

# EQUAL OPPORTUNITY REPORT

# 2022



# TABLE OF CONTENTS

<b>1</b>	<b>EQUAL OPPORTUNITY PLAN.....</b>	<b>1</b>
1.1	Overview.....	1
1.2	Equal Opportunity Principles .....	2
1.3	Community Representation Data .....	2
1.4	Language Profile – Community and Police Service .....	2
<b>2</b>	<b>STATISTICS – UNIFORM REPORTING.....</b>	<b>5</b>
2.1	Applicant Data – Uniform (Constable and Cadets) .....	6
2.2	New Hire Statistics – Uniform (Constable and Cadets).....	7
2.3	Promotions – Uniform.....	8
2.4	Composition Profile – Uniform .....	8
<b>3</b>	<b>STATISTICS – CIVILIAN REPORTING.....</b>	<b>10</b>
3.1	Applicant Data – Civilian .....	10
3.2	New Hire Statistics – Civilian.....	10
3.3	Composition Profile – Civilian.....	11
3.4	Transfer / Status Change Activity – Civilian .....	11
3.5	Promotions – Civilian.....	12

<b>4</b>	<b>POSITIVE MEASURES .....</b>	<b>14</b>
4.1	Uniform Recruiting Strategies.....	14
4.2	Uniform Outreach Recruitment .....	17
4.3	Civilian Outreach Recruitment.....	19
4.4	Influential Leadership Programs .....	20
<b>5</b>	<b>BARRIER ELIMINATION INITIATIVES.....</b>	<b>23</b>
5.1	Diversity Equity and Inclusion Bureau .....	23
5.2	Human Resources.....	24
5.3	Fair and Impartial Policing (FIP) .....	24
5.4	The Canadian Centre for Diversity and Inclusion (CCDI) Training.....	24
5.5	Assessment of Educational Qualifications, Training and Experience Acquired Outside Canada.....	24
5.6	Accommodation Requests .....	25
5.7	Assisting Members in Addressing Family Issues .....	25
<b>6</b>	<b>SUMMARY .....</b>	<b>27</b>
6.1	Accomplishments and Next Steps.....	27

## OUR VISION

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A Safer Community Together

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## OUR VALUES

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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.

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## OUR MISSION

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

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# EQUAL OPPORTUNITY PLAN

Peel Regional Police is committed to attracting and retaining skilled employees who represent our community. The years following the pandemic proved to be a busy one, and new positions were introduced with the focus on technological gains.

## 1.1 OVERVIEW

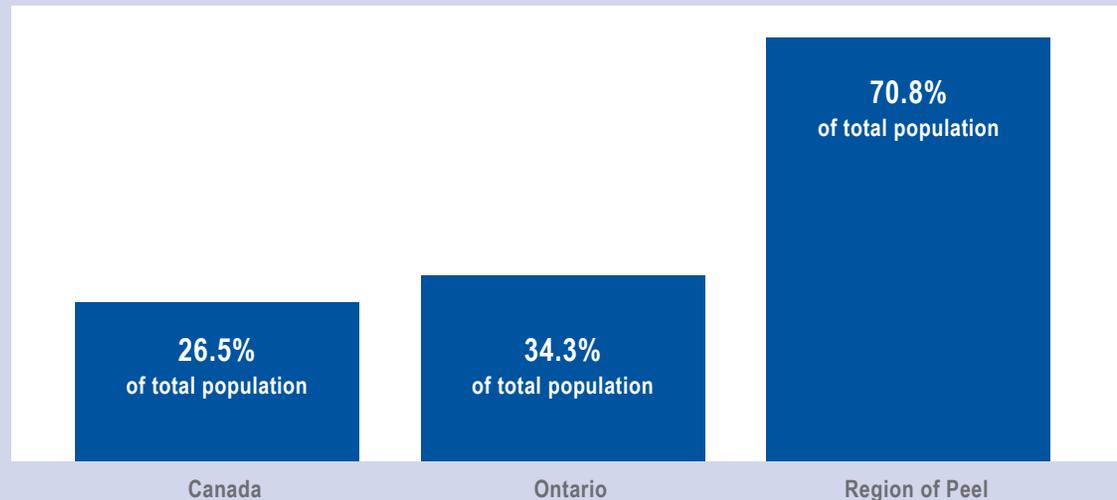
Peel Regional Police is the third largest police service in Ontario and the fourth largest municipal police service in Canada. We service 1.5 million residents, one of the most diverse regions in Canada, and the Pearson International Airport which saw an estimated 35.6 million people pass through in 2022. PRP has authorized budgetary complement of 2,216 uniform officers, 30 cadets and 922 civilian members in 2022.

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. 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.

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,

### RACIALIZED PERSONS REPRESENTATION NATIONAL, PROVINCIAL AND REGIONAL COMPARISON – 2021 CENSUS DATA



Please note that Community Representation data is based on 2021 Census Data, as per Statistics Canada.

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

**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, engaged 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 2022.

## **1.3 COMMUNITY REPRESENTATION DATA**

Statistics Canada gathered information for the 2021 Census and the results are noted in the table on page 3. This data states the Region has 70.8% of its population identified as

racialized persons, which is the most diverse region, followed by Toronto at 55.7% and York 55%. In comparison, across the country 26.5% of Canadians and 34.3% 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, 2021 indicate that 50% 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 Arabic.

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 (1,269) identify that they are conversant in one or more of 65 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 2021				
	INDIGENOUS	RACIALIZED PERSONS	PERSONS WITH DISABILITIES *	FEMALES
Percentage	0.1%	70.8%	19.8%	50.5%

\* Source – 2017 Canadian Survey of Disabilities – Statistics Canada

LANGUAGE PROFILE – 2022			
Number of Languages Spoken *	Number of Members	Number of Auxiliary	TOTAL
1 Language	783	34	817
2 Languages	276	25	301
3 + Languages	145	6	151
<b>TOTAL</b>	1,204	65	1,269

\* Other than English and including sign – 65 different languages spoken by Civilian / Uniform.



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 2022, 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 2022, the global

pandemic continued to have an impact on these efforts, which resulted in the gradual and cautious return to in-person recruitment 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 that had declined in the previous years. R&SS staff adopted a hybrid approach by re-commencing in-person events but also utilizing online video conferencing platforms such as WebEx to conduct Information Sessions at post-secondary school institutions. Social media platforms, such as Instagram, Facebook, Twitter and LinkedIn were utilized to engage community members interested in pursuing a career in policing. In 2022, 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 4,940, a notable increase from the previous year (3,600).

## 2.1 APPLICANT DATA – UNIFORM

(Constable and Cadets)

In 2022, PRP received 1,863 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 and into 2021. A comparison between applicant numbers in 2019 (pre-pandemic) and the applicant numbers of 2022 shows greater consistency. Nevertheless, 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 2022, approximately 94.3% of uniform applicants completed the voluntary Equal Opportunity Survey, which continues to reflect an exceptionally high completion rate year over year. Of the 1,757 applicants who responded to the survey, 75.9% identified as racialized persons, 22.4% were female, 2.6% were indigenous and 1.9% were persons with disabilities. Of the 1,863 uniform applicants, PRP hired 125 personnel (106 officers and 19 cadets).

UNIFORM APPLICANTS				
YEAR	2022	2021	2020	2019
<b>Number of Applicants</b>	1,863	2,462	3,516	1,922

UNIFORM APPLICANT PROFILE FOR VALID RESPONDENTS – 2022													
YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		TOTAL
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent *	
<b>2022</b>	45	2.6%	1,333	75.9%	34	1.9%	394	22.4%	1,363	77.6%	1,757	106	<b>1,863</b>
<b>2021</b>	52	2.2%	1,690	72.5%	47	2.0%	494	21.2%	1,836	78.8%	2,330	132	<b>2,462</b>
<b>2020</b>	58	1.8%	2,276	69.0%	61	1.8%	738	22.4%	2,560	77.6%	3,298	218	<b>3,516</b>
<b>2019</b>	49	2.7%	1,182	65.3%	30	1.7%	346	19.1%	1,464	80.9%	1,810	112	<b>1,922</b>

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

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

In 2022, PRP hired 125 uniform personnel (an increase from the previous year) 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 96 uniform officers and 3 Cadets leaving PRP in 2022 (an almost 34% increase from the previous year).

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

NEW HIRES UNIFORM PROFILE – 2022											
YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
2022	5	4.0%	77	61.6%	3	2.4%	39	31.2%	86	68.8%	125
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

and efforts undertaken by the organization and R&SS to attract female and racialized applicants from the community. Of the 125 uniform personnel hired in 2022, 61.6% were racialized persons and 31.2% were female. It is significant to note that although females accounted for less than one quarter of the applicant pool\* (22.4%), they comprised over thirty percent of persons hired.

\*based on Equal Opportunity valid respondents



### 2.3 PROMOTIONS – UNIFORM

In 2022, there were 36 uniform promotions to the rank of Sergeant and above. Of those promotions, 4 were female and 4 were racialized persons accounting for 11.1% respectively.

### 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 22.3% of the overall uniform total and racialized persons accounted for 31.7%, a slight increase. Higher percentage of females and racialized persons are seen at the rank of Cadet and Constable, but lower overall percentages at the higher ranks.

TOTAL PROMOTIONS – UNIFORM POSITION CATEGORY – 2022											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Senior Officer	0	0.0%	2	33.3%	0	0.0%	2	33.3%	4	66.7%	6
Detective Sergeant / Staff Sergeant	0	0.0%	1	9.1%	0	0.0%	1	9.1%	10	90.9%	11
Detective / Sergeant	0	0.0%	1	5.3%	0	0.0%	1	5.3%	18	94.7%	19
<b>UNIFORM TOTAL</b>	<b>0</b>	<b>0.0%</b>	<b>4</b>	<b>11.1%</b>	<b>0</b>	<b>0.0%</b>	<b>4</b>	<b>11.1%</b>	<b>32</b>	<b>88.9%</b>	<b>36</b>

COMPOSITION PROFILE – UNIFORM POSITION CATEGORY – 2022											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Senior Officer	0	0.0%	15	27.7%	0	0.0%	12	21.4%	44	78.6%	56
Detective Sergeant / Staff Sergeant	0	0.0%	12	15.8%	0	0.0%	9	11.8%	67	88.2%	76
Detective / Sergeant	1	0.4%	40	15.6%	0	0.0%	28	10.9%	228	89.1%	256
Constable	24	1.3%	650	34.3%	5	0.3%	455	24.0%	1,441	76.0%	1,896
Cadet	3	12.5%	14	58.3%	2	8.3%	11	45.8%	13	54.2%	24
<b>UNIFORM TOTAL</b>	<b>28</b>	<b>1.2%</b>	<b>731</b>	<b>31.7%</b>	<b>7</b>	<b>0.3%</b>	<b>515</b>	<b>22.3%</b>	<b>1,793</b>	<b>77.7%</b>	<b>2,308</b>

\* The uniform complement of 2,308 Includes uniform members, cadets, persons on long-term disabilities, job-share arrangements, and secondments.



## 3.1 APPLICANT DATA – CIVILIAN

In 2022, the global pandemic was winding down and with that, the return to the workforce for many applicants which resulted in an increase of applicants of 11.7% over 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 89.7% of applicants submitting their information, which includes representation from all of the designated groups: indigenous at 2.4%; racialized persons at 76.5%; persons with disabilities at 4.1% and females at 49.9%. All representation increased in 2022, with racialized persons and female representation with the most significant increases. The increase in female representation is a positive signal that women are now back and available in the workforce.

Continuing to increase the number of diverse applicants from the designated groups

CIVILIAN APPLICANT PROFILE FOR VALID RESPONDENTS – 2022													
YEAR	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		APPLICANT TOTALS				TOTAL RESPONDENT		TOTAL
	Total	%	Total	%	Total	%	Female	%	Male	%	Total Respondent	Total Non Respondent *	
2022	146	2.4%	4,657	76.5%	250	4.1%	3,034	49.9%	3,047	50.1%	6,085	701	6,786
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

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

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 5.9% and few full-time job opportunities.

## 3.2 NEW HIRE STATISTICS – CIVILIAN

In 2022, PRP hired 174 civilian members, 17 of which were permanent positions and the remaining 157 were temporary positions which is a staggering increase of 102.3% in overall hires from the 86 hires in 2021.

Upon review of the activity for 2022 and the significant uptick in positions, this is directly related to the decreased activity in 2020 and 2021 which was as a result of the global pandemic and its restrictions. In 2022, we are in a recovery position whereby any shutdown from prior years has done a full turn and hiring resumed at a staggering rate to increase numbers of people in all civilian classifications as well as resuming student programs including the YIPI program.

With the total number of new hires being significant, there was representation from each of the four prescribed groups, racialized persons 65.5%, females 63.8%, indigenous 2.3% and persons with disabilities at 1.1%. Which indicates like in prior years that both applicants and subsequent representation from all groups were attracted to civilian positions with PRP.

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, the YIPI (Youth in Policing Initiative) as well Police specific backfills.

### 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 67.9%, racialized persons 32%, indigenous 1.5% and persons with disabilities 1.6%.

NEW HIRES CIVILIAN PROFILES – 2022											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
Permanent	0	0%	9	52.9%	0	0%	7	41.2%	10	58.8%	17
Temporary	4	2.5%	105	66.9%	2	1.3%	104	66.2%	53	33.8%	157
<b>TOTAL</b>	<b>4</b>	<b>2.3%</b>	<b>114</b>	<b>65.5%</b>	<b>2</b>	<b>1.1%</b>	<b>111</b>	<b>63.8%</b>	<b>63</b>	<b>36.2%</b>	<b>174</b>

### 3.4 TRANSFER / STATUS CHANGE ACTIVITY – CIVILIAN

In 2022, there were 311 posted vacancies with 489 internal members making application to the positions. Internal hire rates for the vacancies remains high, as 83.2% of full-time positions were filled internally and 51.3% of temporary/part-time positions were also filled internally, which continues to demonstrate our commitment to providing internal members with career/job opportunities.

There were 54 civilian members who achieved permanent status (part or full-time) within PRP. Of these members, 46.3% were racialized persons and 79.6% were female and 1.9% indigenous, as well as 8 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 and be successful in obtaining a permanent (part-time or full-time) position within the organization.

### 3.5 PROMOTIONS – CIVILIAN

There were 33 promotions for civilian employees in 2022, a 33.3% decrease from the 44 promotions in 2021. Of the 33 promotions, there was representation from three of the four designated groups, 78.8% female, 24.2% racialized persons and 3% indigenous.

COMPOSITION PROFILE PERMANENT AND TEMPORARY CIVILIAN POSITION – 2022											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
<b>Managers/Directors / Senior Admin</b>	0	0.0%	13	31.7%	0	0.0%	22	53.7%	19	46.3%	<b>41</b>
<b>Grades 7, 8, 9, 10</b>	5	0.9%	173	29.9%	9	1.6%	353	61.1%	225	38.9%	<b>578</b>
<b>Grades 4, 5 and 6</b>	10	3.2%	109	34.4%	5	1.6%	266	83.9%	51	16.1%	<b>317</b>
<b>Grades 1, 2 and 3</b>	0	0.0%	23	39.7%	2	3.4%	34	58.6%	24	41.4%	<b>58</b>
<b>CIVILIAN TOTAL</b>	<b>15</b>	<b>1.5%</b>	<b>318</b>	<b>32.0%</b>	<b>16</b>	<b>1.6%</b>	<b>675</b>	<b>67.9%</b>	<b>319</b>	<b>32.1%</b>	<b>994</b>

\* The 2022 civilian complement of 994 includes temporary, part-time and full-time civilian members, persons on long-term disability, job share arrangements, and secondments.

TOTAL PROMOTIONS – CIVILIAN POSITION CATEGORY – 2022											
POSITION CATEGORY	INDIGENOUS		RACIALIZED PERSONS		PERSONS WITH DISABILITIES		EMPLOYEE TOTALS				
	Total	%	Total	%	Total	%	Female	%	Male	%	TOTAL
<b>Managers/Directors / Senior Admin</b>	0	0.0%	0	0.0%	0	0.0%	0	0.0%	1	100%	<b>1</b>
<b>Grades 7, 8, 9 and 10</b>	0	0.0%	5	31.3%	0	0.0%	11	68.7%	5	31.3%	<b>16</b>
<b>Grades 4, 5 and 6</b>	1	6.3%	3	18.8%	0	0.0%	15	93.8%	1	6.2%	<b>16</b>
<b>Grades 1, 2 and 3</b>	0	0.0%	0	0.0%	0	0.0%	0	0.0%	0	0.0%	<b>0</b>
<b>CIVILIAN TOTAL</b>	<b>1</b>	<b>3.0%</b>	<b>8</b>	<b>24.2%</b>	<b>0</b>	<b>0.0%</b>	<b>26</b>	<b>78.8%</b>	<b>7</b>	<b>21.2%</b>	<b>33</b>



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 2022, R&SS hired 125 new uniform personnel that consisted of 61.6% racialized persons, 31.2% female, 4% indigenous and 2.4% persons with disabilities. These positive hiring figures are a product of Outreach initiatives which include, a new online digital approach, including an Instagram account with live and pre-recorded sessions, posts and stories, resulting in an increase of almost 1,300 more followers than the previous year. 235 outreach recruiting initiatives and recruiting forums were implemented to boost uniform applications, increasing our outreach initiatives by 60% from 2021 (147).

### **4.1.3 Women in Policing – Female Inclusion Team**

In 2022, 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. In 2022, in-person practice sessions re-commenced. A total of 52 women participated in the F.I.T. initiative. Following additional screening (background, psychological assessment and board interview) R&SS successfully hired 12 women from the program for the position of Recruit Constable, one for a Cadet position and another for an Auxiliary position. Five females were hired by other services.



#### 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 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 2022, there were 19 new Cadet hires, eight of those new Cadets lived within the Region of Peel. Of those new hires, 11 were female, 2 were indigenous, 9 were racialized persons and 2 were persons with disabilities.

In 2022, there were 17 Cadets promoted to Recruit Constable. Of those promotions, 7 were racialized persons and 7 were female.



#### 4.1.6 Auxiliary Bureau

In January 2022, there were 170 volunteers in the Auxiliary program comprised of 121 (71.2%) male and 49 (28.8%) 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 2022, twenty-two Auxiliary officers were successful candidates for the Recruit Constable and Cadet positions (12 Constables hired by PRP, 2 Cadets by PRP, 5 by TPS, 1 by OPP, 1 by Halton, and 1 by Hamilton). One Auxiliary was also hired as a PRP Special Constable and another was hired as an OPP Special Constable.

The pandemic still created some 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 2022, 365 people applied to the Auxiliary program and 134 of those individuals moved on to physical fitness testing. Upon completion of fitness testing, 41 people were interviewed for the position of Auxiliary Officer, and of those 17 were selected to become Auxiliary Officers commencing January 2023. These hires along with members leaving throughout 2022 resulted in the number of members decreasing to 149 members.

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

The COPS Program is offered free of charge through a federally funded Royal Canadian Army Cadet Corps(RCACC) from

the Canadian Cadet Organization to youth between the ages of 12 and 19. The additional Junior Cadet Program for ages 10 and 11, is funded by PRP and is modelled after the Army Cadet Program. 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 2023, there were 200 Army Cadets enrolled in the COPS Program in three locations across Mississauga. Junior Cadets has not been running since September 2020 due to the pandemic. It will however be restarting in September 2023 with the application process beginning in August. We are projecting a maximum of 50 Junior Cadets for each year. 2824 (COPS) RCACC is affiliated with 2 Military Police Regiment out of Dennison Armouries (Toronto). The COPS Program maintains a website, Facebook, Instagram & Twitter 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);
- Locations for the COPS Cadets to meet on a weekly basis; and
- Funding for the Junior Cadet Program.

The COPS Program returned to “in person” activities in March 2022 at all three of our training locations. We were authorized to run secondary activities being Drill and Marksmanship, however we were not authorized to restart our music programming until September 2022.

With all pandemic restrictions now removed, The COPS Program will be offering all

activities to the Army and Junior Cadets for the 2023/24 training cycle. We will also be strengthening our ties to Chiefs Ceremonial Guard through attendance at PRP events throughout the years to come.

#### **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 2022, this social media platform included additional content and engagement. At the end of 2022, our Instagram account grew to approximately 4,940 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 continuation 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.

<b>SUMMARY OF 2022 UNIFORM RECRUITING OUTREACH INITIATIVES</b>	
<b>Targeted Recruitment Forums</b>	80
<b>General Information Sessions</b>	24
<b>Educational Institutions</b>	14
<b>Career Fairs/Booths</b>	15
<b>Social Media</b>	102
<b>Total Outreach Activities</b>	<b>235</b>



### 4.3 CIVILIAN OUTREACH RECRUITMENT

In 2022 there were 311 employment opportunities that were filled by R&SS, representing full-time, part-time and temporary civilian vacancies as well as an additional 79 short-term temporary assignments for Intercept Monitors, College/University Co-operative Education Program and YIPI (Youth in Police Initiative) program.

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:

[adminjobs.ca](http://adminjobs.ca); [amo.on.ca](http://amo.on.ca); [apics.ca](http://apics.ca); [bajobs.ca](http://bajobs.ca); [canadianadmin.ca](http://canadianadmin.ca); [canadianconstructionjobs.ca](http://canadianconstructionjobs.ca); [charityvillage.com](http://charityvillage.com) [cips.ca](http://cips.ca); [cmc-canada.ca](http://cmc-canada.ca); [constructioncanada.net](http://constructioncanada.net); [cprs.ca](http://cprs.ca); [ilco.on.ca](http://ilco.on.ca); [indeed.ca](http://indeed.ca); [indigenoucareers.org](http://indigenoucareers.org); [itjobs.ca](http://itjobs.ca); [jeffgaulin.com](http://jeffgaulin.com); [jobs.ca](http://jobs.ca); [localwork.ca](http://localwork.ca); [linkedin.com](http://linkedin.com); [municipalworld.com](http://municipalworld.com); [oacett.org](http://oacett.org); [ospe.on.ca](http://ospe.on.ca); [pmjobs.ca](http://pmjobs.ca); [pmitoronto.ca](http://pmitoronto.ca); [skilledtradesplus.com](http://skilledtradesplus.com); [ssc.ca](http://ssc.ca); and [toronto.iabc.com](http://toronto.iabc.com).

The Civilian Employment Opportunities section of the PRP website, where all external positions are posted, is updated regularly. In 2022, the website had a total of 2,402,488 visits. The Civilian Employment Opportunities website attracted a total of 90,371 visitors in 2022.

In 2022, we slowly started resuming in person information/career sessions along with the the high school co-op program, YIPI, and 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 2022, we hired 18 students 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, Operational Planning and Uniform Recruiting.



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 2022 we hired 3 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 Top down to CMG and SLT, 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.

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

#### **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.



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

The Diversity, Equity and Inclusion Bureau provided 66 training presentations throughout the year reaching approximately 16,000 people. These courses were delivered to new 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), International Students Connection and Crime Awareness Program,

Elder Abuse and Fraud presentation (in English and Mandarin), 2SLGBTQ+ Personal Safety and Hate Crimes.

Officers in DEI attended and participated in 117 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 21st Annual Race Against Racism

and 7th Annual Diversity Scholarship Gala. The Diversity, Equity & Inclusion Bureau also hosted the following four Lunch and Learn events: Black History Month, Trans Inclusion, and Treaties of the Peel Region. Diversity, Equity and Inclusion officers hosted the 2022 Diversity, Equity and Inclusion Summit, which was attended by approximately 90 members from Police Services across Ontario.

In addition, the Equity & Inclusion Officers attended 175 meetings to help strengthen and build relationships within the Region of Peel's diverse communities. Some of these meetings were related to external committees that our DEI members are active members of. These include, but not limited to The Regional Diversity Roundtable (RDR), OACP – Diversity, Equity and Inclusion Working Group, Interfaith Council of Peel (ICP), Mississauga Chinese Business Association (MCBA), Peel Hate Crime Coalition Working Group, Council of Agencies Serving South Asians and 2SLGBTQ+ Provincial Liaison Network.

## 5.2 HUMAN RESOURCES

In 2022, Human Resources (HR) delivered Workplace Discrimination and Harassment training, a component of Respectful Workplace program to 9 new intake classes including Recruit Constables, Cadets, Civilian and Auxiliary Police.

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.

The interactive Supervisor Respectful Workplace training for all sworn and civilian supervisors which consisted of 2 parts, Preventing and Responding to Harassment and Understanding Sexual and Gender-Based Harassment, continued to be facilitated by an external agency.

The newly created Expect Respect interactive online training on building a respectful workplace free from discrimination and harassment/sexual harassment was rolled out to all sworn and civilian members and continues to be a requirement for new hires.

Lastly, ongoing training for all members include 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 2022, 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 skill 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

## 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 2022, participation included:

- 59 uniform and civilian female employees for pregnancy/parental leave.
- 65 requests for parental leave from male members were approved.
- 10 requests for additional voluntary time off without pay were approved.
- 2 requests for military leave were approved, 1 civilian and 1 uniform member
- 14 members were authorized for a total of 855 hours related to short term military duties.
- Two civilian job share arrangement for 2022, one was a continuation from the year previous and the other was a new arrangement. 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.
- 39 members (uniform and civilian) were approved for family accommodation requests in 2022, 15 were new requests and 24 were extensions continued from 2021.
- 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 that continued in 2022 that were 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' 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 2022.

- 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 2022 uniform new hires included 61.6% Racialized Persons, 31.2% Females, 4% Indigenous and 2.4% Persons with Disabilities. Civilian new hires included representation from all 4 groups, 65.5% Racialized Persons, 63.8% Female, 2.3% Indigenous Persons and 1.1% Persons with a Disability.
- The Cadet, Auxiliary and COPS programs assist in the development of their members and encourage participating individuals to consider a career in policing. In 2022, there were 17 Cadets promoted to Recruit Constable. Of those promotions, 7 were racialized persons and 7 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.peel.ca/police)

