

EQUAL OPPORTUNITY REPORT

2021



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OUR VISION

A Safer Community Together

OUR VALUES

Trust is the foundation of what we do.

Respect and honour the dignity and rights of all.

Understanding and compassion.

Service excellence that ensures cultural, physical and psychological safety.

Transparency and accountability.

OUR MISSION

To protect the rights and well-being of all through service excellence and community engagement.

EQUAL OPPORTUNITY PLAN

Peel Regional Police is committed to attracting and retaining skilled employees who represent our community. This serves as the essential foundation to ensure that current and future organizational needs are met while exceeding community expectations. Although 2021 once again proved to be a unique and challenging year with the Global Pandemic, this report will demonstrate our success through change as demonstrated in measurable results.

1.1 OVERVIEW

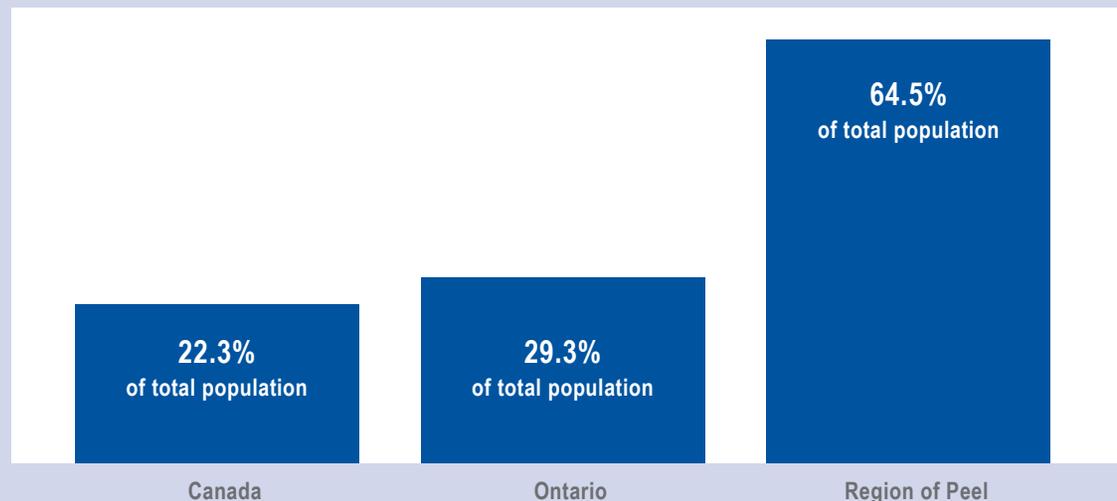
Peel Regional Police is the third largest police service in Ontario and the fourth largest municipal police service in Canada. We serve the Region of Peel, which has over 1.4 million residents serving one of the most diverse regions in Canada, and the Pearson International Airport which saw an estimated 12.7 million people pass through in 2021. With an authorized budgetary complement of 2,190 uniform officers, 30 cadets and 928 civilian members in 2021.

We are committed to being an Employer of Choice and having a professional, diverse and supportive workplace by focusing on Our People – Inclusive, Engaged & Progressive Workplace and Our Work – Accountability, Equity & Service Excellence. This will be achieved by having a work environment that ensures ideas are heard; personal and professional growth; support on and off the

job; work/life balance and health, well-being and safety are promoted. Priorities are to have professional and skilled employees that represent our community as well as ensuring diversity, equity and inclusivity in our

workplace and our community. The objectives are to attract and retain skilled employees who represent our community and to develop and implement initiatives to support diversity, equity and inclusion in our workplace and in the community.

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.

¹ 2016 Statistics Canada Census Data.

The Police Services Act, and the policies of both PRP and the Regional Municipality of 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 Society” and “the need to ensure that police services are representative of the communities they serve”.

Having established a solid foundation of gathering demographic workplace data, PRP has continued collecting the data to monitor and measure progress in hiring, retention and promotion of individuals from the prescribed groups.

1.2 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 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.
- 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, 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 an inclusive, innovative and progressive workplace, which is achieved by recruiting professional, skilled employees who reflect our community. The statistical data will demonstrate trend analysis, outcomes and any identified risks for 2021.

1.3 COMMUNITY REPRESENTATION DATA

Although Statistics Canada gathered information for the 2021 Census, the data is not yet available therefore the results are compared to the most recent available data, 2016 Statistics Canada Census. This data 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 persons.

1.4 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. Just over a 1/3 of PRP members

(1,142) identify that they are conversant in one or more of 64 different languages. This statistic continues to improve year over year which demonstrates PRP's successful efforts in attracting and employing persons who are representative of the diverse community it serves.



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 – 2021			
Number of Languages Spoken *	Number of Members	Number of Auxiliary	TOTAL
1 Language	756	28	784
2 Languages	260	20	280
3 + Languages	126	4	130
TOTAL	1,142	52	1,194

* Other than English and including sign – 64 different languages spoken by Civilian / Uniform.



2.1 APPLICANT DATA – UNIFORM

(Constable and Cadets)

A goal of the Peel Regional Police 2020-2023 Strategic Plan is to attract and retain skilled employees who represent our community. The Recruitment and Staff Support Bureau (R&SS) of Peel Regional Police is committed to hiring the most qualified candidates for its Police Constable and Cadet positions. Through the implementation and emphasis on recruitment efforts that integrate community partnerships and encourage local engagement, PRP's commitment and success in recruiting applicants who represent the communities we serve is evident.

In 2021, to be eligible to apply for a Police Constable position a prospective applicant was required to meet the following bona fide requirements:

- Possess a valid Ontario Association of Chiefs of Police (OACP) Certificate or Applicant Testing Services (ATS) equivalency.
- Canadian Citizen or Permanent Resident and legally entitled to work in Canada.

- At least eighteen (18) years of age.
- In good health and able to meet the physical, mental and medical requirements of the Peel Regional Police Service.
- Good moral character and habits.
- Successfully completed at least four years of secondary school education or its equivalent;
- Meet vision and hearing requirements as outlined by OACP.
- Possess a valid Ontario driver's licence with full privileges and no more than six accumulated demerit points.
- Possess a valid First Aid and CPR certificate prior to employment.
- Pass a detailed background check that includes security clearance, credit and reference checks.
- If convicted of a criminal offence under a federal statute, you must obtain a pardon. If you have 'Findings of Guilt,' which have resulted in absolute or conditional discharges, the records must be 'sealed' by the Royal Canadian Mounted Police.

Note – Cadet applicants do not require an OACP certificate to apply and must possess a minimum G2 class licence.

R&SS continues to expand its recruiting efforts beyond traditional channels and is strategically focused on attracting a professional and diverse workforce through community engagement. In 2021, the global pandemic continued to have a significant impact on these efforts, which resulted in the suspension of in-person recruitment

UNIFORM APPLICANTS			
YEAR	2021	2020	2019
Number of Applicants	2,462	3,516	1,922

information sessions, job/employment recruitment fairs, community events and functions, sporting events and presentations at colleges, universities and local high schools. R&SS staff developed alternative Outreach strategies and methods to bridge the communication and physical interaction gap with members of the community. R&SS staff utilized online video conferencing platforms such as WebEx to conduct Information Sessions at post-secondary school institutions and social media platforms, such as Instagram, to engage community members interested in pursuing a career in policing. In 2021, R&SS enhanced its social media

presence by producing and posting increased content that attracted and engaged more followers. The R&SS Instagram account grew its followers to approximately 3,600 people; a significant increase from the previous year (1,100).

In 2021, PRP received 2,462 applications for the position of Police Constable and Cadet, a figure more consistent with pre-pandemic numbers and a notable decrease from the number of applicants in the previous year. The streamlining of the OACP certification process and a sudden rise in unemployment due to business closures during the pandemic

contributed to the significant increase of applicants in 2020. A comparison between applicant numbers in 2019 (pre-pandemic) and the applicant numbers of 2020 and 2021 (continued pandemic measures and restrictions) shows a marked increase. There appears to be no shortage of applicants to consider, given that less than seven percent are successful in the hiring process.

The online application process includes a voluntary Equal Opportunity Survey. This survey is also provided to newly hired uniform personnel

In 2021, approximately 94.6% of uniform applicants completed the voluntary Equal Opportunity Survey, which continues to reflect an exceptionally high completion rate year over year. Of the 2,330 applicants who responded to the survey, 72.5% identified as racialized persons, 21.2% were female, 2.2% were indigenous and 2% were persons with disabilities. Of the 2,462 uniform applicants, PRP hired 118 personnel (101 officers and 17 cadets).

UNIFORM APPLICANT PROFILE FOR VALID RESPONDENTS – 2021													
YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		TOTAL
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent *	
2021	52	2.2%	1,690	72.5%	47	2.0%	494	21.2%	1,836	78.8%	2,330	132	2,462
2020	58	1.8%	2,276	69.0%	61	1.8%	738	22.4%	2,560	77.6%	3,298	218	3,516
2019	49	2.7%	1,182	65.3%	30	1.7%	346	19.1%	1,464	80.9%	1,810	112	1,922

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

2.2 NEW HIRE STATISTICS – UNIFORM (Constable and Cadets)

In 2021, PRP hired 118 uniform personnel to meet the growing needs of the community and the organization, as well as to address the loss of personnel through attrition. Attrition due to retirements, personal reasons or lateral transfers to other police services accounted for 68 uniform officers and 4 Cadets leaving PRP in 2021.

The number of successful hires who reflect the community we serve will vary from year to year based on total applicant numbers and the composition of the applicant pool, as well as the applicants' overall suitability for the position (i.e. successful completion of physical fitness and psychological assessments). The goal to attract and retain qualified candidates that reflect the community we serve continues to be an evolving and ongoing effort.

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. The applicant demographic profiles and new hire figures demonstrate the continued success of recruiting initiatives and efforts undertaken by the organization and R&SS to attract female and racialized

applicants from the community. Of the 118 uniform personnel hired in 2021, 55.1% were racialized persons and 39% were female. It is significant to note that although females accounted for less than one quarter of the applicant pool* (21.2%), they comprised nearly forty percent of persons hired.

*based on Equal Opportunity valid respondents



NEW HIRES UNIFORM PROFILE – 2021											
YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
2021	1	0.8%	65	55.1%	0	0.0%	46	39.0%	72	61.0%	118
2020	4	2.5%	91	56.2%	0	0.0%	70	43.2%	92	56.8%	162
2019	2	1.6%	61	49.6%	0	0.0%	29	23.6%	94	76.4%	123

2.3 PROMOTIONS – UNIFORM

In 2021, there were 49 uniform promotions to the rank of Sergeant and above. Of those promotions, 30.6% were racialized persons and 16.3% were female.



2.4 COMPOSITION PROFILE – UNIFORM

The Composition Profile statistics display the breakdown and representation of designated group members at various levels within the Organization. Female uniform employees accounted for 22.2% of the overall uniform total and racialized persons accounted for 29.5%. Both females and racialized employees exceeded these figures at the ranks of Cadet and Constable but showed lower overall percentages in the higher ranks.

TOTAL PROMOTIONS – UNIFORM POSITION CATEGORY – 2021											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Senior Officer	0	0.0%	5	45.5%	0	0.0%	3	27.3%	8	72.7%	11
Detective Sergeant / Staff Sergeant	0	0.0%	2	14.3%	0	0.0%	2	14.3%	12	85.7%	14
Detective / Sergeant	0	0.0%	8	33.3%	0	0.0%	3	12.5%	21	87.5%	24
UNIFORM TOTAL	0	0.0%	15	30.6%	0	0.0%	8	16.3%	41	83.7%	49

COMPOSITION PROFILE – UNIFORM POSITION CATEGORY – 2021											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Senior Officer	0	0.0%	15	26.3%	0	0.0%	10	17.5%	47	82.5%	57
Detective Sergeant / Staff Sergeant	0	0.0%	12	16.4%	0	0.0%	10	13.7%	63	86.3%	73
Detective / Sergeant	1	0.4%	41	16.0%	0	0.0%	29	11.3%	228	88.7%	257
Constable	21	1.1%	593	31.7%	5	0.3%	450	24.1%	1,420	75.9%	1,870
Cadet	1	4.0%	13	52.0%	0	0.0%	8	32.0%	17	68.0%	25
UNIFORM TOTAL	23	1.0%	674	29.5%	5	0.2%	507	22.2%	1,775	77.8%	2,282

* The uniform complement of 2,282 Includes uniform members, cadets, persons on long-term disabilities, job-share arrangements, and secondments.



3.1 APPLICANT DATA – CIVILIAN

With the continuation of the Global Pandemic in 2021, PRP continued to experience a decrease of 17.5% in the number of applications received for civilian positions. The global pandemic and the impact on the labour market combined with the ongoing efficiency review are directly attributable to the decrease in civilian positions available resulting in a decrease in applications for 2021.

The 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.

We continued to experience a high completion rate for the voluntary Equal Opportunity Survey, with 89.6% of applicants submitting their information, which includes representation from all of the designated groups, indigenous at 1.8%; racialized persons at 72.6%; persons with disabilities at 4.0% and females at 40.2%. Racialized persons and persons with disabilities experienced slight increases, indigenous applicants remains

CIVILIAN APPLICANT PROFILE FOR VALID RESPONDENTS – 2021													
YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		TOTAL
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent *	
2021	98	1.8%	3,952	72.6%	217	4.0%	2,187	40.2%	3,253	59.8%	5,440	634	6,074
2020	126	1.9%	4,826	72.2%	218	3.3%	3,314	49.6%	3,336	49.9%	6,682	676	7,358
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

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

relatively stable and the most significant decrease is with female applicants. The decrease for females was initially felt in 2020, and continued to decline in 2021, and the key reason for this is that women bore the brunt of the pandemic as they took up extensive child care responsibilities and therefore left the workforce or downshifted their careers.

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 4.6%.

3.2 NEW HIRE STATISTICS – CIVILIAN

In 2021, PRP hired 86 civilian members, 27 of which were permanent positions and the remaining 59 were temporary positions which is a decrease in overall hires by 33.2% (130 hires for 2020).

Upon review of the temporary positions in 2021, there were 50% fewer temporary opportunities than in 2020, likely due to the pandemic, shutdowns, temporary work from home measures etc. The continuation of global pandemic combined with the re-deployment of civilian positions as a result of the ongoing efficiency review process, are the reasons for the decrease in positions available for civilian members and as a result, the decrease in the new hires for 2021.

Temporary vacancies 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, Communications, IT Services, Records Services, as well Police specific backfills. Of note, with the on-going global pandemic, the YIPI (Youth In Policing Initiative) program was cancelled again for 2021, combined with the reduction in other temporary assignments, which would account for the decrease in overall hires for the service.

NEW HIRES CIVILIAN PROFILES – 2021											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Permanent	3	11.1%	19	70.4%	1	3.7%	8	29.6%	19	70.4%	27
Temporary	0	0.0%	38	64.4%	1	1.7%	43	72.9%	16	27.1%	59
TOTAL	3	3.5%	57	66.3%	2	2.3%	51	59.3%	35	40.7%	86

Although the total number of new hires was considerably less than in 2020, we experienced increased representation in all groups, with the exception of female where we had a slight decrease in new hires. A number of factors contribute to this; first, the positions available were very technical in nature and very few women are in the industry which resulted in fewer women applicants and hires. Lastly, the pandemic caused a shift in the labour market for females as they bore the brunt of the childcare and family responsibilities; as a result, they had to make the decision to either leave the labour market altogether or step back from their executive position to prioritize their family which again, resulted in few female hires.

3.3 COMPOSITION PROFILE – CIVILIAN

Composition statistics reflect the makeup of the Police Services representation of designated group members at various levels within the Organization. Female employees account for 68.8%, while racialized persons account for 30%.

3.4 TRANSFER / STATUS CHANGE ACTIVITY – CIVILIAN

In 2021, there were 237 posted vacancies with 467 internal members making application to the positions. Internal hire rates for the vacancies remains high, as 78.2% of full-

time positions were filled internally, 66.7% of part-time positions and 61.7% of temporary positions were also filled internally, which continues to demonstrate our commitment to providing internal members with career/job opportunities.

There were 31 civilian members who achieved permanent status (part or full-time) within PRP. Of these members, 61.3% were racialized persons and 45.2% were female, as well as 3 civilian employees that were successful in securing positions as Recruit Constables. This activity clearly demonstrates that with the strong internal hiring policy, there remains opportunity for these members to apply and compete for permanent positions and that temporary assignments are a viable route for members to enter the organization.

3.5 PROMOTIONS – CIVILIAN

There were 44 promotions for civilian employees in 2021, which is an increase of 38.6% over the 27 available in 2020. Of the 44 promotions, there was representation from three of the four designated groups, 54.5% female, 47.7% racialized persons and 2.3% indigenous.

COMPOSITION PROFILE PERMANENT AND TEMPORARY CIVILIAN POSITION – 2021											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Managers/Directors / Senior Admin	0	0.0%	13	31.7%	1	2.4%	24	58.5%	17	41.5%	41
Grades 7, 8, 9, 10	4	0.8%	144	27.0%	10	1.9%	319	59.8%	214	40.2%	533
Grades 4, 5 and 6	10	3.0%	110	33.1%	4	1.2%	285	85.8%	47	14.2%	332
Grades 1, 2 and 3	0	0.0%	26	37.1%	2	2.9%	43	61.4%	27	38.6%	70
CIVILIAN TOTAL	14	1.4%	293	30.0%	17	1.7%	671	68.8%	305	31.3%	976

* The 2021 civilian complement of 976 includes temporary, part-time and full-time civilian members, persons on long-term disability, job share arrangements, and secondments.

TOTAL PROMOTIONS – CIVILIAN POSITION CATEGORY – 2021											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Managers/Directors / Senior Admin	0	0.0%	1	33.3%	0	0.0%	1	33.3%	2	66.7%	3
Grades 7, 8, 9 and 10	1	2.9%	16	45.7%	0	0.0%	20	57.1%	15	42.9%	35
Grades 4, 5 and 6	0	0.0%	3	60.0%	0	0.0%	2	40.0%	3	60.0%	5
Grades 1, 2 and 3	0	0.0%	1	0.0%	0	0.0%	1	0.0%	0	0.0%	1
CIVILIAN TOTAL	1	2.3%	21	47.7%	0	0.0%	24	54.5%	20	45.5%	44



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 hires are detailed in the following section.

4.1 UNIFORM RECRUITING STRATEGIES

4.1.1 Uniform Recruiting Composition

R&SS is comprised of 11 specially trained officers; 9 officers perform the role of Recruit Investigators and 2 perform the role of dedicated Outreach Officers. The Outreach Team are supplemented with an informal “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 designated groups. In 2021, R&SS hired 118 new uniform personnel that consisted of 55.1% racialized persons and 39% female. These positive hiring figures are a direct product of the Outreach program recruiting initiatives, which included information sessions tailored to post-secondary institutions and community groups.

4.1.3 Women in Policing – Female Inclusion Team

In 2021, R&SS continued its Female Inclusion Team (F.I.T.) initiative. F.I.T. is comprised of 4 dedicated officers: 2 Recruit Investigators and 2 Outreach officers whose focus is to attract and retain skilled female applicants. F.I.T. officers establish meaningful connections with female applicants by providing mentorship and support throughout the recruitment process. In addition, the F.I.T. hosted female only physical fitness training sessions for candidates to practice and improve their performance on the PREP. Due to imposed restrictions resulting from the pandemic, in-person practice sessions in 2021 were temporarily suspended but resumed later in the year with established safety protocols in place.



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 regularly updated to ensure it is "user-friendly" and provides the necessary information for applicants to learn about the organization and recruitment process for Recruit Constable, Cadet and Auxiliary positions.

To be consistent with the strategic goal of attracting diverse applicants who have been traditionally under-represented in policing, advertising mediums included photos and interviews of employees who represented the diversity within our organization.

R&SS endeavor to be supportive of local media outlets, publications and post-secondary institutions in order to create a mutually beneficial relationship that enhances 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 maintains a complement of 30 Cadets. While gaining experience and exposure to various

areas within the organization, Cadets provide valuable assistance to the bureaus to which they are assigned and they become better prepared as candidates for the Recruit Constable position. Cadets are required to obtain their Ontario Association of Chiefs of Police (OACP) Certificate to be considered for a Recruit Constable position.

In 2021, there were 17 new Cadet hires, eight of those new Cadets lived within the Region of Peel. Of those new hires, 7 were racialized persons, 5 were female and 1 was indigenous.

In 2021, there were 12 Cadets promoted to Recruit Constable. Of those promotions, 6 were racialized persons and 5 were female.



4.1.6 Auxiliary Bureau

In January 2021, there were 147 volunteers in the Auxiliary program comprised of 96 (65.3%) male and 51 (34.7%) female members.

Auxiliary Officers obtain training and experience in policing. This assists them in determining if they wish to pursue a career in policing while providing invaluable services to the community. In 2021, eight Auxiliary officers were successful candidates for the Recruit Constable position (4 hired by PRP, 1 by RCMP, 1 by TPS and 2 by OPP).

The pandemic created restrictions that affected the involvement of our Auxiliary Officers in the community and the recruitment efforts for Auxiliary positions. The Auxiliary Bureau utilized virtual platforms to share information with community members, which kept interest in the program strong throughout the year.

In 2021, 497 people applied to the Auxiliary program and 247 of those individuals moved on to physical fitness testing. Upon completion of fitness testing, 65 people were interviewed for the position of Auxiliary Officer, and of those 35 were selected to become Auxiliary Officers commencing February 2022 which increased the total complement to 170 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 2021 there were 118 cadets and no Junior Cadets during the Pandemic. The 118 cadets participated virtually from their homes. The COPS program maintained the three locations in Mississauga through the Pandemic. Cops still maintains the affiliation with 2 Military Police Regiment out of Dennison Armouries (Toronto). The COPS program maintains a website and Facebook page and an Instagram presence.

PRP 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 Defense (DND); and,
- Locations for the COPS Cadets to meet on a weekly basis.



During the Summer of 2021 the Department of National Defence (DND) resumed some summer camp in person opportunities for cadets in the GTA. 14 COPS Cadets participated in this week long training. The COPS program maintained the ZOOM platform for the 2021 Training cycle.

For the fourth 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

Traditionally, R&SS Outreach Officers focused on local recruitment within Peel Region and the Greater Toronto Area (GTA). The preferred method for engaging potential applicants from the community was through personal interactions, which provided the opportunity to build rapport, exchange information and create mentorship opportunities. Due to the pandemic and associated restrictions, the biggest modification was to pivot from our traditional in-person outreach methods such as targeted recruitment forums, information sessions, presentations and career expositions to creating an online presence through social media (Instagram) and other digital platforms. This transition, allowed R&SS to reach a broader audience within Peel Region and outside the GTA.

Successes this year include:

- The creation of an Instagram account in September 2020 allowed for community engagement through live and pre-recorded recruitment information sessions, posts and stories. In 2021, this social media platform included additional content and engagement. At the end of 2021, our Instagram account grew to approximately 3600 followers.
- Our Outreach team utilized other digital platforms such as Microsoft Teams, WebEx, Google Meet and Zoom to facilitate recruitment information sessions with colleges and universities. The success of these sessions was evident by student engagement and positive feedback from professors.
- The creation of a Female Inclusion Team (F.I.T.) to attract and retain skilled female applicants. Our F.I.T. officers established meaningful connections with female applicants providing them with mentorship and support throughout the recruitment process.



R&SS will continue to explore creative, meaningful ways to enhance our online presence, interaction and engagement with community members through social media platforms including Instagram, Twitter and LinkedIn.

4.3 CIVILIAN OUTREACH RECRUITMENT

In 2021 there were 237 employment opportunities that were filled by R&SS, representing full-time, part-time and temporary civilian vacancies as well as an additional 34 short-term temporary assignments for Intercept Monitors, College/University Co-operative Education Program and Police specific backfills.

In an effort to attract applicants from our community that reflect the diverse makeup of the Region, external civilian job opportunities

SUMMARY OF 2021 UNIFORM RECRUITING OUTREACH INITIATIVES

Focused Recruitment Forums	11
General Information Sessions	12
Presentations	3
Educational Institutions	21
Career Fairs / Booths	2
Female Inclusion Team (FIT) Sessions	2
Social Media	96
Total Outreach Activities	147



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: ARIDO.ca; CIPS.ca; CSPDM.ca; HRJob.ca; IDCanada.org; Indeed.ca; ITJobs.ca; JeffGaulin.com; Localwork.ca; LinkedIn.com; OSPE.on.ca; OMHRA.ca; RAIC.org; RealCareers.ca; SkilledTradesplus.com; and Toronto.IABC.com.

The Civilian Employment Opportunities section of the PRP website, where all external positions are posted, is updated regularly. In 2021, the website had a total of 2,314,262 visits. The Civilian Employment Opportunities website attracted a total of 93,248 visitors in 2021, which is a decrease from the 203,207 from 2020.

During 2021, with the continuation of the Global Pandemic of COVID-19 and associated restrictions, Civilian Recruiting did not participate in career fairs, information sessions or other outreach programs as noted below:

- Outreach Placement for Parkholme School
- Internship – Partnership with Educational Programs (IT summer student)
- Youth in Policing Initiative (YIPI)
- Partnership to employ student from Community Living for summer and
- High School Co-op Program
- Program Counsellors for Children's Camp

4.3.1 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 2021, we hired 18 students (4 of which did double terms) over the course of the year corresponding with educational work terms. Areas of PRP that participated in the program include 12 Division CIB; Analytics Bureau; Community Safety and Wellbeing; Corporate Communications; Crime Analysis; Diversity, Equity & Inclusion; Fitness & Healthy Lifestyle; Fleet Services; ITS VCOM & Support Services; Occupational Health & Safety and Operational Planning.



The co-op program is valuable both in terms of strengthening ties with post-secondary school communities and a potential recruitment strategy for our organization. The program highlights PRP's recognition of student talent and provides the opportunity to experience the many career opportunities our organization has to offer. The success of the co-op program has been realized in previous years by hiring past participants from the program into various positions, and once again in 2021 we hired 2 employees that were previous co-op students. This clearly demonstrates the intent and success of the co-op program to provide a valuable learning experience as well as a recruitment strategy for future hires.

4.4 INFLUENTIAL LEADERSHIP PROGRAMS

Aiming to provide opportunities for members to develop themselves and others as leaders, PRP identified emotional intelligence and developing a coach-like culture as key components of the Leadership Development program. In order to be good on the outside, we must be good on the inside. This is true of ourselves and individuals, but is also true collectively as an organization. Every leadership journey begins and is rooted in self-awareness and personal growth. PRP has engaged Type Coach – a fun and interactive personality tool to learn more about oneself and those around us aiming to provide strategies to improve interpersonal communication and reduce conflict – in our work and personal lives. This training was provided not only to Chief and Executive, but also offered as training engagement from

the bottom up, with our recruits, field training officers and frontline supervisor course. In this early phase we are also building internal capacity and beginning coaching conversations surrounding emotional intelligence.

We are taking a multi-pronged strategy in delivery including a team-based approach in which intact teams are provided Type Coach training with a coach-like approach, supported by their supervisory team who are also offered additional resources and support, reinforcing a coach-like approach and building on emotional intelligence from the inside-out.

We have offered our influential leaders (Staff Sgt and Civilian Supervisors) an interim leadership development opportunity with an external consultant to provide a bridge while additional capacity is built from within.



External and internal coaching has begun and when coupled with a coach-approach in leadership development.

In addition to the top-down bottom-up groups, intact teams, and our Influential leaders, PRP has targeted providing our Women in Leadership additional leadership development support including large group events and coach-approach training.

4.4.1 Women's Leadership Symposium

PRP has committed to offering additional specific leadership development opportunities for those who self-identify as women within the organization: offering Women in Leadership events as well as additional Leadership Coaching Circles facilitated by ICF Credentialed external coaching experts, and offering additional training such as Type Coach, a fun and engaging MBTI-based personality program to those interested.

4.4.2 Leaders Coaching Circles for Women

Building upon the learning from the Women's Leadership Symposium, this program provides the opportunity for experiential learning together with others. Commitment to increasing your self-awareness and developing your leadership skills in support of the transformational change that is occurring within policing and PRP. Through participation in these circles, members will have an opportunity to practice, observe and be coached and will gain a greater understanding of leadership challenges through sharing experiences, building empathy and creating a culture of learning together. These opportunities will provide members with learning from colleagues, broadening ideas and strategies.

4.4.3 Internal Support Networks

PRP has established several voluntary, member led groups that serve as a resource for members of PRP by fostering an inclusive workplace aligned with the organizational vision, mission, values and strategic plan. The purpose of an I.S.N. is to support any specific, self-identified group and their allies through sharing of experiences and information, and offering mentoring and guidance to ensure that members of the PRP develop both personally and professionally. The following I.S.N.'s have been established, Asia ISN; Pride ISN; Black ISN; Unity ISN; Military ISN and South-Asian ISN.

All these events and training additionally provide natural networking and mentoring opportunities



Challenging staff to meet a standard of excellence, requires that 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. Educational training on diversity and human rights set expectations; internal anonymous surveys provide necessary feedback; while committee review ensures that reality reflects policy.

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

5.1 DIVERSITY EQUITY AND INCLUSION BUREAU

In 2021, the Diversity, Equity & Inclusion (DEI) Bureau provided 21 training presentations throughout the year, reaching approximately five hundred (500) 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 and the Emergency Services Introduction to New Canadians (ESINC) presentation.

In addition, the Diversity, Equity & Inclusion Bureau facilitated two meetings with previous members of the Chief's six (6) Advisory Committees: Black, Chinese, 2SLGBTQ+, Muslim, Sikh, and Youth; and introduced the new Chief's Resource Council. Due to strict Covid restrictions regarding the number of attendees, the groups were split into two and Chief Duraiappah was provided with an opportunity to introduce the Peel Regional Police Community Safety Wellbeing Plan (CSWB), which covered the noted topics:

- Divisional Mobilization Unit, Situation Table and Mobile Crisis Rapid Response Team
- Human Rights Project
- Intimate Partner Violence
- Introduction of the new Chief's Resource Council
- Body worn cameras and innovation & technology

Officers in the Diversity, Equity & Inclusion Bureau attended twenty-seven (27) events across varied cultures and religions in 2021. Some of the events attended were Chinese New Year celebrations, Black History Month events, Interfaith breakfast meetings, International Women's Day events, a Peace Rally at Celebration Square, Community Crime Awareness Day, and the Mississauga Chinese Business Association 30th year gala. The Diversity, Equity & Inclusion Bureau also hosted the first virtual Race against Racism event in July, as well as the Diversity Scholarship and Sponsor Appreciation Luncheon in October. Eight scholarships were presented to local youths to support their post-education funds.

The Diversity, Equity & Inclusion Officers attended fifty-five (55) meetings to help strengthen and build relationships within Peel Region's diverse communities. The DEI bureau are active member's of external committees 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)
- Regional Diversity and Inclusion Committee
- Diversity Scholarship Sponsor Appreciation Luncheon
- Peel Hate Crime Coalition

Divisional Mobilization Unit (DMU)

In January 2021, the Divisional Mobilization Unit (DMU) was launched as a key step in PRP's commitment to modernize its delivery of police services in alignment with the provincial Community Safety and Well-Being (CSWB) Framework. DMU is a centrally coordinated, non-investigative unit comprised of 48 constables (12 per

Division), four Sergeants and a Staff Sergeant with a mandate to engage and support priority populations through a focus on risk intervention and prevention-based strategies. This includes making referrals to human service programs; proactively engaging individuals and communities to build positive relationships and maintain safety and well-being; and, addressing social disorder in areas with known risk factors. In 2021, DMU received 351 referrals for members of the community impacted by these risk factors.

The primary areas of focus for DMU have been community engagement, youth engagement, and mental health and addictions. Some of the initiatives in 2021 include; Bike Drive, ProAction Cops & Kids, International Students Program, Tim Horton's Camp Day, Clothing Drives, Food Drives, Basketball Net Program, Vaccination Drives, Community BBQ's, and Brampton and Mississauga Clean-Up. DMU also developed a Mentorship Program with Seva Foodbank geared towards identifying potential PRP applicants through community service. In 2021, DMU also collaborated with various internal bureaus and contributed on projects such as Village Watch and Frost.

In 2021, DMU fostered community relationships with: Seva Foodbank, Interim Place, Peel Addiction Assessment and Referral Centre (PAARC), CMHA, John Howard Society, Every Mind, ResQ Youth, Roots, CACD, The Compass, Knight's Table, Malton Neighbourhood Services, St. Louise Outreach, Peel Outreach, Regeneration Community Outreach, Peel Living, LHIN, CANES, and SHIP.

5.2 HUMAN RESOURCES

In 2021, Human Resources (HR) delivered Workplace Discrimination and Harassment training, a component of Respectful Workplace program to 6 new intake classes including Recruit Constables, Cadets, and Auxiliary Police. New Civilian members received online Respectful Workplace training.

The Respectful Workplace training program for Supervisors, comprised of human rights and workplace violence components, was delivered to 4 classes of Uniform Promotions to Senior Officers, Staff Sergeants and Sergeants as well as Civilian Supervisors.

The introduction of new interactive Supervisor Respectful Workplace training for all sworn and civilian supervisors consisted of 2 parts, Preventing and Responding to Harassment and Understanding Sexual and Gender-

Based Harassment, this was facilitated by an external agency.

Lastly, ongoing training for all members include Eliminating Sexual Harassment; Violence and Harassment in the Workplace as well as Workplace Harassment, Discrimination and Violence refresher training relevant to the *Ontario Human Rights Code*, the *Occupational Health and Safety Act*, and the *Police Services Act*.

5.3 FAIR AND IMPARTIAL POLICING (FIP)

In 2021, 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 (CCDI) 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 2021, participation included:

- 45 uniform and civilian female employees for pregnancy/parental leave.
- 60 requests for parental leave from male members were approved.

- 4 requests for additional voluntary time off without pay were approved.
- 8 members were authorized for a total of 470 hours related to short term military duties.
- One civilian job share arrangement for 2021, which was a continuation from the year previous. 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.
- 32 members (uniform and civilian) were approved for family accommodation requests in 2021, 11 were new requests and 21 were extensions continued from 2020.
- Members working dayshift assignments are able to make requests to work a flexible schedule e.g. a compressed work week
- PRP continued the policy of affording members the opportunity to re-allocate up to 8 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, 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, achievement-oriented employees. Beyond seeking to build on previously established programs, the initiatives implemented in 2021 amidst a global pandemic, demonstrate commitment to employee recruitment, selection, development and wellbeing.

One of the identified areas of focus of PRP's Strategic Plan is to have professional and skilled employees that represent our community, which is achieved by attracting and retaining skilled employees who represent our community. The statistical data reflects our successful efforts in 2021.

- In keeping with our strategic objective of professional and skilled employees that represent our community by attracting and retaining skilled employees who represent our community, in 2021 uniform new hires included 55.1% Racialized Persons, 39% Females and 0.8% Indigenous. Civilian new hires included representation from all 4 groups, 66.3% Racialized Persons, 59.3% Female, 2.3% Persons with a disability and 3.5% Indigenous.
- The Cadet, Auxiliary and COPS programs assist in the development of their members and encourage participating individuals to consider a career in policing. In 2021, 12 Cadets successfully advanced to the position of Recruit Constable. Of those promotions, six were racialized and five were female. In addition, four Auxiliary members were successful in achieving Recruit Constable positions within the organization, which clearly demonstrates the success of these programs as a source of qualified applicants who represent our community.

All of these initiatives contribute to PRP's efforts and progress in building a workforce that is reflective of the community served by PRP.

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 our success as an organization. Transparency and integrity requires strict adherence to the principle; 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".



[PeelPolice.ca](https://www.peelpolice.ca)

