
2023 OPERATING BUDGET BRIEFING NOTE

Toronto Police Service - Building a Respectful and Inclusive Workplace

Issue/Background:

- On January 13, 2023, the Budget Committee requested the Chief of the Toronto Police Service (the Service) to provide a briefing note on the implementation of recommendations detailed in the Building a Respectful and Inclusive Workplace report from June 2022, including:
 - Summary of recommendations;
 - Priority actions and timelines for implementation of key actions/recommendations;
 - Anticipated outcomes and deliverables for 2023; and
 - Resources dedicated in 2023 Budget (number of staff, dollar amount allocated).

Key Points:

- *Summary of Recommendations in the Report:*
 - *HR Programs:* Develop career paths for civilian members; conduct skills analysis for selected roles; reassess hiring committees and promotional panels; leverage 360 degree feedback; update interview questions.
 - *Data and Analytics:* Track complaints and outcomes; conduct comparative disciplinary analysis and update procedures; review member support programs (stigma, confidence, etc.).
 - *Update policies, processes and procedures.*
 - *Communications:* Develop communications strategy on findings of report(s); elevate civilian profiles; share stories from Command and leadership; continue Workplace, Harassment and Discrimination (W.P.H.D.) discussions; refresh communications on 360 degree feedback program.
 - *Increased Independence:* Implement independent, anonymous reporting platform; utilize external investigators for W.P.H.D. complaints.

- *Training:* Incorporate more examples; provide specific guidance on reprisal; introduce more role playing; tie training to performance; explanation of harassment/internal complaints process; provide service-wide training for all members on Diversity, Equity, Inclusion, Accessibility and Belonging, topics to include fair and impartial policing, gender diversity and trans inclusion, sexual harassment, active bystander training, crucial/difficult conversations.
- For the past five years, the Service has been implementing solutions, piloting programs and initiating the report recommendations – some as they became known; others on a more proactive basis. Three years since this report was first commissioned, we are starting to see some tangible results on many of the recommendations and themes brought forward in the report.
- A steering committee (Accountability, Equity and Professionalism Working Group) has been identified and will be commencing work on January 23, 2023 to place continued emphasis and focus on moving this important work forward. This steering committee consists of members of the Senior Management Team and Command. One of the committee's first points of action will be to set out action/implementation goals for 2023.

Priority Actions and Anticipated Outcomes and Deliverables for 2023:

- The full implementation strategy for Workplace Accountability, Equity and Professionalism for 2023 will be created by the working group and lay out the priority actions and timelines, as well as some expected deliverables for this year.
- The Service has already commenced actions on a number of recommendations that will continue towards completion in 2023.
- *HR Programs:*
 - As part of the Services' enhanced Performance Management program, in 2023 the focus will be on enhancing the quality of the performance assessment, goal setting and personal development plans.
 - A unit-specific civilian developmental program was launched in the Forensic and Investigative Science (FIS) unit, offering developmental opportunities for civilian members while ensuring business continuity for specialized positions.
 - As part of the Job Evaluation Review project, salary benchmarking for select, high priority jobs is being conducted in 2023 to ensure that the Service can continue to attract the right candidates with the right skills in the right jobs.
 - There are several recruitment efforts underway to promote greater workforce diversity as well as foster a culture of internal member engagement in enthusiastically promoting the Service, including the Ambassador program;

partnership with Neighbourhood Community Officers; attendance at events; online recruitment campaign.

- Performance management, updating promotional practices, 360 reviews, exit interviews, diversity data collection of current members, a hybrid work model for appropriate roles and the professional development program with the Senior Officers Organization (S.O.O.) is work that will start or continue to evolve through 2023.
- *Member Wellbeing Initiatives:*
 - A comprehensive Member Wellbeing Strategy & Framework is underway to guide and inform member support programs, focusing on health promotion and harm prevention. There is now a Mental Health & Wellbeing Section focused on bringing support programs to members, normalizing mental health, and reducing stigma. Initiatives that will continue and expand into 2023 are: the MindFit Pin, continued roll out of a nationally recognized Before Operational Stress (BOS) training program, an annual service-wide Wellness training day, expansion of a therapy dog program and a calendar of health promotion initiatives for all members. Additionally, in 2023 work is being done to actively audit the Service's Peer Support Program and diversify Wellness Supports through the Extended Health Benefits plan.
- *Data and Analytics:*
 - Workplace harassment investigations amount to approx. 20 per year (2021 and 2022 – consistent).
- *Policies, Processes and Procedures:*
 - The disparity of treatment between civilians is also something that features prominently in any review of this nature. We continue to civilianize key roles, professionalizing the Service with individuals that are skilled for the work that needs to be done.
 - Panel based selection for cadets, uniform promotions and civilian roles is now in place with diversity of perspectives (e.g. constable selection committee is comprised of Talent Acquisition, EI&HR, Divisional Leaders and Toronto Police College representatives).
 - Interview questions at all levels have been revised to ensure transparent and bias-free recruitment and to promote a healthy workplace, inclusion and diversity. Recruitment processes have also been updated to be more transparent and free from bias.

- *Communications:*
 - Through Corporate Communications publications, the 24 Shades of Blue podcast, awards, training opportunities, as well as our P&C Newsletter, we are doing more to profile and develop our civilian talent.
 - And internal communications lead will be working with units during 2023 to improve messaging and the flow of information within the Service so that all members are made aware of important information.

- *Complaints and Investigations Reform:*
 - We continue to pilot alternative dispute resolution within both Professional Standards (P.R.S.) and Equity Inclusion and Human Rights (E.I.H.R.) areas. The intake and complaint process features prominently in the Deloitte report.
 - To date over 60 resolutions have been achieved through alternate means and there have been over 100 proactive conversations and coaching with members and management to address potential issues before they escalate.
 - We also augmented the team with the addition of a workplace resolution specialist to provide even more dedicated and proactive support to our units in order to mitigate / de-escalate workplace culture and team issues.
 - Some of the more fundamental shifts in reforming the complaints and investigative process require sector-wide engagement and collective action – across all jurisdictions and levels of government. This work is part of the provincial Working Group on Respectful Workplaces in Policing.

- *Training*
 - Greater roll out of management training – sexual harassment training of all our front-line supervisors and management was concluded at the end of 2022. We are the first Police Service to undertake training of this nature – in terms of time spent on this topic, its reach and having it delivered through a 3rd party law firm that specializes in workplace issues.
 - The Toronto Police College (in collaboration with the Equity, Inclusion and Human Rights Unit) developed a 5 day Fair and Unbiased Policing course for all new members of the Service. It is being piloted with the current recruit class of Police Constables. This course includes a 90 minute lecture on Workplace Harassment, Violence and Peer Intervention and a 3 hour lecture on Active Bystandership & Peer Intervention.
 - Service wide mandatory training on Gender Diverse and Trans Inclusive Policing is underway and will be completed during 2023, followed by the collection of community feedback.

- All of these Service-specific efforts have a cumulative effect of creating a healthier, more equitable and inclusive environment. However, we also recognize that the issues facing the Service are not only unique to us. The work and impacts are just the beginning – we recognize that we have a lot more to do in terms of member engagement, diversity, transparency and trust in our H.R. processes, and building an inclusive and respectful culture. We have not been waiting for reports to tell us and believe we are on the right track to take the recommendations made in the Deloitte report, many of which we have already been working on, and continue implementing these, and others at the Service through 2023 and beyond.
- *Resources Dedicated to Supporting a Healthier, More Equitable and Inclusive Work Environment in 2023:*
 - 2 Dispute Resolution Consultants and a Senior Advisor on W.P.H.D. in the EIHR Unit.
 - 3 E.I.H.R. Curriculum Specialists at the Toronto Police College.
 - Health and Wellbeing Lead at the Wellness Unit.
 - Internal Communications Lead under the Corporate Communication function.
 - Learning and Talent Development Specialist (partial time on civilian role development); Communication and Engagement Specialist in the People, Strategy and Performance Unit.

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