%	2	0	2	20.0%	1	0	1	10.0%	0	0	0	0.0%
PROFESSIONAL	11	9	81.8%	2	0	2	18.2%	0	0	0	0.0%	0	0	0	0.0%
TECH SUPPORT	10	1	10.0%	0	0	0	0.0%	0	1	1	10.0%	1	1	2	20.0%
GARAGE/MAINT/EV. MGMT	17	4	23.5%	0	0	0	0.0%	0	1	1	5.9%	0	0	0	0.0%
CLERICAL ADMIN SUPPORT	62	58	93.5%	0	0	0	0.0%	2	0	2	3.2%	1	1	2	3.2%
COMM OFFICERS	23	23	100.0%	1	0	1	4.3%	0	0	0	0.0%	0	0	0	0.0%
<b>Total</b>	<b>137</b>	<b>107</b>	<b>78.1%</b>	<b>5</b>	<b>0</b>	<b>5</b>	<b>3.6%</b>	<b>3</b>	<b>2</b>	<b>5</b>	<b>3.6%</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>2.9%</b>
<b>Civilian Non-Permanent</b>															
Occupational Groups	Total Women			Aboriginal People			People with Disabilities			Visible Minority					
	Total	%		Female	Male	Total	%	Female	Male	Total	%	Female	Male	Total	%
	CLERICAL/ADMIN. SUPPORT	18	16	88.9%	0	0	0	0.0%	0	0	0	0.0%	0	0	0
COMM OFFICER	6	6	100.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
MATRON/CLNR/CARETAKER	7	6	85.7%	0	0	0	0.0%	2	0	2	28.6%	1	0	1	14.3%
CHAPLAIN/ELDER	3	0	0.0%	0	1	1	33.3%	0	0	0	0.0%	0	1	1	33.3%
MENTORSHIP	1	1	100.0%	1	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
GARAGE ATTENDANT	3	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
<b>Total</b>	<b>38</b>	<b>29</b>	<b>76.3%</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>5.3%</b>	<b>2</b>	<b>0</b>	<b>2</b>	<b>5.3%</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>5.3%</b>

\* Police is the only occupational group which meets the SHRC's definition: "Women are considered underrepresented in an occupational classification if they occupy less than 47% of positions in that occupation."

