

INCLUSIVE POLICING 2022 – 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 2022 to December 2022, the URU received a total of 452 Police Constable applications:
 - Racialized females accounted for 8%
 - White females accounted for 10%
 - Racialized males accounted for 53%
 - White males accounted for 30%
 - Overall, racialized applicants represented 63% of the total applications over the reporting period for 2022
- The URU oversees total administration of the physical fitness testing, collaborating with YRP's Coordinator, Corporate Wellness, who is trained in Kinesiology.
 - Applicants who are challenged by the physical testing components are offered guidance and mentorship opportunities to assist them to pass the fitness component of the recruitment process
 - A new "Fit For PREP Bootcamp" program was introduced in 2022, which was created specifically for female applicants attempting to meet the physical fitness requirement. The program is introduced at the pre-application or early application stages, in order to increase the candidate's confidence in their own fitness abilities. Working in small groups, participants are introduced to the fitness equipment, run through the circuit numerous times to increase confidence and ability, and also receive mentorship for the recruitment process from qualified URU recruiters and trained physical fitness specialists. Recruiters stay in touch with participants after they have completed the Bootcamp program, continuing to mentor them once they apply. Feedback from participants has been extremely positive, with the majority feeling a sense of loyalty to YRP and to the relationships they have forged with others in their groups. In 2022, YRP hired 30% of the females who participated in a "Fit For PREP Bootcamp" session.
 - More frequent fitness testing date options are now offered. This not only meets the needs of candidates, but also offers them more opportunities to increase their fitness readiness, and allows Recruiters to move them through the recruitment process quicker
 - The URU rents external space to conduct fitness testing at locations throughout York Region, thereby creating easily accessible test sites for everyone. In 2022, the URU increased the number of accessible fitness testing sites throughout the Region, in order to meet the needs of candidates.

- From January 2022 to December, the URU hired a total of 65 Police Constables (61 Recruits and four Experienced Officers):
 - Racialized females accounted for 10% (6 Recruits)
 - White females accounted for 21% (13 Recruits)
 - Racialized males accounted for 44% (26 Recruits and one Experienced Officer)
 - White males accounted for 31% (16 Recruits and three Experienced Officers)
 - Racialized applicants represented 53% of the total diverse hires (26 Recruits and one Experienced Officer)

Table 1
Sworn Recruitment Statistics 2021-2022

Type	2021	2022
PC Applicants	700	452
PC Hires	50	61
Experienced Applicants	28	9
Experienced Hires	6	4
Special Constable Applicants	329	115
Special Constable Hires	0	4
Auxiliary Applicants	133	144
Auxiliary Hires	30	18
Student Cadet Applicants	17	17
Student Cadet Hires	0	5

The Civilian Recruiting statistics for 2021 and 2020 job competitions are included in Table 2:

Table 2
Civilian Recruitment

Type	2022	2021
Internal Applicants	335	279
Internal Hires	69	56
External Applicants	2552	2360
External New Hires	76	27

The large number of external applicants is attributed to the posting of entry-level positions. The increase of new hires from 2021 to 2022 may be because of the resumption of our Student Programs, such as our post-secondary Summer Student program and Youth in Policing Initiative.

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

On December 5, 2022, through the collaboration by members of People, Wellness and Talent (PWT), Corporate Development, the Professionalism, Leadership and Inclusion Office (PLIO), and other stakeholders throughout the organization, YRP launched its new Talent Management System (TMS). This new system will champion and support member career development from hire to retire. The TMS will:

- Provide members with self-service options in managing/accessing their personal employee data automate talent acquisition processes
- Assist with access to training, education and learning management
- Manage performance-related data, including annual appraisals, 360 reviews, workforce and succession planning
- Enhance real-time reporting functions, ensuring that decision making is informed by transparent and up-to-date organizational data

On January 16th 2023, the Talent Acquisition area of People, Wellness and Talent, went live with their Recruitment module. The internal and external workflow will make it easier to manage key processes and to allow for future reporting of key metrics. This data will be used to assist in determining the diverse makeup of applicants and to strategize on how to mitigate barriers to underrepresented groups.

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. Note that a survey of this type provides a

snapshot in time of YRP members, as it relates to diversity and feelings of inclusion within the workplace.

Of the 2456 employees invited to complete the survey, 1389 employees completed the survey, providing a response rate of 56.6%. Overall, 71% of members perceive YRP is committed to and supportive of diversity. A report of the survey and supporting infographic document were submitted at the January 23, 2023 Police Services Board meeting.

4. Review the YRP workplace harassment process and procedures

An Alternate Conflict Resolution Model is now under development. A training component is currently being designed as part of the implementation strategy.

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*. In November 2022, YRP engaged with a consultant team to develop phase three of the program. This phase will be in-class, with a strong emphasis on community collaboration in the design and delivery of the training.

In late fall of 2022, YRP established an Indigenous training working group to design and develop mandatory anti-Indigenous training for all YRP members. This training framework aligns with the Truth and Reconciliation Commission's (TRC) 94 Calls to Action #57 - Professional Development and Training for Public Servants. Additionally, once in effect, the new *Comprehensive Ontario Police Services Act* (COPS) will require Ontario police services to provide human rights, racism and Indigenous training to police officers and special constables.

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

In September 2022, YRP hosted its first anti-racism Together We Are More Forum. Police Services Board Chair Wayne Emmerson and Executive Director Malfada Avelino attended, along with some of YRP's Executive Command Team. The forum provided a space for senior leaders and members to learn from each other, share experiences and discuss options on how to move forward as individuals, as an organization and in the community.

During October to December 2022, senior leaders participated in Cultural Mindfulness sessions led by George Couchie, a member of the Nipissing First Nation. The aim of these teachings is to increase their understanding of our Indigenous communities.

7. Enhance coaching and mentoring for supervisors

YorkLEADS 301 is a customized leadership development program presented in partnership with the Region of York. Part of the program involves supporting leaders to develop their

potential through coaching. Leaders need to bring different awareness and lens to their work, knowing their decisions are subject to increasing public scrutiny and transparency. The leadership coaching offered, focusses on culture change, promoting accountability, and a behavioural shift in mindset.

8. Expand wellness services that reflect members' diverse needs

YRP's Wellness team launched the new WellnessFirst App in early 2022. The App enables YRP members, their families and retirees to quickly and easily navigate YRP wellness resources, supports and contacts right from their desktop, iOS, or android device.

Since the spring of 2022, flexible frontline day shifts are now available to frontline constables at all districts. The goal of this initiative is to improve wellness for frontline members by providing them with the flexibility to assist with short-term needs without having to use their time banks. Officers can accommodate childcare, family needs, educational commitments and other personal needs, allowing them to better balance their work and life.

9. Operationalize equity and inclusion efforts

The Professionalism, Leadership and Inclusion Office (PLIO) is tasked with the governance of YRP's Inclusive Policing 2020-2022 Action Plan and related inclusion efforts. With this in mind, the office saw its human resource capacity grow within 2022. A 10-member project team has been assigned a one-year term to research and analyze information, to identify opportunities and make recommendations on change and implementation that aligns with the vision of PLIO and its inclusion efforts.

10. Enhance existing equity and inclusion reporting

In December 2022, YRP established an Equity Audit working group. The group's purpose is to assess and determine the engagement of a consultant(s) who will assist YRP in conducting an equity audit of the organization. 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. This may include the audit of employment practices, service delivery, procedures and communications.

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

The Executive Command Team is dedicated to addressing systemic racism within YRP. A preliminary document was tabled by the Chief to the Police Services Board on April 14, 2021 that identified activities undertaken and in progress with Black communities to advance positive change that builds trust and confidence in policing. The Board identified recommendations made at its meeting on September 23, 2022 with the Black communities and developed a list of 51 recommendations in total, 43 of which fell within the responsibilities of YRP.

In January 2022, YRP contracted consultants of Foster & Associates to review and report on the provision of 43 recommendations to enable York Regional Police to build and improve relationships with Black, Indigenous and other racialized communities. Concurrently, the YRPSB contracted a consultant to review and report on the eight recommendations directed to them. YRP's report is currently under review by the Executive Command Team.