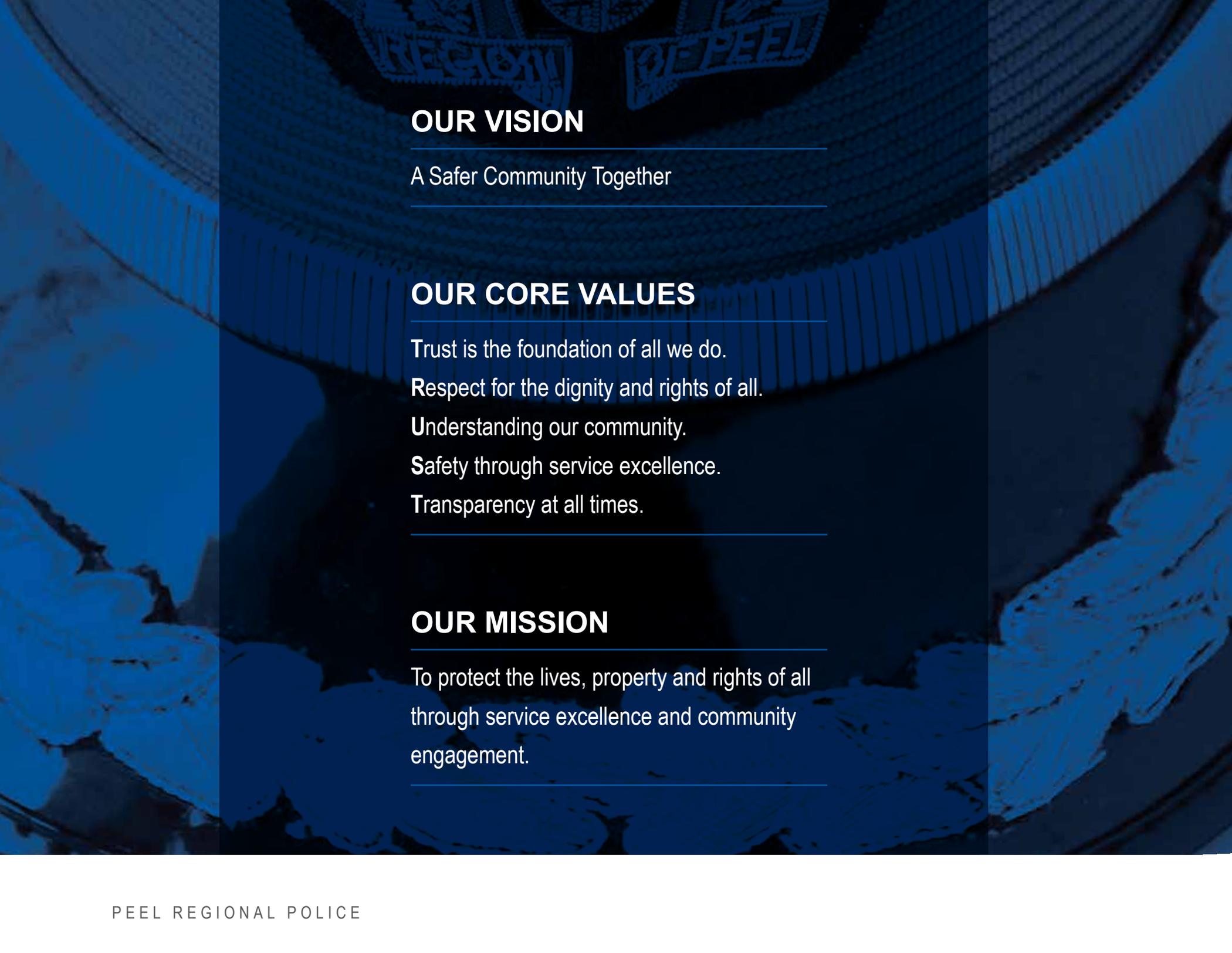


# EQUAL OPPORTUNITY REPORT 2019



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## OUR VISION

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A Safer Community Together

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## OUR CORE VALUES

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Trust is the foundation of all we do.

Respect for the dignity and rights of all.

Understanding our community.

Safety through service excellence.

Transparency at all times.

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## OUR MISSION

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To protect the lives, property and rights of all through service excellence and community engagement.

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# EQUAL OPPORTUNITY PLAN

Peel Regional Police is committed to attracting, retaining, developing and promoting professional and skilled employees who are reflective of our community and who serve as the essential foundation for the Service to ensure that current and future organizational needs are met while exceeding community expectations.

## 1.1 OVERVIEW

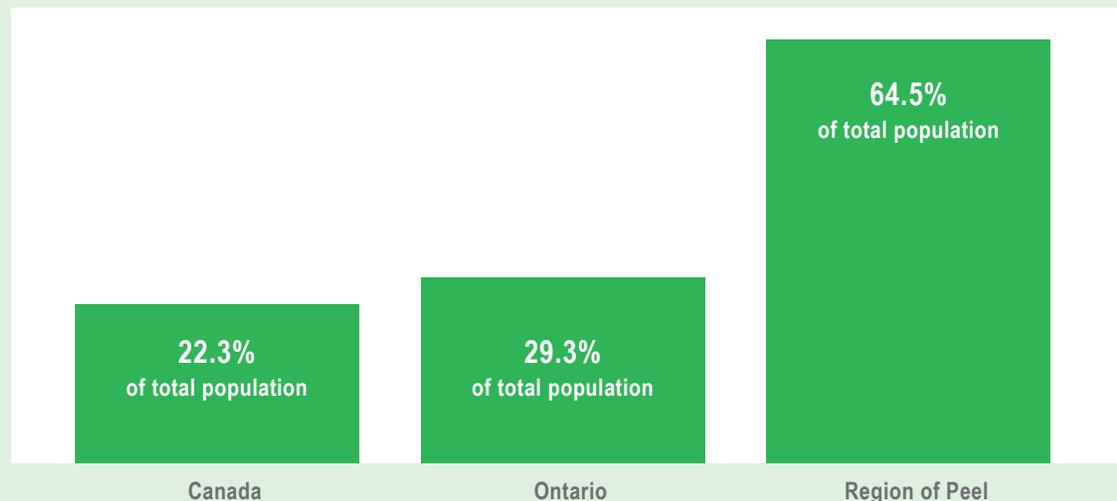
Peel Regional Police is the third largest police service in Ontario and the fourth largest municipal police service in Canada. We serve the Region of Peel which has over 1.4 million residents serving one of the most diverse regions in Canada, and the Pearson International Airport which sees an estimated 35 million people pass through every year. The Service has an authorized budgetary complement of 2,128 uniform officers, 30 cadets and 896 civilian members.

We aim to be an employer of choice by being open to and supportive of inclusion and diversity in the workplace. Our objective is to attract and retain skilled employees, promote the well-being of our members and provide opportunities for development and training.

The Police Services Act, and the policies of both Peel Regional Police and the Peel Police Services Board state that police services shall be provided throughout Ontario in accordance with certain

principles, including “the need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario’s society” and “the need to ensure that police services are representative of the communities they serve”.

### RACIALIZED PERSONS REPRESENTATION NATIONAL, PROVINCIAL AND REGIONAL – COMPARISON 2016 CENSUS DATA



Please note that Community Representation data is based on 2016 Census Data, as per Statistics Canada.

<sup>1</sup> 2016 Statistics Canada Census Data.

### 1.1.1 Equal Opportunity Principles:

- Merit being the basis of hiring and promoting, and other employment practices of this police service, thereby allowing individuals to be judged on their knowledge, skills and abilities.
- Taking the necessary steps to eliminate barriers to equal opportunity, including systemic barriers.
- Taking the necessary steps to eliminate discrimination and harassment by actively preventing it, and responding to it in a manner consistent with zero tolerance.
- Providing employment accommodation in accordance with the Ontario Human Rights Code.
- Statistical tracking of workforce information collected on a voluntary self-identification survey through the employment process. The program identifies four prescribed groups: Indigenous, racialized persons, persons with disabilities, and females.
- Positive measures related to outreach recruitment, pre-employment counseling, internship programs, career development programs, guidance and support programs, and civilianization.

- Barrier-free employment policies and practices, educational training on 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.

One of the identified areas focused on in PRP's Strategic Plan is to have a professional, diverse and supportive workplace, which is achieved by recruiting professional, skilled employees who reflect our community. The statistical data will demonstrate PRP's successful efforts in 2019.

## 1.2 COMMUNITY REPRESENTATION DATA

The region demographics are based on the results from the 2016 Statistics Canada Census Data, which states the Region has 64.5% of its population identified as racialized persons. Peel is the most diverse region, followed by Toronto at 51.5% and York 49.2%. In comparison, across the country 22.3% of Canadians and 29.3% of Ontarians identify that they are racialized.

## 1.3 LANGUAGE PROFILE – COMMUNITY AND POLICE SERVICE

The Region of Peel is a linguistically diverse community. Census Bureau statistics (2016) indicate that 46.9% of the Regional population reported their mother tongue to be other than the official languages of Canada. Aside from English, the top three languages spoken at home were Punjabi, Urdu and Mandarin.

In keeping with PRP's goal of being reflective of the community it serves, PRP collects and maintains information on members who are multilingual. Almost 1/3 of PRP members (1,012) identify that they are conversant in one or more of 63 different languages. This statistic continues to improve year over year which is a demonstration of PRP's successful efforts in attracting and employing persons who are representative of the diverse community it serves.

WE SPEAK **63** DIFFERENT LANGUAGES

WE HAVE **1,047** MULTILINGUAL EMPLOYEES



COMMUNITY REPRESENTATION – CENSUS DATA 2016				
	Indigenous	Racialized Persons	Persons with Disabilities *	Females
Percentage	0.7%	64.5%	12.7%	50.9%

\* Source – 2012 Canadian Survey of Disabilities – Statistics Canada

LANGUAGE PROFILE – 2019			
Number of Languages Spoken *	Number of Members	Number of Auxiliary	TOTAL
1 Language	700	17	717
2 Languages	223	14	237
3 - 4 Languages	89	4	93
TOTAL	1,012	35	1,047

\* Other than English – 63 different languages spoken by Civilian / Uniform.



## 2.1 APPLICANT DATA – UNIFORM (Recruit Constable and Cadets)

The Constable Selection System was implemented in June of 2012 and represents the standard in recruitment efforts. Mandated by the Ontario Ministry of Community Safety & Correctional Services (MCSCS) and endorsed by the Ontario Association of Chiefs of Police, the system allows applicants to obtain their Certificate of Results (COR) from Applicant Testing Services (ATS) prior to applying to Peel Regional Police (PRP). Applicants who obtain their COR have fulfilled baseline test requirements comprised of; a Cognitive Recognition Intellectual test, English writing test, a Behavioural Assessment test and a Physical Abilities test. Applicants who have successfully obtained their Certificate of Results are permitted to apply online for Police Constable.

PRP, and the majority of police services in Ontario, are restricted in its hiring of Recruit Constables to only those applicants who successfully obtain their Certificate of Results from Applicant Testing Services.

Peel Regional Police Recruitment and Staff Support Bureau (R&SS) is committed to hiring the most qualified candidates for Police Constable and Cadet Positions. In addition, emphasis has been placed on local community engagement and partnerships, highlighting a continued commitment to attract and motivate applicants that represent the community we serve.

In 2019, PRP received 1,922 applicants for the position of Recruit Constable and

Cadet and although it was a decrease from the record number of applicants received in 2018, the applicants from each designated group continues to increase year over year. The lower number of uniform applications was likely the result of the moratorium on Cadet Applications that commenced on August 28 and continued until the end of the year, along with anticipated changes to OACP Constable Selection System testing process.

UNIFORM APPLICANTS			
YEAR	2019	2018	2017
Number of Applicants	1,922	2,703	1,859

94% of the uniform applicants completed the voluntary Equal Opportunity Survey which continues to be an exceptionally high completion rate. Of those who responded to the survey, 65.3% were racialized persons, 2.7% Indigenous, 19.1% female and 1.7% were persons with disabilities. Of the 1,922 uniform applicants, PRP hired 123 personnel (108 officers and 15 cadets).

The Constable Selection System (CSS) underwent a program audit in the fall of 2017 and an interim plan was approved to review the program over the 2018/2019 calendar years. During this time the Ministry of Solicitor General (Ministry) reviewed all aspects of the CSS, including the Ministry's role, and options for addressing recommendations from the audit. The review also considered potential barriers to female and geographically remote applicants.

PRP has expanded its recruiting efforts beyond traditional channels and is strategically focused on attracting a

professional and diverse workforce through community engagement. Recruiting efforts in 2019 included specific recruitment forums for black community members, job/employment recruitment fairs, community festivals/functions, sporting events, career fairs, presentations at colleges, universities, local high schools and other community advertisements with local radio outlets and hockey teams.

In 2019, the Outreach initiative utilized a pool of 20 officers representing diverse demographics, age groups and genders to assist in these initiatives.

Recruiting prospective candidates is not the sole responsibility of R&SS, rather it is the responsibility of the entire organization and is reinforced in Directives. The Community Engagement & Inclusion Bureau, Neighborhood Policing Units and Corporate Communications made noteworthy efforts in recruiting potential candidates from all communities.

Despite the decrease in applicants, the Uniform Applicant Profile for Valid Respondents saw growth in every category. Specifically, the percentage of:

- Racialized applicants increased to 65.3% (+3.2%);
- Indigenous persons increased to 2.7% (+1.6%);
- Female applicants increased to 19.1% (+0.5%);
- Persons with Disabilities increased to 1.7% (+0.1%).

The positive growth in applicant demographic profiles indicate that the initiatives undertaken by the organization and R&SS have been successful in reaching Indigenous, racialized and female applicants in the community. The goal to attract and retain qualified candidates that reflect the community we serve continues to be an evolving and ongoing effort.

### UNIFORM APPLICANT PROFILE FOR VALID RESPONDENTS – 2019

YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		TOTAL
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent	
2019	49	2.7%	1,182	65.3%	30	1.7%	346	19.1%	1,464	80.9%	1,810	112	1,922
2018	24	0.9%	1,647	62.1%	42	1.6%	492	18.6%	2,160	81.4%	2,652	51	2,703
2017	30	1.7%	763	42.8%	15	0.8%	304	17.0%	1,479	83.0%	1,783	76	1,859

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

## SUMMARY OF 2019 UNIFORM RECRUITING ACTIVITIES

<b># Local Focus Assessment (LFA's) Sessions Conducted – 41 Constable / 6 Cadets</b>	47
<b># Applicants tested at LFA's</b>	854
<b># Media Promotional Initiatives</b>	9
<b># People who attended Outreach Initiatives</b>	7,587

Local Focus Assessments (LFA's) are an opportunity for Recruiters to conduct a preliminary assessment of an applicant to determine their suitability to continue in the Recruitment process. An LFA is comprised of a Pre-Background Questionnaire, a short interview with Recruitment and Staff Support personnel and the PREP fitness test.

The long-term recruitment goals and strategies of R&SS are to enhance the excellent work being performed by the Outreach Team who are assisted by Outreach Pool of Officers, Uniform and Civilian Recruiters.

### 2.2 NEW HIRE STATISTICS – UNIFORM (Recruit Constable and Cadets)

In 2019, 109 uniform officers and 1 Cadet left PRP through attrition primarily due to retirements, alternate career choices or personal reasons. To address this loss and meet the growing needs of the community and organization, PRP hired 123 uniform personnel (108 officers and 15 cadets).

Of the 123 uniform personnel hired in 2019, 49.6% were racialized persons, and 23.6% were female officers. Although PRP are actively recruiting qualified candidates that reflect the community we serve the numbers of new hires that are racialized persons or female will vary year to year based on the

applicant pool available and the suitability of those applicants to be successfully hired as Constables or Cadets.





**10.7%**  
FEMALE OFFICERS

**10.7%**  
RACIALIZED OFFICERS



### NEW HIRES UNIFORM PROFILE – 2019

YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				TOTAL
	Total	%	Total	%	Total	%	Female	%	Male	%	
2019	2	1.6%	61	49.6%	0	0.0%	29	23.6%	94	76.4%	123
2018	0	0.0%	72	60.5%	0	0.0%	36	30.3%	83	69.7%	119
2017	1	1.1%	44	47.8%	0	0.0%	15	16.3%	77	83.7%	92

### TOTAL PROMOTIONS – UNIFORM POSITION CATEGORY – 2019

POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				TOTAL
	Total	%	Total	%	Total	%	Female	%	Male	%	
Senior Officer	0	0.0%	1	50.0%	0	0.0%	0	0.0%	2	100%	2
Detective Sergeant / Staff Sergeant	0	0.0%	1	5.9%	0	0.0%	2	11.8%	15	88.2%	17
Detective / Sergeant	0	0.0%	4	10.8%	0	0.0%	4	10.8%	33	89.2%	37
<b>UNIFORM TOTAL</b>	0	0.0%	6	10.7%	0	0.0%	6	10.7%	50	89.3%	56

COMPOSITION PROFILE – UNIFORM POSITION CATEGORY – 2019											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Senior Officer	1	2.0%	13	25.5%	0	0.0%	8	15.7%	43	84.3%	51
Detective Sergeant / Staff Sergeant	0	0.0%	14	18.2%	0	0.0%	13	16.9%	64	83.1%	77
Detective / Sergeant	2	0.8%	32	12.8%	0	0.0%	29	11.6%	221	88.4%	250
Constable	18	1.0%	474	27.1%	5	0.3%	356	20.3%	1396	79.7%	1,752
Cadet	1	3.6%	13	46.4%	0	0.0%	13	46.4%	15	53.6%	28
<b>UNIFORM TOTAL</b>	<b>22</b>	<b>1.0%</b>	<b>546</b>	<b>25.3%</b>	<b>5</b>	<b>0.2%</b>	<b>419</b>	<b>19.4%</b>	<b>1739</b>	<b>80.6%</b>	<b>2158</b>

\* The uniform complement of 2,158 includes uniform members, cadets, persons on long-term disabilities, job-share arrangements, and secondments.

COMPOSITION PROFILE - UNIFORM 2019 - 2017											
YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
2019	22	1.0%	546	25.3%	5	0.2%	419	19.4%	1739	80.6%	2158
2018	20	0.9%	499	23.3%	7	0.3%	410	19.1%	1735	80.9%	2145
2017	19	0.9%	426	20.5%	8	0.4%	385	18.5%	1696	81.5%	2081

## 2.3 PROMOTIONS – UNIFORM

In 2019, there were 56 uniform promotions to the rank of Sergeant and above. Of those promotions, 10.7% were racialized officers and 10.7% were female officers.

## 2.4 COMPOSITION PROFILE – UNIFORM

### Under-Represented Segments of the Community

PRP remains committed to offering equitable uniform employment opportunities for females and racialized persons who are traditionally under-represented as police officers in the community. R&SS personnel continue to perform activities and create new initiatives to increase the number of new diversified hires to reflect the community we serve.



# STATISTICS – CIVILIAN REPORTING

## 3.1 APPLICANT DATA – CIVILIAN

In 2019, PRP received 9,361 applicants for Civilian positions and although it was a decrease from the record number of applicants received in 2018, the applicants from each designated group continues to increase year over year.

The online application process includes a voluntary Equal Opportunity Survey, which provides personal identification so that we are able to monitor the changing demographics of applicants and adjust recruiting efforts accordingly.

In 2019, PRP continued to experience a high completion rate for the voluntary Equal Opportunity Survey, with 81.2% of applicants submitting their information with representation from the prescribed groups as follows; Indigenous at 1.8%; racialized persons at 69.5%; persons with disabilities at 3.5% and females at 57.8%. Analysis of the data indicates that we are continuing to attract applicants, despite the decline in the overall number of applications.

CIVILIAN APPLICANT PROFILE FOR VALID RESPONDENTS – 2019													
YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		TOTAL
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent	
2019	136	1.8%	5,275	69.5%	269	3.5%	4,386	57.8%	3,207	42.4%	7,593	1,768	9,361
2018	147	1.5%	6,457	66.4%	324	3.3%	5,730	58.9%	3,992	41.1%	9,722	887	10,609
2017	88	1.3%	2,618	38.4%	177	2.6%	4,228	62.0%	2,586	38.0%	6,814	611	7,425
2016	90	1.5%	2,209	35.8%	147	2.4%	3,689	59.9%	2,474	40.1%	6,163	523	6,686

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

Continuing to increase the number of diverse applicants from the designated groups remains a strategic goal for R&SS. Despite substantial interest from external applicants, the opportunities to increase diversity within the civilian complement remain limited, given our low attrition rate of 4.9%.

### 3.2 NEW HIRE STATISTICS – CIVILIAN

In 2019, PRP hired 163 civilian members, of which 16 were permanent positions and the remaining 147 were temporary positions. Although new hiring for 2019 decreased by 9.2% over the 178 hires for 2018, we experienced the most significant increase in representation from racialized persons at a 51.9% increase, with a slight increase in the female hires at 5.2% and the remaining two prescribed groups experiencing a decline with 0 Indigenous and 1.2% persons with disabilities.

Temporary vacancies continue to create opportunities for applicants to fill positions which are created as a result of temporary transfers, leave of absence (pregnancy/parental etc.), sick leave etc. The temporary assignments occur throughout the organization and include hires for Intercept Monitors, College/University Co-operative Education Program, Summer Students and the YIPI (Youth in Policing Initiative) program.

NEW HIRES CIVILIAN PROFILES – 2019											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Permanent	0	0.0%	8	50.0%	0	0.0%	6	37.5%	10	62.5%	16
Temporary	0	0.0%	91	61.9%	2	1.4%	104	70.8%	43	29.2%	147
<b>TOTAL</b>	0	0.0%	99	60.7%	2	1.2%	110	67.5%	53	32.5%	163

### 3.3 TRANSFER / STATUS CHANGE ACTIVITY – CIVILIAN

PRP has a very strong internal hiring rate, which provides opportunities to current members regardless of status (temporary, part-time or full-time). In 2019, R&SS posted 321 vacancies, and of the 120 full-time vacancies, 91.7% were filled internally, reinforcing PRP’s commitment to provide opportunities to current members. There were also 55 civilian members who achieved permanent status (part or full-time) within PRP, which further demonstrates that the majority of external vacancies available

are temporary or part-time and that with the internal hiring policy there remains opportunity for these members to apply and compete for permanent positions. Of those members, 34.5% were racialized persons, 3.6% were Indigenous and persons with disabilities and 80% were female. There were 3 civilian employees that were successful in securing positions as Recruit Constables. This activity clearly demonstrates that temporary assignments are a viable route for members to enter the organization and be successful in obtaining a permanent (part-time or full-time) position within the organization.

### 3.4 PROMOTIONS – CIVILIAN

There were 33 promotions for civilian employees in 2019 which is a slight decrease over the 36 available in 2019. Although the number of promotions decreased, there was representation from three of the four underrepresented groups, as 66.7% female; 30.3% racialized persons and 6.1% person with a disability.

TOTAL PROMOTIONS – CIVILIAN POSITION CATEGORY – 2019											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Managers/Directors / Senior Admin	0	0.0%	2	50.0%	0	0.0%	2	50.0%	2	50.0%	4
Grades 7, 8, 9 and 10	0	0.0%	3	16.7%	0	0.0%	12	66.7%	6	33.3%	18
Grades 4, 5 and 6	0	0.0%	5	45.5%	2	18.2%	8	72.7%	3	27.3%	11
Grades 1, 2 and 3	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0
<b>CIVILIAN TOTAL</b>	<b>0</b>	<b>0.0%</b>	<b>10</b>	<b>30.3%</b>	<b>2</b>	<b>6.1%</b>	<b>22</b>	<b>66.7%</b>	<b>11</b>	<b>33.3%</b>	<b>33</b>

### 3.5 COMPOSITION PROFILE – CIVILIAN

Composition statistics reflect the makeup of the Police Services representation of designated group members at various levels within the Organization. PRP remains committed to offering equitable employment opportunities for women and racialized persons in the community.

COMPOSITION PROFILE PERMANENT AND TEMPORARY CIVILIAN POSITION – 2019											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Managers/Directors / Senior Admin	0	0.0%	6	17.6%	1	2.9%	22	64.7%	12	35.3%	34
Grades 7, 8, 9, 10	2	0.4%	115	22.5%	12	2.4%	321	62.8%	190	37.2%	511
Grades 4, 5 and 6	6	1.8%	94	28.1%	5	1.5%	283	84.7%	51	15.3%	334
Grades 1, 2 and 3	0	0.0%	35	39.3%	2	2.3%	57	64.0%	32	36%	89
<b>CIVILIAN TOTAL</b>	<b>8</b>	<b>0.8%</b>	<b>250</b>	<b>25.8%</b>	<b>20</b>	<b>2.1%</b>	<b>683</b>	<b>70.6%</b>	<b>283</b>	<b>29.4%</b>	<b>968</b>

\* The civilian complement of 968 includes temporary, part-time and full-time civilian members, persons on long-term disability, job-share arrangements, and secondments.

COMPOSITION PROFILE - CIVILIAN 2019 - 2017											
YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
2019	8	0.8%	250	25.8%	20	2.1%	683	70.6%	283	29.4%	968
2018	10	1.1%	210	22.2%	23	2.4%	671	71.1%	273	28.9%	944
2017	10	1.1%	205	21.8%	24	2.6%	676	71.9%	264	28.1%	940



The development and continued refinement of initiatives and positive measures directed at improving success in recruitment and employee retention remains an ongoing process. The specific efforts undertaken by the organization for Uniform and Civilian are detailed in the following section.

## 4.1 UNIFORM RECRUITING STRATEGIES

### 4.1.1 Uniform Recruiting Composition

R&SS is comprised of 10 specially trained officers; 8 officers perform the role of Recruit Investigators and two perform the role of dedicated Outreach Officers. Outreach Officers have been supplemented with an additional “Outreach Officer Pool” comprised of trained officers from diverse backgrounds who possess unique language skills, cultural competence and are willing to engage in community recruiting information events, share personal experiences and help dispel misconceptions about policing.

### 4.1.2 New Hires and Designated Groups

R&SS continues to make significant strides with hiring from under-represented

groups. In 2019, R&SS hired 123 new uniform personnel that consisted of 1.6 % Indigenous persons, 49.6% racialized persons and 23.6% female. These positive hiring trends are a direct influence of the Outreach program, recruiting initiatives and local advertising. In addition, successful information sessions tailored to post-secondary institutions with a deliberate focus on recruiting female applicants.

### 4.1.3 Women in Policing

As part of the ongoing recruitment efforts, PRP continues with external partnerships including Official Program Partner of League 1 women’s Program. These mutual partnerships provide another platform for accessing individuals who strive for physical fitness and possess leadership skills. The importance of having exclusivity ensures a

competitive advantage for PRP increasing the number of potential applicants for the Police Constable and Cadet hiring pools.

R&SS continues to provide an opportunity for potential candidates to practice PREP (Physical Readiness Evaluation for Police). Due to the success of this initiative, it was expanded to offer a Women’s Only Practice PREP session once a month for women who had previously attended an introductory session. This initiative continued in 2019 with nine Women Only practice sessions that resulted in 115 potential female candidates being afforded the opportunity to practice and improve their performance on the PREP.



#### 4.1.4 Advertising

R&SS works in partnership with other areas of the organization to ensure that advertising campaigns are constantly reviewed to determine if they meet PRP's recruiting needs.

Internally, every Policing Division and Community Station has recruiting information available for prospective applicants. The PRP's website is updated regularly to ensure it is "user-friendly" and provides the necessary information for applicants to learn about the organization and recruitment process.

To be consistent with the strategic goal of attracting diverse applicants who have been traditionally under-represented in policing,

every effort was made to include photos of employees who represented the diversity within our organization in promotional and advertising mediums.

In advertising R&SS endeavors to be supportive of local media outlets and publications. The established mutually successful relationship has allowed PRP to benefit by turning public interest stories into recruitment opportunities.

#### 4.1.5 Cadet Program

The PRP provides a Police Cadet apprenticeship-style program for younger candidates to gain insight and experience in policing prior to gaining employment as a Recruit Constable with Peel Regional Police. The Cadet Program is a 30-month program that socializes new candidates into the policing culture, provides them with

learning and developmental opportunities and familiarizes them with the policies, procedures and work practices of the PRP through various training assignments. PRP currently has a complement of 30 Cadets. Cadets provide valuable assistance to the various bureaus to which they are assigned while gaining experience and exposure to different areas of the organization and better preparing them to be candidates for Recruit Constables. Cadets are required to obtain their Ontario Association of Chiefs of Police (OACP) Certificate to be considered for a Recruit Constable position.

In 2019, there were 15 new Cadet Hires, 6 of those new Cadets lived within the Region of Peel. Of those new hires, 1 (6.7%) was an Indigenous person, 4 (26.7%) were racialized persons and 6 (40%) were female.



In 2019, there were 16 Cadets promoted to Recruit Constable. Of those promotions, 9 (56.3%) were racialized persons and 4(25%) were female.

#### 4.1.6 Auxiliary Bureau

The Auxiliary Police program consists of 106 volunteer officers. In 2019, there were 66 (62%) male and 40 (38%) female Auxiliary Officers.

Auxiliary Officers obtain training and experience in policing which assists them in determining if they wish to pursue a career in policing and provide an invaluable service to the community. In 2019, 5 Auxiliary officers were hired as Recruit Constables.

In 2019, the Auxiliary Bureau participated in approximately 1400 events and contributed approximately 23,831 volunteer hours to

the community. Auxiliary Officers volunteer program works closely with uniform patrol officers. This past year, Auxiliary officers conducted 487 Patrol Escorts, 74 Festive RIDE events, 142 Yearly RIDE events and provided a total of 29,317 volunteer hours. Some of the events that Auxiliary members assisted with included the Ontario Police Memorial, Cops for Cancer, Toys for Tots, Santa Clause Parades, and Remembrance Day parades.

The Auxiliary Bureau continued its proactive strategy of attending various Post-Secondary Institutions and community events to promote the Auxiliary program and recruit new Auxiliary members. Interest in the Auxiliary program was strong throughout the year. There were 228 people who attended Auxiliary Information Sessions with 119 community members completing written

and physical testing. Of those, 46 people were formally interviewed for the position of Auxiliary officer. From those interviews, 25 new Auxiliary Officers were selected, raising the Auxiliary complement to 131 members.

#### 4.1.7 The Cadet Organization Police School (COPS)

This program is offered free of charge through the federally funded Royal Canadian Army Cadet Corps to youth between the ages of 12 and 19 years and Junior Cadets ages 10 and 11. The COPS program provides structured activities through a variety of challenging and rewarding experiences. Cadets learn valuable life-skills including teamwork, camaraderie and leadership. In 2019, there were 273 Cadets and 45 Junior Cadets enrolled in the COPS Program in three locations across Mississauga.



Peel Regional Police provides the following support to the COPS Program:

- A full time Police Constable to administer the program;
- A part-time Civilian Clerk;
- Financial and logistical support for trips not covered by the Department of National Defence (DND); and,
- Locations for the COPS Cadets to meet on a weekly basis.

In 2019, 125 Cadets were selected for both local and national summer courses as well as international exchanges. 52 of our Cadets were selected to attend the COPS annual March break trip to Washington D.C. COPS is affiliated with 2 Military Police Regiments out of Dennison Armories (Toronto). COPS members assisted with the 12 Division Open House, Police Day, Airport Division Open House and the Polar Plunge. The COPS program maintains a website and Facebook page.

For the third year in a row the COPS program was awarded the Lord Strathcona award for top large Army Cadet Corps in Central Ontario. This is awarded to a Cadet Corps that is most efficient in its class and perpetuates the solicitude for patriotism, fitness and discipline.

#### 4.2 UNIFORM OUTREACH RECRUITMENT

R&SS Outreach Officers primarily focused on local recruitment within Peel Region and the Greater Toronto Area (GTA). The preferred method for engaging potential applicants within the community is through personal interactions which provide an opportunity to build rapport, exchange information and create mentorship opportunities. Events that were attended in 2019 included job/employment recruitment fairs, community festivals/functions, sporting events, career

fairs, presentations at colleges, universities, local high schools and other community groups. In addition, Outreach Officers have Specific Outreach initiatives including;

- Hosting nine general information sessions for members of the community interested in Uniform Constable, Cadet or Auxiliary positions within PRP;
- Hosting the Black Futures Symposium, a targeted recruitment forum;
- As part of the ongoing recruitment efforts, PRP continues with external partnerships including Official Program Partner of League 1 women's Program. These mutual partnerships provide another platform for accessing potential applicants who maintain a high level of physical fitness and possess transferable skills highly relevant to the policing profession. Outreach Officers had preferential access to these athletes to provide them with information on employment



opportunities with PRP and to provide ongoing mentoring.

- Hosting the “Peel Fit Challenge” where 28 students enrolled in Police Foundations programs from seven colleges competed in a head to head PIN Test competition giving them the opportunity to interact with PRP Recruiters. A prize was awarded for the top male and top female score and overall school score.
- Quebec Recruitment Campaign – In response to the Province of Quebec passing Bill C21, the Peel Police Services Board passed a motion to invite anyone affected by Bill C21 who were pursuing a career in policing in Quebec to apply for the same roles with PRP. PRP created a highly targeted video-only ad campaign on Facebook that included text in both English and French in accordance with section 58 of C-11 – Charter of the French language in Quebec. The Facebook campaign resulted in:
  - 5917 visits during the campaign;

- 65% increase in visits during the campaign;
- A 94% increase in overall visits from 2018.
- Although the campaign itself did not result in any new applications from Quebec residents it did result in higher visits to the PRP Facebook site and created the potential for future interest in a career with PRP;
- Advertisements with media outlets included the South Asian, Asian and

Caribbean communities, Mississauga Steelheads Hockey Team, and the Brampton Beast Hockey teams.

R&SS continue to use their Twitter account to Tweet out events, recruitment forums, and other recruitment information and initiatives and intend to expand their social media presence through a Recruiting Instagram account in 2020.

<b>SUMMARY OF 2019 UNIFORM RECRUITING OUTREACH INITIATIVES</b>	
<b>Targeted Recruitment Forums</b>	1
<b>General Information Sessions</b>	9
<b>Presentations</b>	43
<b>Career Fairs/Booths</b>	57
<b>Total Outreach Activities</b>	<b>110</b>



### 4.3 CIVILIAN OUTREACH RECRUITMENT

In 2019 there were 321 employment opportunities that were filled by R&SS, representing full-time, part-time and temporary civilian vacancies as well as an additional 112 short-term temporary assignments for clerical, co-op students, summer camp counsellors and Communication Intercept Monitors.

In an effort to attract applicants from our community that reflect the diverse makeup of the Region, external civilian job opportunities were placed on the PRP website under Employment Opportunities, as well as advertising in various mediums that would be directly related to the position that is being recruited for.

Advertisements were placed on the various on-line job posting websites such as: Indeed; LinkedIn.com; Eluta.ca; mediajobsearchcanada.com; JeffGaulin.com; Localwork.ca; torontojobshop.ca; kijiji.ca; SSC.ca; CMSmath.ca; PMjobs.ca; BCRSP.ca; CTEN.ca; ITjobs.ca; localjobshop.ca; Techjobstoronto.com; Skilledworkers.com; CPAontario.ca; CIPS.ca

The Civilian Employment Opportunities section of the PRP website, where all external positions are posted, is updated regularly. In 2019, the website had a total of 1,850,007 visits. The Civilian Employment Opportunities website attracted a total of 230,302 visitors in 2019, which is a significant increase from the 167,164 visitors in 2019.

During 2019, members from Civilian Recruiting participated in a number of career fairs in conjunction with Uniform Recruiting. Outreach participation included both private sector career fairs and information sessions at educational institutions, including the Uniform of Toronto Mississauga Campus; Toronto Jobs Career Fair, Living Arts Center; Wilfred Laurier Career Fair; Sheridan College Job Fair; Police Day.

#### 4.3.1 Civilian Outreach Placement – Parkholme School

Parkholme is a school for students 14 to 21 years of age with developmental disabilities, in the Peel District School Board, serving students with special needs in the City of Brampton and the Town of Caledon. The goal is to provide an individualized program that assists all students to develop communication skills, functional academics



and life skills. Opportunities for integration in mainstream secondary classes and into the community are important aspects of the program.

In 2019, PRP continued its ongoing relationship with Parkholme School and was able to provide one adult with learning disabilities placement within Telecommunications Systems and Services (TSS) as a shop helper. The personal life management skills program is a work experience program where the individual learns and applies skills to gain hands-on experience, while being accompanied by a job coach providing constant supervision.

#### **4.3.2 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 being selected for placement in the summer. A student was employed as a Service Desk Analyst, providing an opportunity to apply the skills acquired in school, while developing further talents in the workplace.

#### **4.3.3 Co-Operative Placement Program – Colleges and 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 4 months. At the end of their term, students are required to submit a related academic report to their professors. In 2019,

we hired 16 students over the course of the year corresponding with educational work terms. Areas of PRP that participate in the program include Information Technology Services, Crime Analysis, Facilities, Corporate Communications, Fleet Services, Human Resources, Risk Management and Youth Education. 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 youth and the community. The program highlights PRP's recognition of young talent and provides youth the opportunity to experience the challenges that the organization has to offer.

#### **4.3.4 Co-Operative Placement Program – High School**

The placement opportunities are available to Grade 12 students attending school within the Region of Peel. Placements are designed to allow the student to experience the work environment for a period of 4 months through job shadowing and supervised participation in job tasks. The program operates during each of the two scheduled yearly school terms and there were 10 students in 2019. The co-op placements are available within various bureaus such as Fitness, Court Bureau, Children's Safety Village and IT Services.

#### **4.3.5 Youth in Policing Initiative (YIPI)**

Since 2009, Peel Regional Police has worked in partnership with the Ministry of Children and Youth Services to provide a unique eight-week summer employment opportunity for youth residing in priority neighborhoods within the Region of Peel.

This program offers young people between the ages of 15 – 18 years of age an opportunity to gain experience in the work environment, earn a sustainable income and gain exposure to policing as a career of choice and to build positive relationships with police.

Joining the Ministry in their commitment to build stronger communities and assist youth faced with challenges to achieve individual success, in 2019, we offered employment to twenty-five (25) regional youth to work alongside officers and civilian employees of our Service. The Ministry provided funding for twenty (20) youths while the Peel Police Services Board provided funding for an additional five (5) youths. In addition to their divisional / bureau assignments, the Y.I.P.I. program saw students working with Peel Region community partners, receiving presentations from various police areas as well as presentations from community partners and youth motivational speaker, Leo Barbe.

As part of the program, the youths were required to work in groups to create a short promotional video of their experiences. All of the youths were mentored by police officers while in their assigned areas and while attending community events. These events included Kids & Cops Fishing day, Clean Sweeps, graffiti removal, elder support, and the Durham Police Ripple Effect seminar.

Peel Regional Police hosted their event called "Choices for Life" where YIPI students from the surrounding Police Services, as well as other community youth, attended for a free one-day seminar. There they had the opportunity to

listen to two keynote speakers and network amongst themselves. Approximately 250 youths attended the event where they were able to have open discussions during the presentations by motivational speakers Daniel Lewis and Jeremiah Brown.

#### **4.3.6 Partnership with Community Living Mississauga**

In 2019, PRP continued its successful relationship with Community Living Mississauga, who support individuals who have an intellectual disability, by providing employment opportunities.

These opportunities provide clients summer or permanent positions that capitalize on their abilities and provides new exposure to develop other skills.

#### **4.3.7 Mentorship Program for Criminal Intelligence Analysts**

In 2019, PRP continued to offer the Mentorship Program for Criminal Intelligence Analysts. The program provides an opportunity for civilian members interested in exploring a career as a Criminal Intelligence Analyst an experiential opportunity to gain hands-on experience over a 3 month term by assisting with entering, extracting, collating, and analyzing data under the guidance of a mentor within the Crime Analysis Unit.

Challenging staff to meet a standard of excellence, requires that the Peel Regional Police (PRP) maintain a supportive workplace. An environment that is respectful of human dignity and devoid of either intrinsic or systemic discrimination, where all workplace issues are addressed promptly. PRP has established, and continually refines, the framework necessary to ensure balanced success. Training on diversity and human rights set expectations; internal anonymous surveys provide necessary feedback; while ongoing review ensures that reality reflects policy.

In managing daily workplace needs, PRP endeavors to accommodate persons with disabilities and provide the appropriate level of assistance to enable employees to address personal and family issues.

## 5.1 EQUITY AND INCLUSION BUREAU

The Equity & Inclusion Bureau provided 106 training presentations throughout the year, reaching approximately 4,800 people. These courses were delivered to recruits, civilian members, auxiliary police, prisoner escort officers, other serving officers, and community members. The topics included; Knowing Our Diverse Community, Hate Motivated Crimes and Incidents, Emergency Services Introduction to New Canadians (ESINC) and Countering Violent Extremism Initiative (CVEI).

In addition to the regular bi-quarterly meetings with each group, the Equity & Inclusion Bureau facilitated two training/ meeting in May and October 2019, with the Chief's six (6) Advisory Committees; Black, Chinese, LGBTQ+, Muslim, Sikh, and Youth. The May meeting covered discussions and training related to our Major Collisions Bureau and our Police Response Emergency Plan (P.R.E.P). The October meeting provided Chief Duraiappah with an opportunity to introduce himself to the Advisory Committee Members and provide

information regarding his organizational vision. There was also a presentation provided by Inspector Hubert Hiltz related to the Acorn Place project.

Officers in the Equity & Inclusion Bureau attended and participated in 134 community events. These events varied across cultures and religions. Some of the events we attended were Carabram, Carassauga, Muslimfest, Black History Events, Chinese Events, South Asian History Events, Mississauga and Brampton Pride Events, Indigenous Events, Ramadan and our own 19th Annual Race Against Racism and 5th Annual Diversity Scholarship Gala. The Equity & Inclusion Bureau also hosted the following five Lunch and Learn events: Black History Month, Asian, Indigenous, Muslim, and Hindu.

Also, the Equity & Inclusion Officers attended 100 meetings to help strengthen and build relationships within Peel Region's diverse communities. Some of these meetings were related to external committees that our EIB members are active

members of, including (but not limited to): The Regional Diversity Roundtable (RDR), OACP – Diversity, Equity and Inclusion Committee, OACP – Diversity, Equity and Inclusion Working Group, Interfaith Council of Peel (ICP), Intercultural Dialogue Institute (IDI), Mississauga Chinese Business Association (MCBA) and the Diversity and Inclusion Committee.

## 5.2 HUMAN RESOURCES

In 2019, Human Resources (HR) delivered Workplace Discrimination and Harassment training to 7 new intake classes including recruits, cadets, civilian members, auxiliary police and Youth in Policing Initiative students.

In addition, the Respectful Workplace training program, comprised of human rights and Bill 168 components, was delivered to 3 classes of promoted uniform members and new civilian supervisors and acting supervisors.

Ongoing refresher training relevant to the *Ontario Human Rights Code*, the *Occupational Health and Safety Act*, and

the *Police Services Act*, as it relates to Harassment, Discrimination and Violence in the Workplace is required for personnel.

## 5.3 FAIR AND IMPARTIAL POLICING (FIP)

In 2019, PRP continued to offer training on Fair & Impartial Policing which was mandatory for all members. The program is focused on teaching members about Implicit Biases. Content covers an Understanding of Human Bias; The Science of Bias; The Impact of Biased Policing; Managing Our Implicit Biases and Addressing the Biases of Others. The program was founded on social science research, and put together by Fair & Impartial Policing™.

The Fair & Impartial Policing training program applies the modern science of bias to policing; it trains officers on the effect of Implicit bias and gives them the information and skills they need to reduce and manage their biases.

## 5.4 THE CANADIAN CENTRE FOR DIVERSITY AND INCLUSION (C.C.D.I.) TRAINING

PRP continues its partnership with the Canadian Centre for Diversity and Inclusion. This is a membership-based not-for-profit organization that provides its employer partners with a foundation of consistent and relevant information and practitioner support in the area of diversity and inclusion (D&I). They have been in operation since 2012 and their organizational vision is to promote excellence in diversity and inclusion within Canada. The Canadian Center for Diversity and Inclusion provides opportunities for individual and employer partners to network and share leading practices, and access to monthly webinars to increase knowledge and awareness in D&I practices.

## 5.5 ASSESSMENT OF EDUCATIONAL QUALIFICATIONS, TRAINING AND EXPERIENCE ACQUIRED OUTSIDE CANADA

In circumstances where an education equivalency assessment is required, PRP policy permits qualified applicants to proceed to the final selection stage of the

hiring process prior to the validation of the qualifications. PRP co-ordinates and pays the cost of the educational equivalency assessment on behalf of the applicant. The policy, affecting civilian and uniform candidates, demonstrates a commitment to eliminating a potential barrier to prospective foreign educated employment candidates.

## 5.6 ACCOMMODATION REQUESTS

Consistent with the requirements of the Ontario Human Rights Code accommodation is provided to qualified applicants with a disability to enable their participation in the recruitment process. When requests for accommodation in the recruitment process are made, they are assessed on the basis of the particular facts of each case. Applicants are requested to provide sufficient detail and cooperate in consultation with PRP to respond to their request.

## 5.7 ASSISTING MEMBERS IN ADDRESSING FAMILY ISSUES

Within the bounds of operational needs, PRP 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 2019, participation included:

- 39 uniform and civilian female employees for pregnancy/parental leave.
- 46 requests for parental leave from male members were approved.
- 6 requests for additional voluntary time off without pay were approved.
- 13 members were authorized for a total of 696.50 hours related to short term military duties.
- Three job share arrangements in 2019, 1 new partnerships (uniform) and 3 job share arrangement were extended from 2018. 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”, which is comprised of the Superintendent-Operations Services, a representative from Recruitment and Staff Support and the Peel Regional Police Association (PRPA), the committee seeks to balance organizational and personal exigencies.
- 21 members (uniform and civilian) were approved for family accommodation requests in 2018.
- Members working dayshift

assignments are able to make requests to work a flexible schedule eg. a compressed work week

- PRP continued the policy of affording members the opportunity to re-allocate up to 6 days non-cumulative sick leave to address family care needs.



## 6.1 ACCOMPLISHMENTS AND NEXT STEPS

PRP's commitment to attracting, retaining, developing and promoting professional and skilled employees that reflect the community we serve is the essential foundation to ensure that current and future organizational needs are met while exceeding community expectations.

Members are committed to excellence which is demonstrated through volunteering, continuing education and training, focus on health and well-being, and most importantly being ambassadors and leaders, and ensuring that our high standards are never compromised.

Equitable access to opportunity remains the guiding principle for all efforts undertaken to attract, hire and retain professional, highly skilled employees. Beyond seeking to build on previously established programs, the initiatives implemented in 2019 demonstrate commitment to employee recruitment, selection, development and wellbeing.

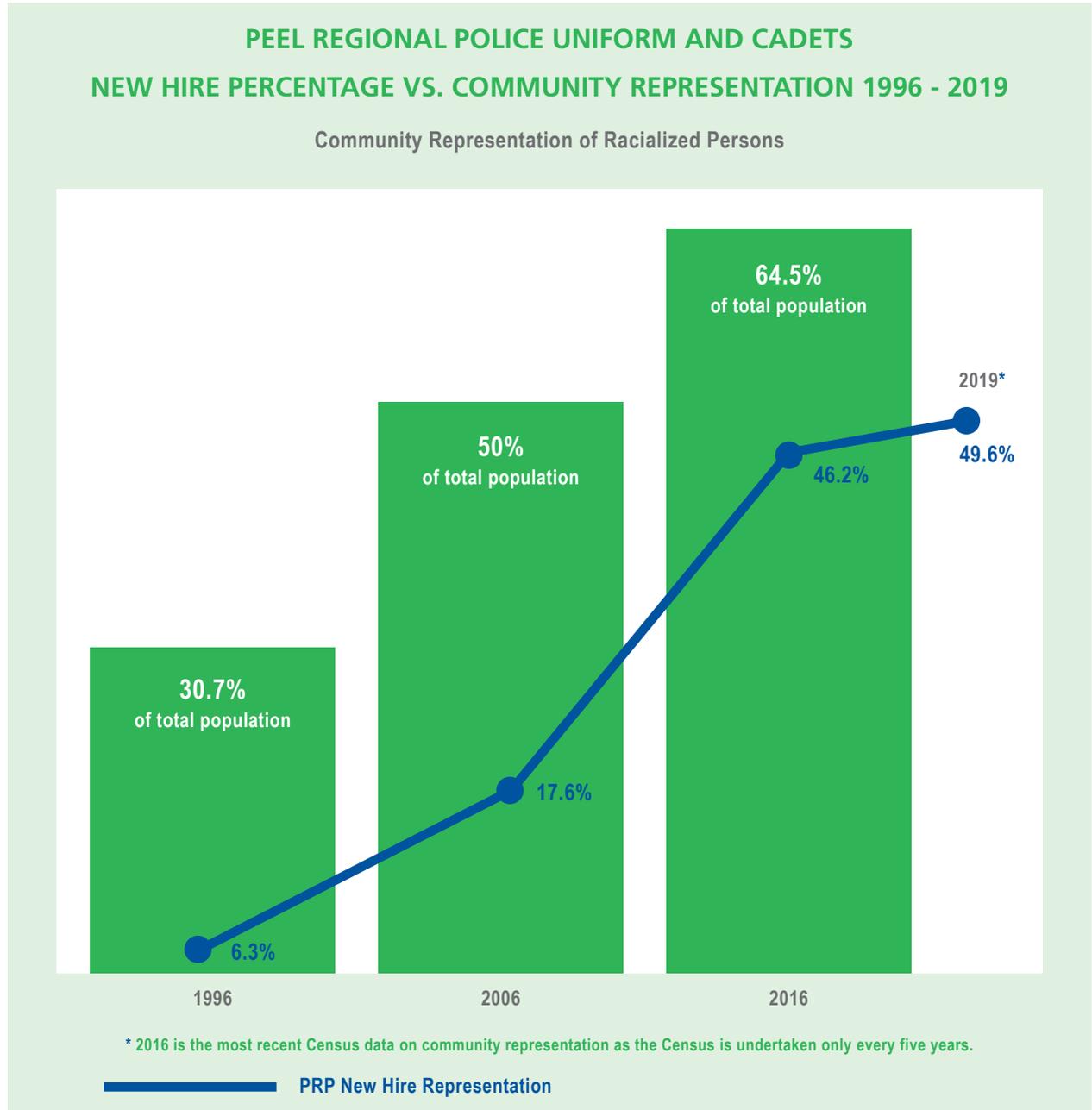
One of the identified areas of focus of PRP's Strategic Plan is to have a professional, diverse and supportive workplace, which is achieved by recruiting professional, skilled employees who reflect our community. The statistical data reflects our successful efforts in 2019.

- Positive Recruitment Trends: These positive trends are a direct result of the Outreach program, recruiting initiatives and local advertising. In addition, successful information sessions tailored to Black Future Symposium and Women Only sessions, has positioned PRP as the employer of choice for many new applicants.
- As part of the ongoing recruitment efforts, PRP continues with external partnerships including Official Program Partner of League 1 women's Program. These mutual partnerships provide another platform for accessing individuals who strive for physical fitness and possess leadership skills. The importance of having exclusivity ensures a competitive advantage

for PRP increasing the number of potential applicants for the Police Constable and Cadet hiring pools.

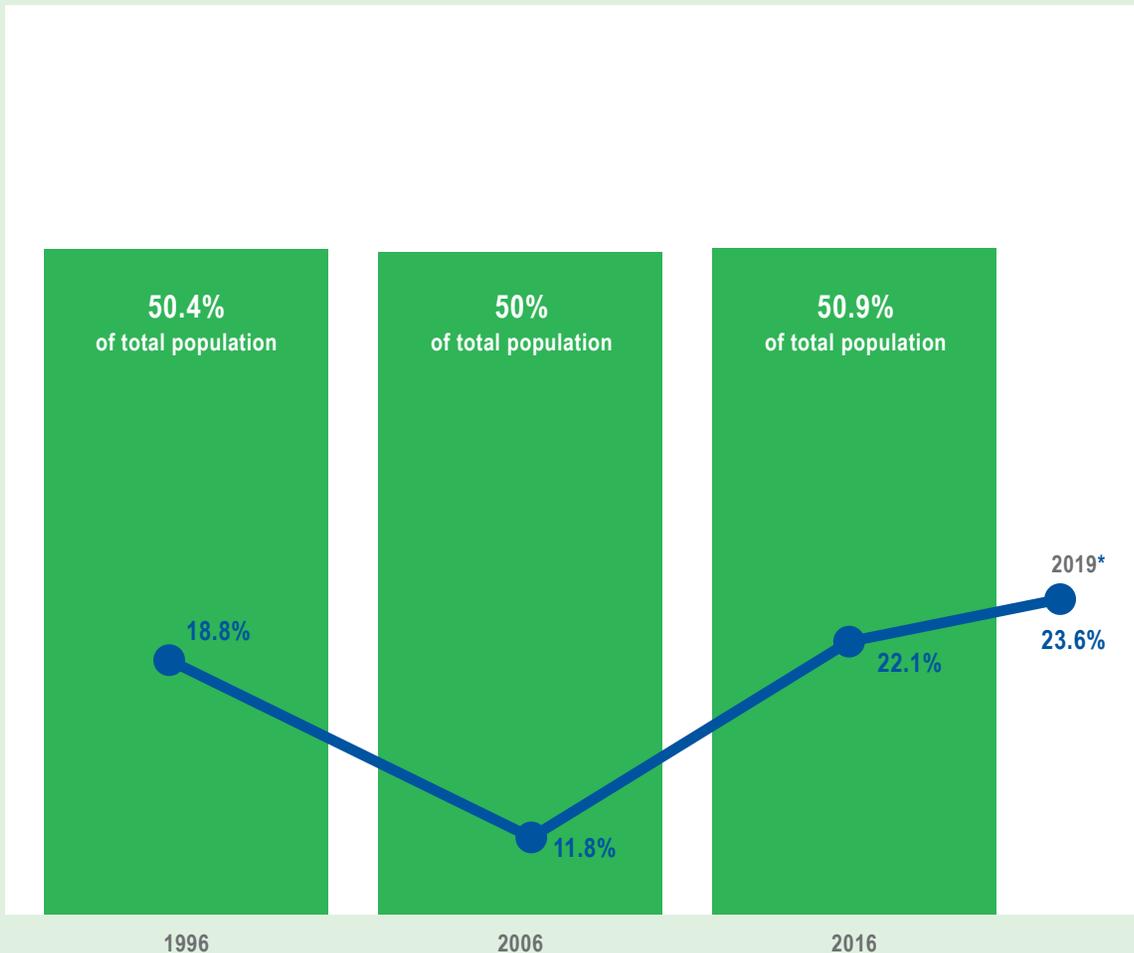
- In 2019, Racialized applicants increased to 65.3% (+3.2%);
- Indigenous persons increased to 2.7% (+1.6%);
- Female applicants increased to 19.1% (+0.5%);
- Persons with Disabilities increased to 1.7% (+0.1%).
- Outreach Officers continued with initiatives to focus on increasing female applicants as well as racialized persons. The culmination of focused efforts over the years is demonstrated in the continued growth for all underrepresented groups, females 19.1%, racialized persons 65.3%, Indigenous persons 2.7% and persons with disabilities 1.7%.
- In keeping with our strategic objective of a professional, diverse and supportive workplace, by recruiting professional skilled employees who reflect our community, in 2019 uniform new hires included 49.6% Racialized Persons, 23.6% Females and 1.6% Indigenous. Civilian new hires included representative from 3 or the 4 groups, 60.7% Racialized Persons, 67.5% Female, 1.2% Persons with disabilities.

- In 2019 PRP continued successful initiatives employing youth from the local community through: Parkholme School; internships; co-op programs with high schools, colleges and universities; YIPI (Youth In Policing Initiative) and Community Living Mississauga.
- The Cadet, Auxiliary and COPS programs assist in the development of its members and encourages participating individuals to consider a career in policing. In 2019, there were 16 Cadets promoted to Recruit Constable. Of those promotions, 9 (56.3%) were racialized persons and 4(25%) were female and 5 Auxiliary members were successful in achieving Recruit Constable positions within the organization, which clearly demonstrates the success of these programs.
- All of these initiatives contribute to PRP's efforts and progress in building a workforce that is reflective of the community served by PRP:



**PEEL REGIONAL POLICE UNIFORM AND CADETS  
NEW HIRE PERCENTAGE VS. COMMUNITY REPRESENTATION 1996 - 2019**

Community Representation of Females



\* 2016 is the most recent Census data on community representation as the Census is undertaken only every five years.

PRP New Hire Representation



PRP's hiring and human resources practices continue to demonstrate a commitment to ensure that employment opportunities are equitable and available to all persons who possess the requisite skills at a competitive level.

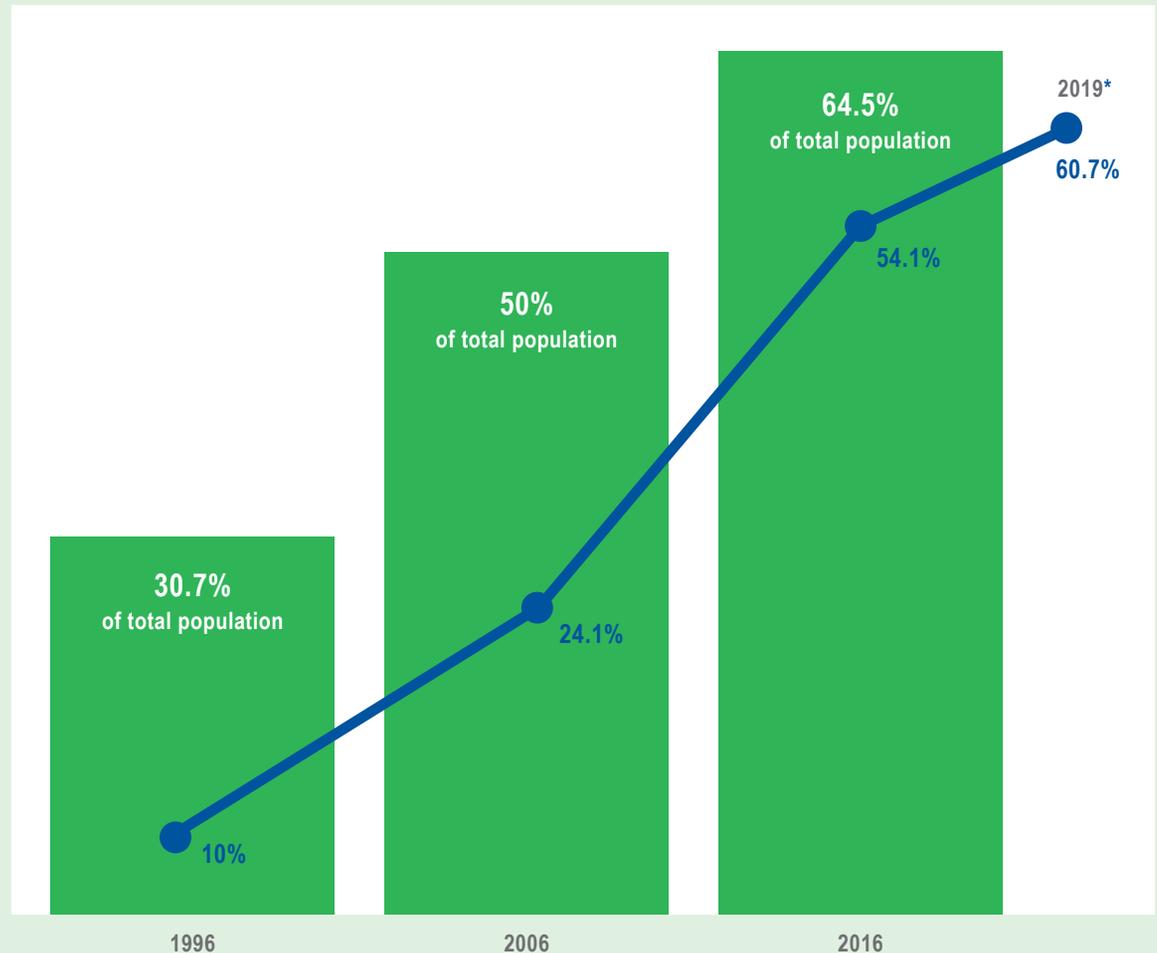
PRP recognizes that attracting, hiring and retaining a professional workforce, reflective of the community it serves, is essential to its success as an organization. Transparency and integrity requires strict adherence to the principles that merit is the basis of hiring and promoting within the service. R&SS acknowledges and welcomes the responsibility to continue to maintain the vision of Peel Regional Police: "A Safer Community Together".

Racialized People Hired



PEEL REGIONAL POLICE CIVILIAN  
NEW HIRE PERCENTAGE VS. COMMUNITY REPRESENTATION 1996 - 2019

Community Representation of Racialized Persons

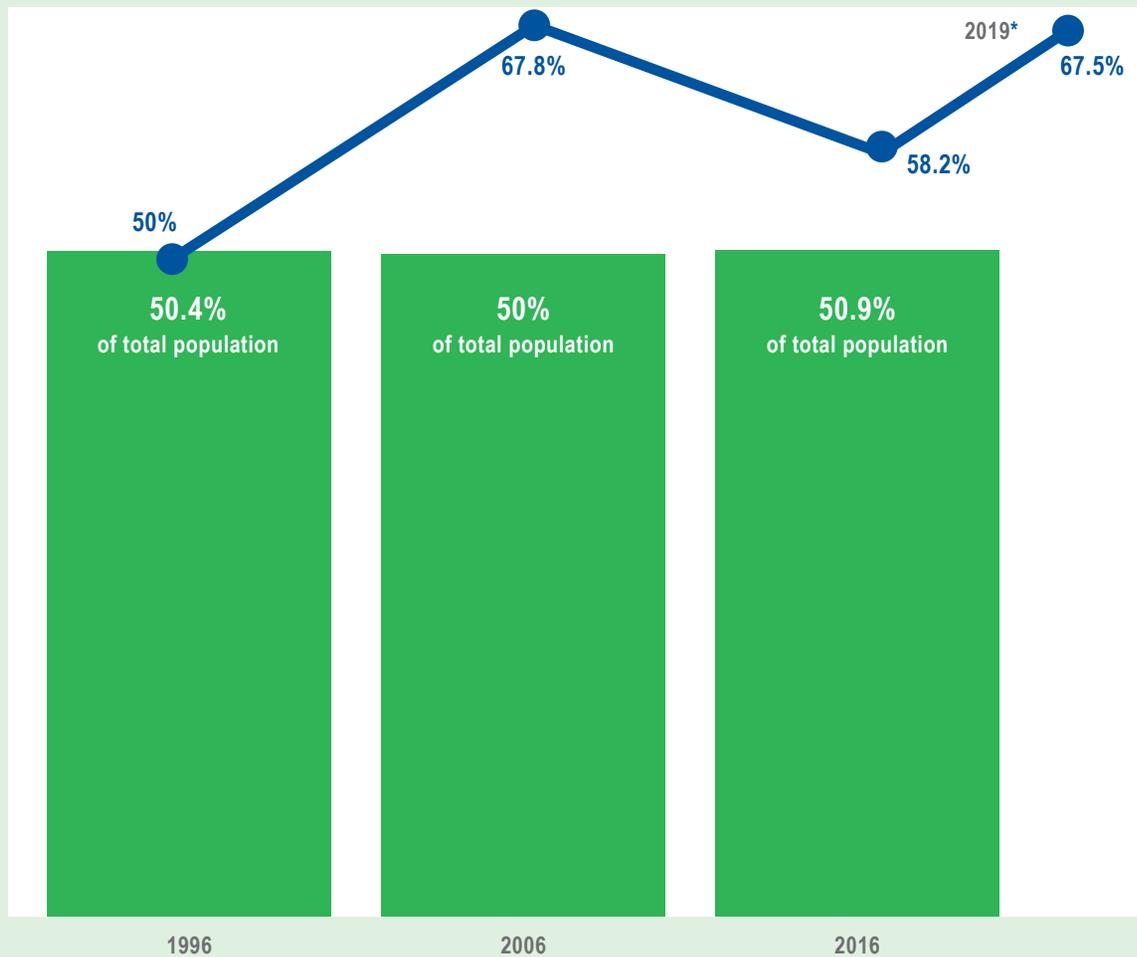


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PRP New Hire Representation

**PEEL REGIONAL POLICE CIVILIAN  
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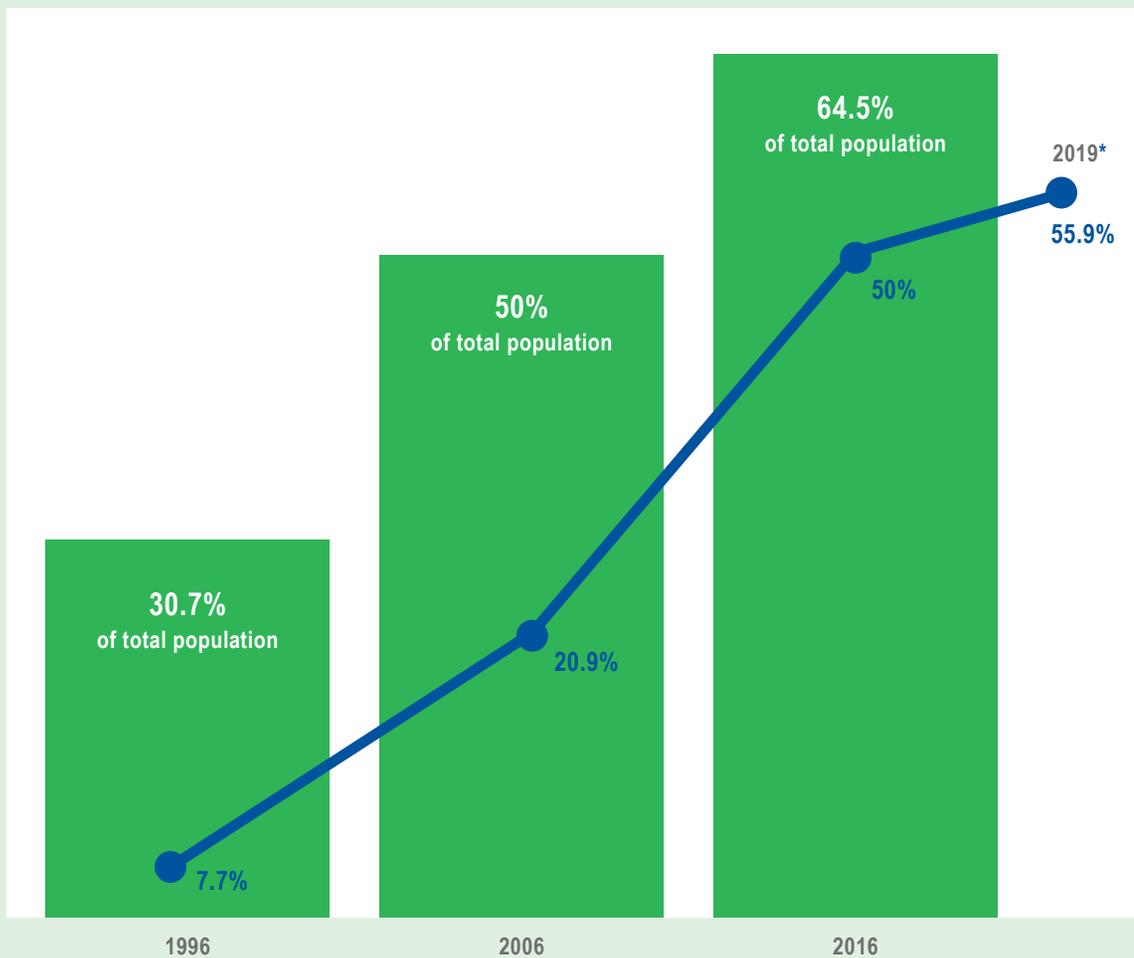
PRP New Hire Representation





## PEEL REGIONAL POLICE UNIFORM, CADETS AND CIVILIAN NEW HIRE PERCENTAGE VS. COMMUNITY REPRESENTATION 1996 - 2019

Community Representation of Racialized Persons

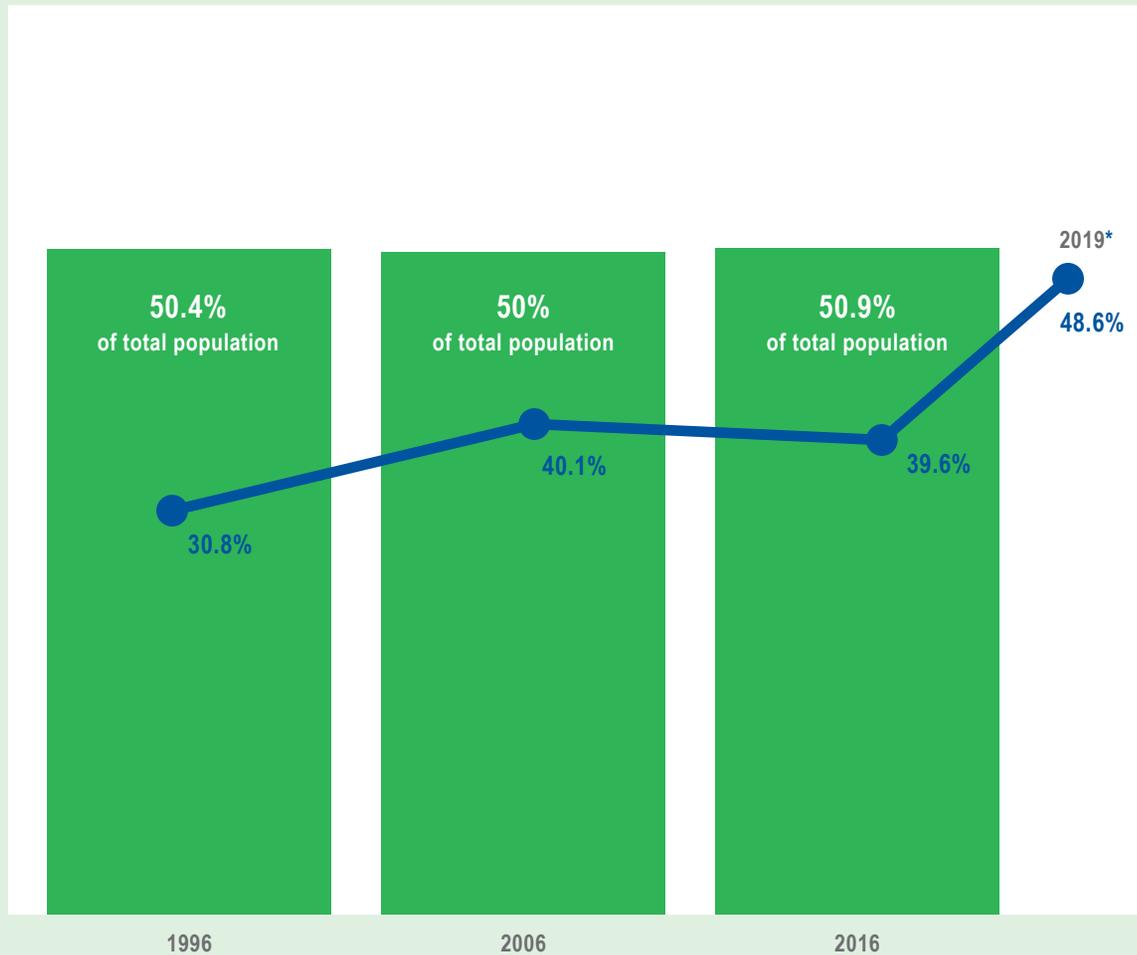


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— PRP New Hire Representation

## PEEL REGIONAL POLICE UNIFORM, CADETS AND CIVILIAN NEW HIRE PERCENTAGE VS. COMMUNITY REPRESENTATION 1996 - 2019

Community Representation of Females



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— PRP New Hire Representation





[PeelPolice.ca](https://www.peel.ca/police)

