

INCLUSIVE POLICING 2021 – KEY PERFORMANCE INDICATORS

1. Ensure uniform and civilian recruitment processes are equitable and inclusive

The Uniform Recruiting Unit (URU) continues to advance equitable practices in its recruiting processes:

- From January 2021 to November 2021, the URU received a total of 612 Police Constable applications. Racialized females accounted for 7%, White females accounted for 8%, racialized males accounted for 53%, and White males accounted for 32%. Overall, racialized applicants represented 59% of the total applications over the reporting period for 2021.
- Part of the Constable Selection System requires applicants to complete a written aptitude test, which can be administered by YRP or a test centre. Under previous processes, a candidate may be screened out, ending the process. YRP has opted to directly administer the test. Test results are analyzed by a psychologist, who is a subject matter expert, trained in Industrial and Organization Psychology. In consultation with the psychologist, YRP can now offer an applicant to retest within a given timeline. The timeline affords the URU a mentorship opportunity with the applicant and to not miss out on a potentially good candidate.
- The URU oversees total administration of the physical fitness test, collaborating with YRP's Coordinator, Corporate Wellness, who is trained in Kinesiology. Applicants who feel challenged by the physical testing components are offered guidance and mentorship. The URU also rents space throughout York Region, creating accessible test sites for everyone.
- From January 2021 to November 2021, the URU hired a total of 56 Police Constables (50 Recruits and six Experienced Officers)
 - Racialized females accounted for 18% (nine Recruits and one Experienced Officer)
 - White females accounted for 23% (10 Recruits and three Experienced Officers)
 - Racialized males accounted for 36% (20 Recruits)
 - White males accounted for 23% (11 Recruits and 2 Experienced Officers)
 - Racialized applicants represented 54% of the total diverse hires (30 new hires and one Experienced Officer)

The Civilian Recruiting Unit (CRU) is working towards diversity reporting on civilian applicants and hires, with YRP's newly acquired Talent Management System. In the interim, Civilian Recruiting statistics for 2021 and 2020 job competitions are included in Table 1:

Table 1
Civilian Recruitment

Type	2021	2020
Internal Applicants	279	249
Internal Hires	56	49
External Applicants	2360	6357
External New Hires	27	39

The large number of external applicants can be attributed to the posting of entry level positions that typically receive over 500 applicants per posting.

2. Review career opportunities and supports to remove bias and barriers

The People and Talent Project have worked to develop a strategy to ensure all members have the opportunity to grow and succeed in their careers here at York Regional Police. A key part of the People and Talent Strategy was to identify technology that could innovate, manage and integrate a number of staff development processes from across the organization, while maintaining a focus on our people, rather than administrative tasks.

Following one of the largest requests for proposals in YRP history and extensive member consultation with four branches, eight bureaus and 16 units, a vendor was selected to achieve that goal. SAP SuccessFactors was chosen to provide a cloud-based portal that makes it easier to manage key processes, including talent acquisition and development, engaging the skills of members and planning for members' futures.

3. Establish a baseline for equity and accessibility

YRP completed a Census and Inclusion Survey in 2021. The survey findings will help YRP make informed decisions on how best to improve, develop or implement programs and policies that will lead to a more inclusive workplace. The results will be submitted to the Executive Command Team in early 2022.

4. Review the YRP workplace harassment process and procedures

A workplace conflict response model has been approved by the Executive Command Team and its function will be part of the new Professionalism, Leadership and Inclusion office.

5. Implement an inclusivity training framework

A multi-year anti-racism training program for YRP members took effect in October 2020. Phase one, the Ontario Human Rights Commission's *Call it out: racism, racial discrimination and human rights* was completed in 2020. In 2021, phase two of the training focussed on

Anti-Racism in York Region – Our Community, Our People. At the end of December 2021, there was a 98% completion rate by YRP members.

6. Educate supervisors on inclusive leadership, culture change and equity and inclusion

In early spring 2021, YRP commenced a professional development pilot project with an anti-Black racism consultant to educate approximately 25 senior leaders on the areas of racism, anti-racism, and anti-oppression.

7. Enhance coaching and mentoring for supervisors

In early spring 2021, YRP commenced a professional development pilot project with an anti-Black racism consultant. Approximately 25 supervisors and front-line staff received professional coaching, guidance and support on race, oppression and anti-racism.

8. Expand wellness services that reflect members' diverse needs

In the fall of 2021, a permanent Wellness Centre opened for YRP members. This is a unique partnership between York Regional Police and the York Regional Police Association. The 6,600-square-foot Wellness Centre will offer services to members, families and retirees, as well as education and support related to their physical, psychological, social and spiritual health.

Throughout 2021, the Wellness team launched District Enhancement Committees (DEC). The DEC is a peer-led committee designed to address members' issues of concern at the district level and work together to remedy them. Maintaining member wellness is a primary function of the DEC focused on reducing organizational stressors which can be linked to improved morale, health and safety, relationships with coworkers, two-way communication, and empowering members to take an active role in the member's experience of their work.

9. Operationalize equity and inclusion efforts

As part of its transformational culture change, YRP has established a new Professionalism, Leadership and Inclusion Office. This office reports directly to the Chief of Police. The office is tasked with the governance of YRP's Inclusive Policing 2020-2022 Action Plan and related inclusion efforts.

10. Enhance existing equity and inclusion reporting

YRP is considering to engage with a consultant, who will assist YRP in conducting an equity audit. The purpose of a workplace equity audit is to identify, and make recommendations for the removal of the barriers to groups of people who have experienced historic and persistent discrimination in the workforce and society.

11. Deliver programs and services in a manner that is respectful and equitable

Anti-racism Action Plan with priority items that includes:

- Multi-year anti-racism training program
 - Completed Phase 1, the Ontario Human Rights Commission's *Call it out: racism, racial discrimination and human rights*
 - Completed Phase 2, *Anti-racism in York Region – Our Community, Our People*
- Established a Black Community Consultative Roundtable that will engage with a consultant to assist YRP on building relationships with Black Communities
- Established an Anti-Black Racism Internal Working Group to identify barriers and provide recommendations relating to anti-Black racism within YRP
- Race-based data collection related to employment – Completed a 2021 Census and Inclusion Survey

In November, Community Services hosted a Youth Crime Prevention Academy that offered comprehensive crime prevention education, practical and relevant information for kids to protect themselves and their property, as well as guidance on good decision making. Over the course of four weeks, youth learned about diversity and inclusion, positive choices, youth mental health issues, and cyber and social media safety.

The Diversity, Equity and Inclusion Bureau hosted its second Hate Crime Awareness Conference. During the four-day conference, 32 YRP members from CIB, Uniform Patrol and Communications learned from:

- Ontario Police College Hate Crime Coordinator, Amy Cook
- Director of the Centre on Hate, Bias and Extremism, Dr. Barbara Perry
- African Canadian Legal Clinic Lawyer, Margaret Parsons