

# Human Rights



Ontario  
Human Rights Commission  
Commission ontarienne des  
droits de la personne



# Project Charter

## Final Report

October 2010



Prepared by:



## **Note:**

This is the third and Final (Progress) Report for Human Rights Project Charter.

As the previous HRPC Report (from November 2009), this report continues to be built on the very first HRPC Report (from November 2008) and uses the “project milestone dates” from that initial report to follow the progress of each sub-committee as they moved toward to the project’s conclusion on May 17<sup>th</sup>, 2010.

Throughout this report, there are some “milestone” dates go beyond the May 17<sup>th</sup> project close date. As of the print date of this document, all timelines remain intact



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## Human Rights Project Charter - An Overview

### In the beginning...

Following a human rights complaint in 2007, the Ontario Human Rights Commission (OHRC) require a series of public interest remedies as part of a proposed settlement with the Toronto Police Service (TPS) and the Toronto Police Services Board (TPSB). TPS and TPSB respond by noting a number of pro-active organizational change initiatives which are already in various stages of completion or implementation. These include:

- The formation of the Diversity Management Unit (DMU)
- Three (3) Employment Systems Reviews (ESRs)
- Revised member training and recruitment initiatives, incorporating human rights themes and goals
- New community engagement and consultative approaches

### HRPC Commences...

Capitalizing on the spirit of these pro-active initiatives and the opportunity to expand their focus and further enhance their impact, TPS enters into a landmark partnership with TPSB and OHRC (to ensure "outside" perspectives are fully appreciated and considered), to launch Human Rights Project Charter (HRPC). On May 17<sup>th</sup>, 2007, the three-year term of the project, is commenced with the signing of an agreement by the leaders of the three agency partners:

- Chief William BLAIR      Toronto Police Service
- Dr. Alok MUKHERJEE      Toronto Police Services Board
- Ms. Barbara HALL      Ontario Human Rights Commission

### The strategy...

1. Review TPS Service Governance and procedures with a human rights "lens" and amend as required.
2. Ensure the spirit and principles of the Ontario Human Rights Code and its philosophies are interwoven into all TPS procedures and "become how we do business".

This was to be accomplished by:

- Developing a project team, by drawing on a cross-section of perspectives and expertise from all ranks and levels (from top to bottom), from all three organizations.
- Forming project sub-committees to address and focus efforts on four key areas:
  - Accountability (TPS duties and responsibilities)
  - Learning (Member training)
  - Public Education (Media and communications)
  - Recruitment, Selection, Promotion and Retention (Human resource management & development)
- Developing training programs with specific human rights content and philosophies





## Human Rights Project Charter

# The Objectives

### *One...*

*The identification and elimination of any discrimination that may exist  
in the employment policies of the Toronto Police Services Board  
and the practices of the Toronto Police Service  
that may be contrary to the Ontario Human Rights Code.*

### *Two...*

*The identification and elimination of any discrimination  
that may exist in the provision of policing services by  
the Toronto Police Service to the residents of the City of Toronto  
that may be contrary to the Ontario Human Rights Code.*



# Executive Summary

This is the third and final Annual Report for Human Rights Project Charter (HRPC).

Founded in partnership by the Toronto Police Service (TPS), the Toronto Police Services Board (TPSB) and the Ontario Human Rights Commission (OHRC), the project's three-year term is scheduled to conclude in May 2010 at which time the tangible results of this landmark endeavour will take shape in terms of its impact on both the Service and the community we serve.

HRPC's true impact, will not be felt or fully realized and appreciated until many years after, when future members can declare that "any discrimination which may have existed in the provision of both our employment practices and provision of policing services, has been eliminated".

## Public Education Sub-Committee

The task of this sub-committee was to develop a comprehensive communications strategy that highlights and promotes TPS human rights and anti-racism initiatives within the Service and to the community. This was to be accomplished by ensuring:

1. The language and messaging contained in TPS communications (including the TPS website), reinforces human rights and anti-racism themes.
2. Communities with no access to conventional (electronic) communication tools are reached.
3. Community Consultative Committees are maximizing opportunities to support human rights in both the police service and their work in their respective communities.
4. TPS effectively promotes human rights and anti-racism initiatives and events.

## Progress Report

This sub-committee has developed and overseen guidelines for the use of appropriate human rights-themed language and messaging for both TPS and the Service's Community Consultative Committee use as well as updating the mandate of the Public Information Unit to reflect the Service's commitment to these issues. An internal training module on the effective delivery of this message is currently in development.

In May 2009, a comprehensive media insert entitled "Fair & Equitable Policing", was distributed via 10 targeted community newspapers delivered to 460,000 households. The insert which was also in *Canadian Immigrant Magazine* with a distribution of over 50,000, contained stories that highlighted projects, programs and initiatives showcasing the Service's commitment to fair and inclusive policing services.

TPS human rights-related events are currently communicated and publicized internally and externally, using various traditional and electronic means. A database capturing this information was completed for 2009 and the committee continues to look at ways in which this useful tool can be expanded for use by the Community Mobilization Unit, Public Information and the entire service.





The TPS relationship with individuals and communities with no access to conventional communication tools is ongoing. TPS continues to work with partners at the City of Toronto on this initiative and many issues will be addressed through the service's compliance with the AODA legislation.

## **Recruitment, Selection, Promotion & Retention Sub-Committee**

This sub-committee's responsibility was to ensure the TPS human resource systems are barrier-free for all current and prospective TPS Members. Their objectives included:

1. Utilize and/or modify existing records management systems to assist with more effective management and analysis of human resource and demographic data.
2. Perform an inclusive design review of TPS systems, to ensure compliance with human rights precepts.
3. Expand recruitment initiatives to reach traditionally under-represented communities.
4. Ensure promotional processes and systems are equitable for racialized or marginalized members.
5. Update the Exit Survey and process, to more effectively determine why members leave the Service.

### **Progress Report**

The issue of making better use of TPS human resource and demographic data is being addressed by the Confidential Employee Database (CED), a Diversity Management Unit (DMU) initiative currently in the implementation process.

An overall Inclusive Design Review has been explored through the implementation of several pre-existing TPS initiatives. These include this project (HRPC), three Employment Systems Reviews (ESRs), the formation of the DMU and the establishment of Internal Support Networks (ISNs). These initiatives have also addressed the issues of an equitable promotional process for racialized or marginalized members.

Further, this sub-committee has recommended the *hiring of a consultant* to more effectively address the issue of an *Inclusive Design Review based on religion* and will be looking to the Ontario Human Rights Commission for its expertise, experience and guidance in this important area. There is an anticipated cost associated to this initiative.

A review of the TPS Workplace Accommodation procedure has been deferred to the DMU which has completed a gap analysis. This has led to the recommendation that the procedure be amended to include family status, religious, medical/disability needs, in addition to all other grounds listed in the Ontario Human Rights Code. These are currently under review by Command.

With respect to recruitment activities, this group has focused on *women from diverse communities*. Multiple focus groups composed of serving TPS Members from these communities, have identified the following recruitment barriers: entrenched (anti-police) cultural beliefs, physical fitness and the financial cost of applying. Plans are underway to better address these issues.



The issue of collecting more meaningful Exit Survey data is being completed by reviewing exit surveys from 15 other organizations. Following this, a needs assessment will be conducted to produce and draft a more useful end-product for the TPS, including a provision for human rights issues to be identified.

## **Accountability Sub-Committee**

The objectives of this sub-committee are to:

1. Review TPS Service governance related to human rights issues, then amend the relevant policy(s)/procedure(s) to ensure compliance with the Ontario Human Rights Code.
2. Communicate amendments to increase awareness, education and compliance by TPS Members.
3. Develop a central repository system, to capture and manage data from human rights complaints, for more effective subsequent analysis and reporting, via PSIS.

### **Progress Report**

This sub-committee has identified the TPS procedures and Toronto Police Services Board (TPSB) policies that contain human rights components. A gap analysis and re-drafting these policies, procedures and related forms have been completed with final revisions and review to follow.

A comprehensive marketing strategy to communicate policy updates to TPS Members, is currently in development. Additionally, the DMU has updated existing Workplace Harassment and Discrimination information and awareness materials.

The TPS Form "901", has been identified as the unifying document for complaints with respect to: the Police Services Act (PSA), Ontario Human Rights Tribunal, grievances and civil suits. It is being modified to fulfill its revised function. The actual complaint process "work-flow", has been reviewed and is being modified to more effectively identify and respond to any human rights elements.

## **Learning Sub-Committee**

This sub-committee's focus was the development of a human rights training program for both uniform and civilian members. This program will:

1. Address training issues related to human rights and racially-biased policing (i.e. racial profiling).
2. Utilize the human rights framework as a foundation for this training.
3. Be created for use in both the traditional classroom setting and the e-learning environment.

### **Progress Report**

This group has created training modules focusing on two areas:

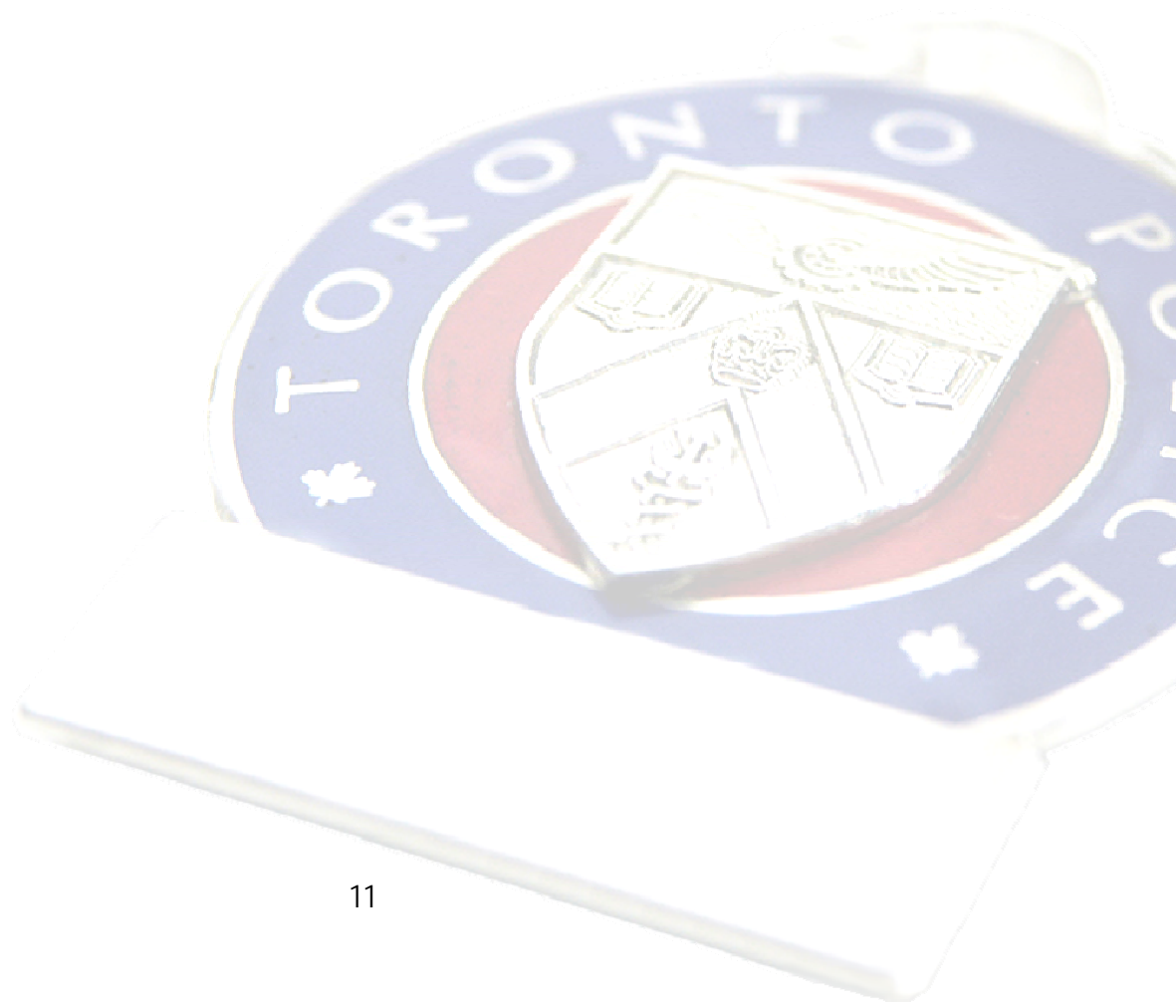
1. A basic human rights primer referred to as "Human Rights 101"
2. A second module specifically dealing with "Racially Biased Policing / Racial Profiling".

Specific learning objectives have been reviewed and approved by the sub-committee and were forwarded to the Toronto Police College Community Policing Section for the creation of actual lesson plans.



Although the initial plan was limited to two hours of training these learning objectives lend themselves to significantly more time. The delivery mechanism for this training will be as follows:

- An e-learning module titled 'Racially Biased Policing' to be completed by both uniform and civilian TPS members (Delivery commenced on September 2<sup>nd</sup>, 2010)
- A third day to be added to the 2011 In Service Training Program – Uniform (ISTP-U) where participants will receive a one day classroom presentation titled 'Human Rights Issues in Contemporary Policing' (Delivery to commence in January 2011)
- A third day to be added to the 2011 In Service Training Program – Investigative (ISTP-I) where participants will receive a one day classroom presentation titled 'Human Rights Issues in Contemporary Policing' (Delivery to commence in January 2011)
- A stand-alone one day course titled 'Human Rights Issues in Contemporary Policing' to be delivered to TPS civilian members and senior officers (Delivery to commence in 2011)



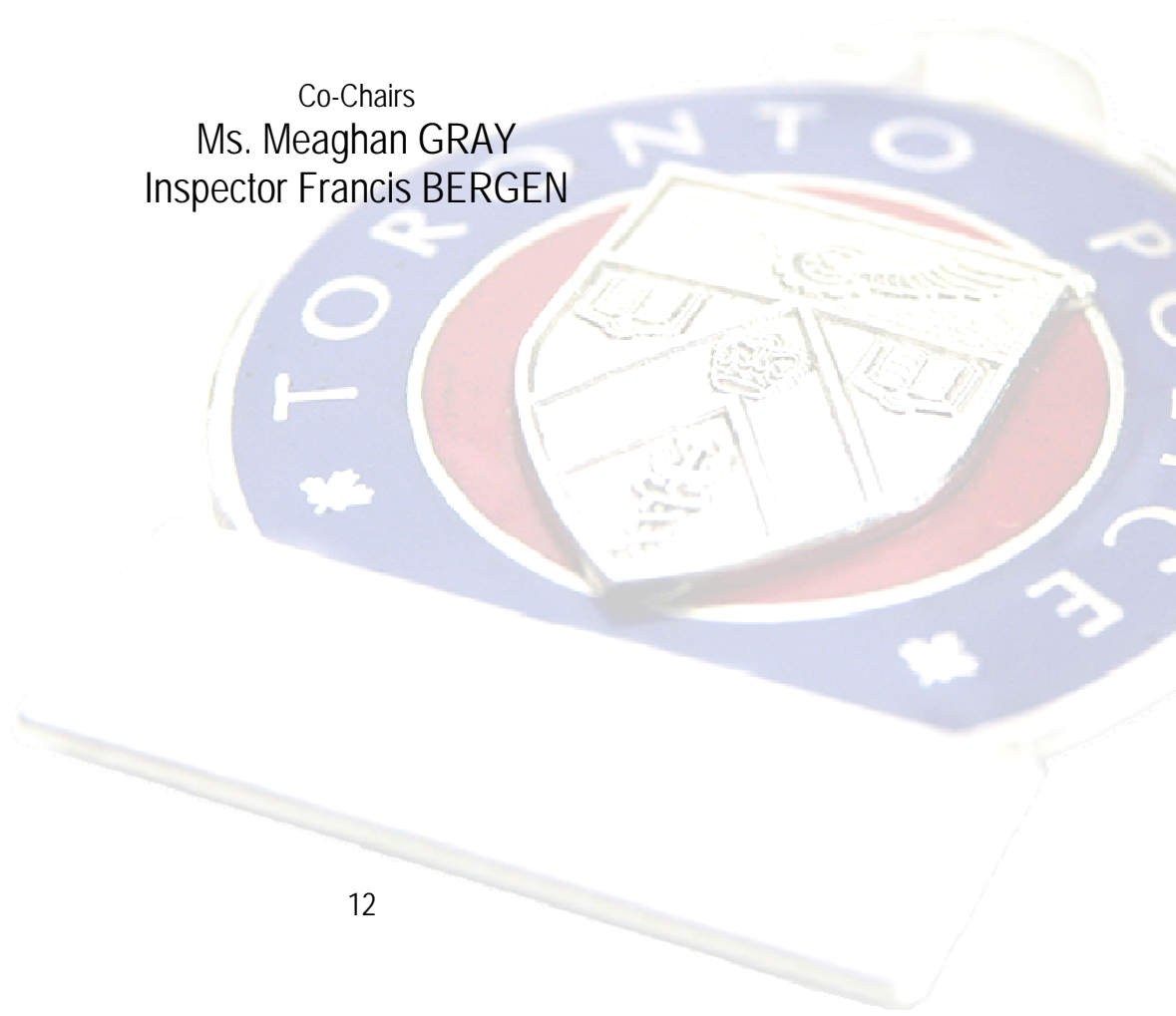


## Section 1

# Public Education

## Sub-Committee Progress Report

Co-Chairs  
Ms. Meaghan GRAY  
Inspector Francis BERGEN





## 1.1.0 Public Education

### Issue 1 **Language & Messaging**

Objective(s) Ensure where appropriate, all TPS communications reinforce human rights/anti-racist themes.

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#### 1.1.1 **Issue 1, Strategy 1**

In collaboration with Ontario Human Rights Commission staff, identify areas of concern dealing with aspects of human rights and anti-racist communication from the TPS to the community and determine:

- What communication platforms within TPS are required to address this strategy
- When and where is the appropriate communication opportunity to reinforce human rights/anti-racist themes.

#### **Implementation Leader(s)**

Meaghan GRAY\* (Manager, Public Information Unit)

*\* Formerly Mark PUGASH (Director, Public Information Unit)*

Please see the following section for "Achievements & Outcomes", related to this strategy.

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### Public Education

## **Achievements & Outcomes**

#### 1.1.1 **Issue 1, Strategy 1**

Establish timelines with OHRC staff to review areas of concern within TPS messaging of Human-Rights and anti-racist themes.

Status:

**COMPLETE**

Concerns regarding the Service's use of appropriate language in communications were sent to the Ontario Human Rights Commission on March 16, 2009 for consideration. A telephone conference took place on April 6, 2009 where these concerns were discussed and an Action Plan was developed.





It was agreed that a list of 'approved language' needed to be created but in addition, a training module needed to be developed and delivered to members in order to recognize why there was such a list and how they could begin to evaluate their own communication.

It may also be helpful to know what 'best practices' are in other jurisdictions; outreach to other members of the OHRC as well as to other law enforcement-type agencies would be done as part of the research component of the Action Plan.

### **Update**

Research was done with various academic resources as well as through consultation with the Service's Community Consultative Committees. However, it was challenging to find research and current best practices from other organizations regarding the issue of race-based language. In particular, those that have expertise in this area (i.e. the OHRC) are not faced with the same investigative challenges the TPS must balance in the use of such language.

A Language Guide was developed and a draft shared with the OHRC for feedback. The draft continues to be a work in progress with sections being expanded and input from the OHRC being incorporated into the final product.

The Language Guide will be incorporated into a training module by the Learning Sub-Committee and delivered to members of the service through the TPS College.

### **Media Insert**

In May 2009, the Service created a community paper insert entitled "Fair & Equitable Policing". This insert contained stories that highlighted projects, programs and initiatives showcasing the Service's commitment to fair and inclusive policing services for both our own members and to members of the general public.

Because of the community focus, it was determined that the most efficient and effective way of distributing this insert was through Inside Toronto - a company responsible for the printing of 10 community newspapers. In total, these papers reach more than 460,000 households through direct delivery. The eight-page "Fair & Equitable Policing" insert was included as a 'centre pop up' in all of these publications. Also, through Inside Toronto, the insert was distributed through Canadian Immigrant Magazine (distribution 50,000+).

In addition, copies of the Insert were provided to the Toronto Police Service and were distributed to each division across the city in order to be made available to members of the public. Finally, the insert was posted on the websites of Inside Toronto and the Toronto Police Service.



See following eight pages for pages from the media insert.





# Toronto Police Service

## Committed to Fair & Equitable Policing



### A MESSAGE FROM THE CHIEF

The Toronto Police Service has a long history of working in partnership with the people that we serve. It is a partnership that has helped make Toronto one of the safest and most liveable cities in the world. As our city has become increasingly diverse, it has become even more important that the Service acquire the language skills and the cultural competencies required to build and maintain trusting and respectful partnerships with every community. I want the people of Toronto to know what we are doing and why, and I am therefore proud to provide information on the steps that the Toronto Police Service is taking to ensure fair and equitable policing for everyone.

I hope you will take some time to read

our School Boards, the Ontario Human Rights Commission, and countless community organizations and leaders.

Partnerships require trust, and trust must be earned by a commitment to fairness and respect.

When effective, such partnerships can help us improve the quality of life in every neighbourhood. At their best they can help us create not only safe neighbourhoods but a socially-just society where everyone is treated with respect.

Our officers know that our ability to create safe communities is contingent on our ability to create and maintain trust with the public.

We know we must address those individuals who live outside the law while maintaining and enhancing the relationship we have with the vast majority of you who

are law-abiding citizens.

I hope from reading these articles you will get a sense of confidence from the work your police service is doing.

In particular, I hope you will develop a better understanding of why we have placed such emphasis on creating a Service that is more reflective of the community we serve, extending our community outreach and building better relationships with the young people of this city.

In the end, I hope this information will leave you with a greater awareness of the strategies that are behind some of our most important initiatives and that you will want to continue to work with us in maintaining safe and empowered communities.

**Chief William Blair**  
Toronto Police Service





# A MOBILIZED COMMUNITY IS A SAFE COMMUNITY

Const. Jimmy Maklouf is watching over Parkdale. The neighbourhood officer is assigned to the west-end community by the lake to maintain a police presence, develop intelligence and contacts and give residents and businesses someone to call with non-emergency concerns.

His job is to know the good guys and bad guys and everyone in between in the leafy downtown area that has been beset by drugs and prostitution in recent years.

"Being down there all the time you get to know people," said the 11 Division officer. He and partner Dan Saleh field residents complaints, stop in on store owners and get to know those breaking the law.

"It could be as simple as stopping for lunch at a local diner and talk to the owners while we're there to find out what's going on in the neighbourhood," said Maklouf. "Or we could be responding to a call from a resident with a complaint about crime on their street."

He said knowing the players in the neighbourhood, whether they be legitimate, illegitimate or sometimes a victim of addiction is the role of neighbourhood officers.

"You know who is on the street and when you see someone you don't recognize you introduce yourself and find out their name and what they're doing there," said Maklouf. Every neighbourhood officer assigned to has a neighbourhood officer assigned to it.

South Parkdale, which centres around the Queen Street West commercial strip, is home to million-dollar homes and rooming houses.

Along Queen St. W. are high-end stores, patisseries and jewellery shops, alongside neighbourhood watering holes, restaurants whose customers spill out onto the street causing unease on passersby.

Drug use is the main problem, says Maklouf, noting other crime and prostitution stem from the addiction to drugs. There is also a large population of people suffering from mental illness with addictions to alcohol and drugs.

"The area is cleaning up but there is still a lot of work to be done," says Maklouf, of the consensus among residents and police. "There is a lot more good news coming out of the neighbourhood than bad news."

Agostino Logiudice, who runs a bicycle shop along with his son Joseph,



## HOW YOU CAN GET INVOLVED

At the Toronto Police Service, we believe that safe and healthy communities are a shared responsibility. We are committed to engaging the community in partnership with our frontline officers to create accessible and sustainable solutions towards an improved quality of life.

Consultation with members of our communities play a vital role in identifying, prioritizing and problem-solving of community issues and concerns that ultimately lead to improved community safety.

There are many ways members of the community can partner with the Toronto Police Service to work towards improving the quality of life in their neighbourhoods.

### Community Police Liaison Committees

Community Police Liaison Committees are made up of community volunteers and police service representatives from the local division's geographic area. Each committee is inclusive to reflect the demographic make up of the local community.

Their mandate is to work together in identifying, prioritizing and problem solving of local policing issues by being

### Volunteers and Auxiliary Police

The Toronto Police Service recognizes that volunteers are an integral and vital component of community mobilization.

They help build a relationship with the community on mutual trust and understanding. One of the Service's volunteer opportunities is through the Auxiliary Police Program. This program has been an essential part of policing representing many of our diverse communities since its inception in 1957. Currently, over 340 Auxiliaries volunteer approximately 70,000 hours every year. They are among some of the best ambassadors for the Service through crime prevention education and participation at community events.

### TPS Links

TPSLinks is a Community Automated Notification System that alerts neighbourhoods about safety concerns, emergencies, missing persons, amber alerts, community events, crime prevention ini-

### Youth Programs

The Service also recognizes that establishing partnerships with the city's young people is important to securing the future of community safety. For the past two years, 100 students from priority neighbourhoods are hired to work for the summer as part of the Youth in Policing Initiative. These students become ambassadors for the police in their communities and leave with invaluable work experience and life skills. The Service believes that the Youth in Policing Initiative is more than just a summer job; it builds the city's future leaders. Other youth programs take place across the city throughout the year. These programs include TROP, For Kicks, Empowered Student Partnerships, PEACE and many others.

For information on the Service's community mobilization initiatives, call **416-808-7080**





# Partnering to enhance human rights



## HUMAN RIGHTS PROJECT CHARTER

A ground-breaking partnership is ensuring the Toronto Police Service is an inclusive organization from the way it delivers services to the public to how it hires and promotes its employees.

The Toronto Police Service, Toronto Police Services Board and Ontario Human Rights Commission (OHRC) partnered in 2007 for a three-year project that will ensure the police are fair and unbiased in their practices. A charter was signed by project sponsors Chief William Blair, TPSB chair Alok Mukherjee and OHRC Chief Commissioner Barbara Hall.

"We work in one of the most diverse cities in the world so we need to understand different cultures," said Staff Superintendent Tony Corrie, who is spearheading the project on behalf of the Service. "We want our organization to be a leader in human rights."

He said the project aims to ensure all policing practices are fair and balanced by looking at policies through a human-rights lens.

"Discrimination is not always obvious and sometimes done with the best of intentions," said Corrie. "We want to ensure that there is no discrimination in the policies and procedures of our organization."

OHRC senior policy analyst Shaheen said Azmi said the police have opened their doors to the Commission.

"The Toronto Police Service has given us a lot of room to meet people," said Azmi, who had the opportunity to ride along with 13 Division officers. "We got a better sense of what officers on the road are faced with on a daily basis and the quick decision making." He said that the Commission has been working with police to design training and policies that work for the organization.

"We needed to understand the police perspective in order to create solutions," said Azmi.

The committee meets regularly in order to create organizational changes that will aid in developing a fair and equitable workplace and policing practices. Four sub-committees are concentrating on Training, Accountability, Public Education and Recruitment, Selection, Promotion and Retention. For example: Training is concentrating on the development of an e-learning program that will address racial profiling and racial-

ly-biased policing.

Accountability is reviewing and amending all sections of the Service's governance to ensure the Human Rights Code is being upheld.

Public Education is developing a comprehensive strategy to highlight and promote Service human rights and anti-racism initiatives to members of Service and community.

Recruitment, Selection, Promotion and Retention is focused on ensuring all human resources systems are barrier-free for all members of the Service and from the community.





# YOUR CONCERNS ARE OUR CONCERNS

The Toronto Police Service prides itself on the quality of service it delivers to all of the city's neighbourhoods. This level of service is not only based on the professionalism of our members but we recognize that the community's contact with the police may not always be positive and it is that feedback that guides us as we strive for improvement.

Our officers are thoroughly trained not just in traditional police tactics but they also receive substantive training in areas of community contacts, mobilization, cultural awareness and human rights. It is important for our officers to realize that various factors influence the way members of the public interact with them. Once these factors are understood and considered our officers are in a better position to respond appropriately.

The Service has also made information available, in a variety of languages, on what the public can expect when they are approached by the police in their home, in their car or on the street. This mutual understanding and respect will contribute to improving positive interactions between members of the community and the police.

The Service has developed a number of different initiatives to make it easier for the public to share with us their concerns and feedback. For instance,



each division and unit across the Service has a Complaints Coordinator. This officer plays a critical role by meeting with members of the community about their concerns. Each Unit Complaint Coordinator is tasked with speaking with the involved officers and the community member to resolve the issue or concern. The Service also recognizes community partnerships and professional policing through the Awards Program. This Program makes it possible to formally recognize all Service members who have contributed to policing initiatives which enhance the image or operations of the Service. Members of the Service and the community are recognized at Awards Ceremonies held at Police Headquarters.

For information on how to file a complaint or to compliment one of our members, visit our website at [www.torontopolice.on.ca/professionalstandards](http://www.torontopolice.on.ca/professionalstandards).





# New Constables Bring New Cultures

## RECRUITING STRENGTH THROUGH DIVERSITY

The newest and best-trained officers ever in policing are joining our ranks reflecting the many faces of the city.

Women made up 12% and visible minorities made up 36% of the latest class of new officers. Almost 60% speak another language other than English, while 28% speak two or more languages other than English, including Farsi, French, Swahili and Urdu.

Holding his 18-month-old daughter Yasmin in his arms, Const. Mehrdad Mahmodian realized his own childhood dream a world away from home. The Iranian-born officer, who came to Canada in 2002, graduated alongside 123 others at the Fort York Armoury on Jan. 8.

"It's been a plan since childhood," said Mahmodian, who found himself working in public relations and marketing after studying at university in Iran. "I planned to be a police officer since I came to Canada," said Mahmodian. "I like to work with people and be invested in the community," said Mahmodian. "I want to give something back to the country." Recruiting has been focused on attracting top candidates who can also offer cultural competencies and language skills by attending cultural events around the city. Equally as important as recruitment has been the promotion of officers to all ranks within the Service. An Employment Systems Review was recently undertaken for the Service's uniform promotional process. The purpose of which was to recommend changes that would help ensure the promotional process is fair and accessible to all members. The Employment Systems Review will continue with focus on all of the Service's Human Resources processes.



New Constable Mehrdad Mahmodian and daughter Yasmin

These initiatives were recognized for the second year in a row with the Service being named one of Canada's Best Diversity Employers. The Toronto Police was chosen for:

- developing a recruitment strategy to hire from underrepresented groups
- establishing a Diversity Management Unit to oversee policy, procedures and training
- creating a Recruitment Coalition made up of representatives from Chinese, South Asian, Black, Jewish and LGBT communities.

### Officers hired in 2008

Total hired	Women	Visible Minorities	Speak 2 or more languages	Post-Secondary Diplomas/Degrees
360	18%	34%	60%	64%





**torontopolice.on.ca/careers 416-808-JOIN**

## DEPLOYING FOR SUCCESS AGAINST VIOLENCE

**T**he number one priority for police officers is to keep our city safe and secure.

There are a number of ongoing enforcement initiatives that enhance community safety as well as provide another venue for public consultation. These initiatives concentrate on delivering programs that see officers interacting with people on the streets.

"We want our officers to be relentlessly introducing themselves to the public," said Chief Bill Blair.

TAVIS – Toronto Anti-Violence Intervention Strategy – is the Service's gold standard of enforcement partnered with community outreach. Areas that are experiencing violence are assigned extra police officers to enforce the law and ensure community safety. These officers also work closely with community organizations, local businesses and residents to develop crime prevention strategies that will make the neighbourhood stronger and deter criminal activity from returning.

Neighbourhoods are identified through community feedback, crime trends, comprehensive crime analysis



and rates of victimization. They are not chosen because of their race, ethnic or economic status. These communities have felt the significant impact of criminal activity on their quality of life and officers are focused there to help people take back their streets.

Before heading out to the community, each TAVIS officer is trained on a variety of crime prevention and community mobilization initiatives. It is important that these officers recognize the value of community relations and interaction.

While TAVIS focuses on specific

neighbourhoods, each Toronto Police Service division has a dedicated Neighbourhood Officer. These officers are available to you as a resource for information on any crime prevention strategy.

For more information on TAVIS or your local Neighbourhood Officer, call your local division or visit our website at [www.TAVIS.ca](http://www.TAVIS.ca).

The Toronto Police Service also recognizes that victimization doesn't just happen in our neighbourhoods.

This year, the Service will mobilize officers to enhance safety on public transit as well. A newly created Transit Patrol Unit will see uniform police officers patrolling subways, bus and streetcar routes to ensure commuter safety and efficient flow of traffic and Toronto Transit Commission vehicles in the city. The team, attached to the Traffic Services Unit, aims to prevent crime, enforce the law, respond to medical emergencies and keep TTC vehicles moving.

For more information on the Transit Patrol Unit, call **416-808-1900**.





# Toronto Police Service

## Committed to Fair & Equitable Policing



A safer city... by the numbers 2008

Total Major  
Crime Indicators

**-10%**

Sexual  
Assault

**-3%**

Robbery

**-4%**

Assault

**-5%**

Break &  
Enter

**-11%**

Theft  
Over

**-11%**

Murder

**-17%**

Auto  
Theft

**-21%**





## YOUTH HAVE ANOTHER ALLY IN THEIR SCHOOLS

This year, officers have been stationed in schools in an ongoing effort to engage young people in order to prevent crime and create a better future for the city.

A total of 29 constables have been working in both public and Catholic secondary schools as School Resource Officers (SRO) – an addition to the Community Response Unit at every division. The officers have an office inside the schools to get to know students and staff alike, and join boards and councils. They handle weighty issues such as arrests in schools as well as designing awareness campaigns with students.

It's nothing new, as school liaison officers have been working closely with students, and will continue to, on student-driven programs such as the Empowered Student Partnership (ESP) and the Public Education and Crime Eradication (PEACE) program.

"It's an extraordinary opportunity to expand these relationships and to make them stronger," said Chief Bill Blair. Having officers in uniform, whether patrolling a neighbourhood or working in a school, deters offenders, reduces victimization and creates a safer environment. "They will enable us to build those critical relationships to make our schools the safe and secure place that every student deserves," said the Chief.

The SRO is responsible for working in partnership with students, teachers, school administrators, school board officials, parents, other police officers and the community, to establish and maintain a healthy and safe school community. SROs will be based out of one school, where they will most likely spend most of their time, however, they will be free to visit the neighbouring

community, malls, feeder schools, TTC stops and nearby secondary schools within the police division.

School Resource Officer (SRO) Const. Andrew Rosbrook recalled his first day at Marc Garneau Collegiate Institute, noting there was more curiosity than concern among students. "Some would drop in to chat while others would ignore me as if I wasn't even here," the 54 Division officer said. He said the students seem to be a lot more comfortable having him around now.

"I'm royally impressed by him," Marc Garneau vice-principal Alexandra Noack said of Rosbrook. "He's always visible and he greets students and staff. He's not seen as the one to be feared."

The SROs:

- provide support to school administrators or officers conducting investigations
- facilitate diversion and restorative justice programs
- improve communication with school staff, social service agencies
- provide information on programs such as ESP and PEACE
- participate in, and lead, staff development and information sessions
- liaise with school officials on emergency planning and site security
- participate in school council and community associations
- help with coordinating/promoting school lectures, education programs related to crime prevention
- work with neighbourhood partners around schools

The SRO can make a difference in preventing bullying in schools and online, reduce drinking and driving among teens and talk about domestic and gender based violence among teens. They can also confront gang related activity.



School Resource Officer Constable Andrew Rosbrook of 54 Division





## 1.1.0 Public Education

Issue 1 **Language & Messaging**

Objective(s) Ensure where appropriate, all TPS communications reinforce human rights/anti-racist themes.

### 1.1.2 Issue 1, Strategy 2

Communicate appropriate human rights and anti-racist language to all Service members vis-à-vis a better understanding of the Ontario Human Rights Code.

#### Implementation Leader(s)

Meaghan GRAY\* (Manager, Public Information Unit)

*\* Formerly Mark PUGASH (Director, Public Information Unit)*

Please see the following section for “Achievements & Outcomes”, related to this strategy.

#### Public Education

### Achievements & Outcomes

### 1.1.2 Issue 1, Strategy 2

2008Sep30 Commence communication related to Ontario Human Rights Code to Service members.

Status: **In progress**

Please see previous Section 1.1.1. These two strategies are being addressed simultaneously.

The Language Guide will be incorporated into a training module by the Learning Sub-Committee and delivered to members of the service through the TPS College.

In addition, Public Information will continue to educate members on the issue of recognizing appropriate human-rights/anti-racism themes in their communications and will



set the standard for appropriate communications in this regard through material that is created and shared corporately by the unit.





## 1.1.0 Public Education

Issue 1 **Language & Messaging**

Objective(s) Ensure where appropriate, all TPS communications reinforce human rights/anti-racist themes.

### 1.1.3 Issue 1, Strategy 3

Develop a Service mission statement on language accompanied by Service policy that defines appropriate language, usage, and training and education.

#### Implementation Leader(s)

Meaghan GRAY\* (Manager, Public Information Unit)

*\* Formerly Mark PUGASH (Director, Public Information Unit)*

Please see the following section for "Achievements & Outcomes", related to this strategy.

#### Public Education

### Achievements & Outcomes

#### 1.1.3 Issue 1, Strategy 3

2008Dec31 Coordinate appropriate Service staff to address strategy

Status: **Complete**  
The Public Information Unit worked in partnership with the OHRC to revise the mandate of the Public Information Unit to include the Service's commitment to appropriate Human Rights/Anti-Racism communications.

2009Dec31 Submit statement and policy for approval

Status: **Complete**



This draft was presented and approved at the May 5, 2009 meeting of the Public Education Sub-Committee. It has been submitted for approval through the appropriate Chain of Command.





## 1.1.0 Public Education

Issue 1 **Language & Messaging**

Objective(s) Ensure where appropriate, all TPS communications reinforce human rights/anti-racist themes.

### 1.1.4 Issue 1, Strategy 4

Enhance the promotion of human rights events that occur internally within the Service and externally in the community.

#### Implementation Leader(s)

Meaghan GRAY\* (Manager, Public Information Unit)

\* Formerly Mark PUGASH (Director, Public Information Unit)

Please see the following section for "Achievements & Outcomes", related to this strategy.

### Public Education

## Achievements & Outcomes

### 1.1.4 Issue 1, Strategy 4

2009Mar31 Commence establishment of a public information database to catalogue human rights events occurring through the Service.

Status: **In Progress**

2009Dec31 Complete database on human rights events.

Status: **Complete**

Numerous events associated with human rights are being promoted within the service and community through various internal and external communication processes such as: the Internet, "The Badge", social media platforms and mainstream and local media outlets.





The Service's ability to promote Human Rights events is already being addressed through the standard practice of Public Information. Various events are routinely communicated to the media through Media Advisories and News Releases.

In addition, when scheduling permits, members of Public Information attend such events in order to photograph, videotape and interview those involved so that stories can be posted on the Internet, Intranet, social media platforms or in The Badge newspaper.

#### **Update**

This information was inputted into a log for the period of June-December 2009. TPS will continue to look for ways in which this information can be usefully combined with initiatives in the Community Mobilization Unit.





## 1.2.0 Public Education

Issue 2 **Communications Outreach**

Objective(s) Ensure individuals with no access to conventional communication tools are being reached.

### 1.2.1 Issue 2, Strategy 1

Through research and analysis in conjunction with OHRC staff:

- Identify the individuals and/or groups that have limited and/or no access to police information systems.
- Develop effective, efficient and economical platforms to address same.

#### Implementation Leader(s)

Meaghan GRAY\* (Manager, Public Information Unit)

*\* formerly Nick MEMME (Inspector, Community Mobilization Unit)*

Please see the following section for "Achievements & Outcomes", related to this strategy.

#### Public Education

### **Achievements & Outcomes**

### 1.2.1 Issue 2, Strategy 1

2009Jun30 Commence research and gap analysis with stakeholders

Status: **In progress**

People with disabilities are one group that has been identified as not having access to the Service's communications platforms. This is being addressed through the Service's compliance with the Accessible Ontario Disability Act.



This legislation requires public sector organizations to be completely accessible to people with disabilities by January 1, 2010. As part of the Service's efforts, a working group has been developed to address the key areas of the Service directly affected by this legislation.

Public Information is a member of this working group and will be looking at various ways to ensure that the Service's communications are accessible.

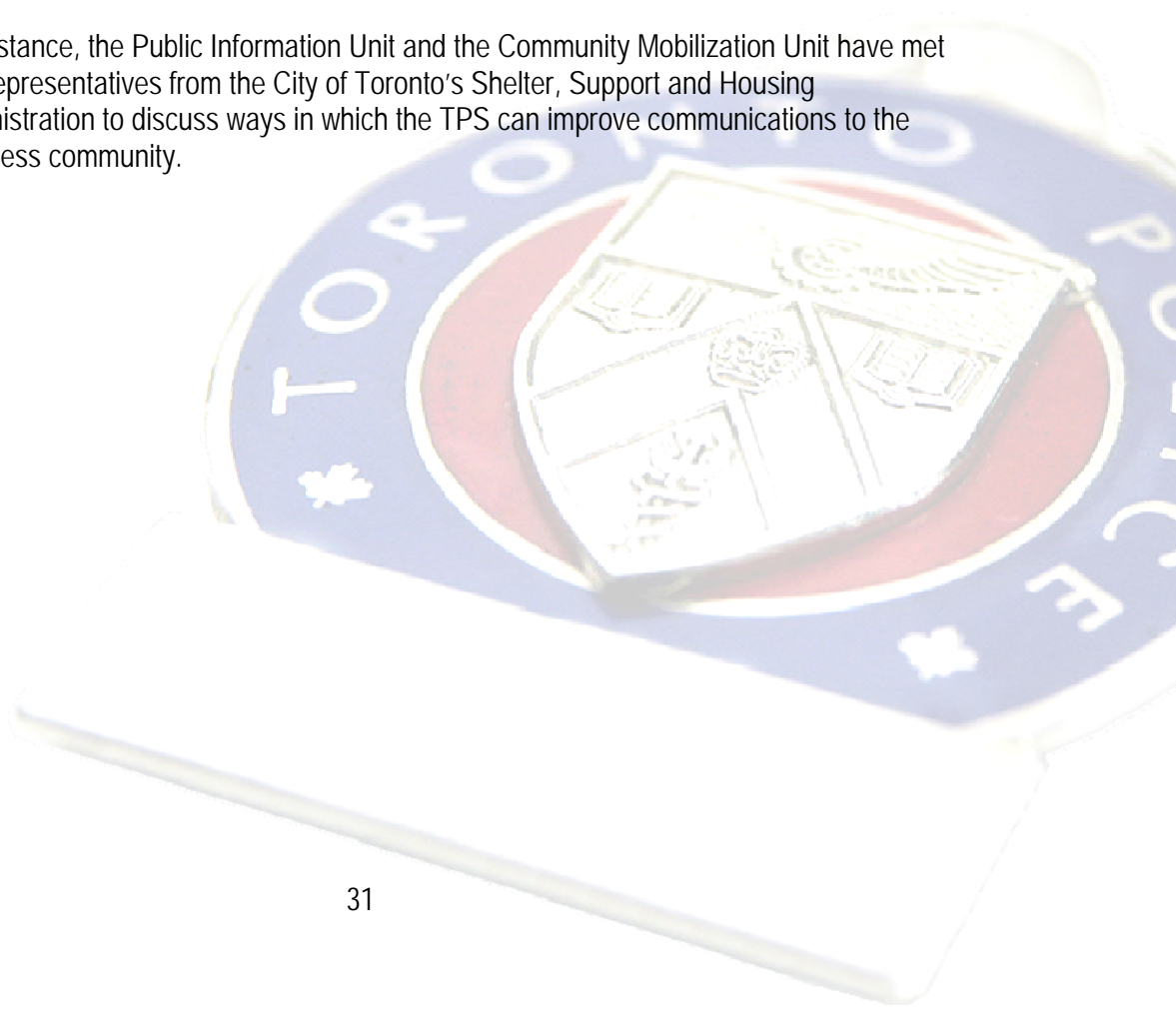
### **Update**

The AODA compliance date has been extended to January 1, 2012. The AODA TPS Committee (comprised of TPS members from Corporate Planning and the Diversity Management Unit) responsible for Service compliance, has been tasked with establishing an interim Disabilities Consultative Committee. This Committee is to be chaired by the Manager of Corporate Planning. In conjunction with the Community Mobilization Unit and the Diversity Management Unit, this group will establish:

- A terms of reference guide
- Internal and external membership criteria requirements consistent with the Community Consultative Manual.

In addition, the Public Education Sub-Committee will continue to meet and discuss ways of identifying groups that fall into this category and ways in which the Service can ensure they are receiving appropriate communications.

For instance, the Public Information Unit and the Community Mobilization Unit have met with representatives from the City of Toronto's Shelter, Support and Housing Administration to discuss ways in which the TPS can improve communications to the homeless community.







## 1.3.0 Public Education

### Issue 3 **Community Consultative Committees**

Objective(s) Ensure committees are maximizing opportunities to support human rights in the police service and their work in the communities. Ensure consultative committees are truly representative in all levels of the process promoting inclusiveness.

#### 1.3.1 **Issue 3, Strategy 1**

Seek to include a Human Rights and Anti-racism mandate to all committees by:

- Creating a learning exchange (TPS and community).
- Enhancing the bond between the community and the TPS.
- Providing the necessary knowledge to equip members of the committees with the necessary resources to fulfil their mandate

#### Implementation Leader(s)

Francis BERGEN\* (Inspector, Community Mobilization Unit)

*\* formerly Nick MEMME (Inspector, Community Mobilization Unit)*

Please see the following section for "Achievements & Outcomes", related to this strategy.

#### Public Education

### **Achievements & Outcomes**

#### 1.3.1 **Issue 3, Strategy 1**

2008Dec31 Identify mandate for consultative committees in conjunction with enhanced processes to better equip committees with resources to fulfil mandate

Status: **Completed - In Part**



The Public Information mandate will provide the basis for implementing language into the Consultative Committees mandate. The 2008 Community Consultative Manual was submitted to the Ontario Human Rights Commission for their review in June 2009.

2009Jun30      Implement human rights mandate and ensure ongoing resource allocation to committees

Status:            **Completed - In Part**

Notes:            The revised mandate of the Public Information Unit (referenced in Issue #1) will be used to revise some of the language within the Community Consultative Process Manual. In addition, the manual will be updated throughout the Project Charter as a number of strategies are completed.

The Public Education Sub-Committee utilized a survey to find out how its community representatives feel about the role and effectiveness of their CPLC, CCC and CAC committees. Specifically asking the question; "Would you say that the make-up of your committee is representative of the larger divisional community?" and "in your opinion, are there barriers hindering the Service's consultative process?"

Survey results are being tabulated by Corporate Planning. Their findings will follow.





## 1.3.0 Public Education

### Issue 3 **Community Consultative Committees**

Objective(s) Ensure committees are maximizing opportunities to support human rights in the police service and their work in the communities. Ensure consultative committees are truly representative in all levels of the process promoting inclusiveness.

### 1.3.2 **Issue 3, Strategy 2**

Conduct a formal review of the Services Consultative Committees structure specific to human rights and anti-racism and identify and implement interventions within the life of the Charter Project.

- Review of which communities exist and should exist. i.e. Human Rights and Anti-racism Community Consultative Committees.
- Identify Human Rights and Anti-racism roles and responsibilities and build into mandate.
- Seek constitution of committee that fulfils these roles.
- Provide necessary training and support.

#### Implementation Leader(s)

Francis BERGEN\* (Inspector, Community Mobilization Unit)

*\* formerly Nick MEMME (Inspector, Community Mobilization Unit)*

Please see the following section for "Achievements & Outcomes", related to this strategy.

#### Public Education

### **Achievements & Outcomes**

### 1.3.2 **Issue 3, Strategy 2**

2009Mar31 Commence review of human rights aspect of Service consultative process





Status: **Complete**  
A review of the Service's consultative process, including a review of the Community Consultative Process Manual, was done by the OHRC and the Community Mobilization Unit.

2010Mar31 Complete review and implement recommendations:

Status: **Completed – In Part**  
The revised mandate of the Public Information Unit (referenced in Issue #1) will be used to revise some of the language within the Community Consultative Process Manual. In addition, the manual will be updated throughout the Project Charter as a number of strategies are completed.

Notes: During the review of the Service's consultative process, the OHRC made a recommendation that the Service should create a Consultative Committee that would advise the Service on issues of Human Rights/Anti Racism as they relate to policing. This committee would be made of community members, advocacy groups and experts in the field of HR/AR.

The Public Education Sub-Committee will research the feasibility of creating such a committee.

NOTE: Training of Community and Consultative Committee members

The Ontario Human Rights Commission has been invited to present to Community Consultative Committee membership in September 2010. This training session will complement existing Diversity Management Unit training.

The Ontario Human Rights Commission will address

- The Human Rights Code
- The Human Rights system
- Filing Human Rights applications
- Basic Human Rights principles including; equality, discrimination, harassment and accommodation
- Review of Human Rights complaints related to policing



## 1.4.0 Public Education

Issue 4 **Website Content.**

Objective(s) Ensure website reinforces human rights aims.

### 1.4.1 Issue 4, Strategy 1

Conduct an analysis of the Service website from a human rights and anti-racism perspective and implement recommendations resulting from analysis.

#### Implementation Leader(s)

Meaghan GRAY\* (Manager, Public Information Unit)

*\* Formerly Mark PUGASH, Director, Public Information Unit*

Please see the following section for "Achievements & Outcomes", related to this strategy.

#### Public Education

### **Achievements & Outcomes**

#### 1.4.1 Issue 4, Strategy 1

2008Jun30 Conduct analysis of website and identify recommendations

Status: **Complete**  
An analysis of the website was done as part of the review that was sent to the Ontario Human Rights Commission on March 16. In addition, the OHRC continues to visit and review the TPS website content and make appropriate recommendations.

2009Jun30 Implement necessary recommendations

Status: **In Progress**



The TPS website will be undergoing a thorough revision as the Service works to comply with the Accessible Ontario Disability Act. Also, further developments regarding content will be done in conjunction with the Action Plan referenced under Issue #1.







## 1.4.0 Public Education

Issue 4 **Website Content.**

Objective(s) Ensure website reinforces human rights aims.

### 1.4.2 Issue 4, Strategy 2

Through the development of a standardized survey to receive community and Service feedback from a human rights and anti racism perspective.

#### Implementation Leader(s)

Meaghan GRAY\* (Manager, Public Information Unit)

*\* Formerly Mark PUGASH, Director, Public Information Unit*

Please see the following section for “Achievements & Outcomes”, related to this strategy.

#### Public Education

### **Achievements & Outcomes**

### 1.4.2 Issue 4, Strategy 2

2009Sep30 Develop survey and distribute to stakeholders

Status: **In Progress**

While this Strategy has not been addressed through Public Information, a recent survey of the Service’s consultative membership included questions relating to Human Rights/Anti Racism issues. These results will be shared with the Public Education Sub-Committee in order to consider any relativity to the other strategies being addressed through the Project Charter.

If, after reviewing the results from the above-mentioned survey, it is determined that another survey to the community and/or to the Service is required, it will be created in partnership with Corporate Planning and communicated accordingly.



2009Dec31      Analysis of survey

Status:      **In Progress**  
Please see above notes.





## 1.5.0 Public Education

Issue 5 **Affirmation of the Service's commitment to human rights, internally and externally.**

Objective(s) Ensure that the community is informed of the Service's commitment to the issue of Human Rights and the Service itself.

### 1.5.1 Issue 5, Strategy 1

Highlight and promote Service Human Rights and Anti-racism initiatives, positive outcomes, successes, and education within the Service and the community.

#### Implementation Leader(s)

Meaghan GRAY\* (Public Information Unit)

*\* Formerly Mark PUGASH, Public Information Unit*

Please see the following section for "Achievements & Outcomes", related to this strategy.

#### Public Education

### **Achievements & Outcomes**

### 1.5.1 Issue 5, Strategy 1

2008Sep30 Establish database to capture information

Status: **Completed**  
Please see information under Issue 1, Strategy 4.





## 1.5.0 Public Education

Issue 5 **Affirmation of the Service's commitment to human rights, internally and externally.**

Objective(s) Ensure that the community is informed of the Service's commitment to the issue of Human Rights and the Service itself.

### 1.5.2 Issue 5, Strategy 2

Request the Police Services Board to create a Human Rights and Anti-racism policy which will be communicated internally and externally

#### Implementation Leader(s)

Meaghan GRAY\* (Public Information Unit)

\* Formerly Mark PUGASH, Public Information Unit

Please see the following section for "Achievements & Outcomes", related to this strategy.

#### Public Education

### **Achievements & Outcomes**

### 1.5.2 Issue 5, Strategy 2

2008Sep30 Request to TPSB

Status: **Complete**

The Toronto Police Service Board has finalized drafts of the Human Rights, Workplace Harassment, Accessibility & Accommodation Policies. Once these policies have been approved by the Chair of the Board they will be sent to the Diversity Management Unit and the OHRC for review. It was determined that the Board's Race & Ethno-cultural Policy did not need to be revised at this time.



## Section 2

# Recruitment, Selection, Promotion & Retention

## Sub-Committee Progress Report

Co-Chairs

Superintendent Robin BREEN\*  
Inspector Scott WEIDMARK

(\* formerly Staff Inspector Nick MEMME)





## 2.1.0 Recruitment, Selection, Promotion & Retention

Issue 1      The Toronto Police Service has inadequacies in information and data evaluation systems with respect to its demographic makeup, impeding the Service's ability to establish a "baseline" by which future initiatives and activities can be assessed.

Objective(s)      Identify and Address Gaps with TPS HR-related data evaluation methods and systems to ensure the Service can accurately and adequately measure and evaluate outcomes and issues with respect to human rights and anti-racism initiatives.

### 2.1.1 Issue 1, Strategy 1

Develop a human resources policy [procedure] on data collection, including who has access to the information, the purposes for which the information can be used, reporting timelines and requirements (to members, stakeholders and public), etc.

In the absence of a specific procedure on HR data at this time, create a new policy (that dovetails with others on information management, freedom of information, the existing record retention schedule, etc.) to set and communicate:

- Who has access to the electronic database.
- The uses to which the data in the database can be put.
- To whom the data can and shall be communicated, and when this will happen.
- Reporting requirements and methodologies.
- Who "owns" (in a corporate sense) the data and the technological system.
- Retention periods and data destruction.

**Implementation Leader(s)**  
André GOH (Manager, Diversity Management Unit)

Please see the following section for "Achievements & Outcomes", related to this strategy.

Recruitment, Selection, Promotion & Retention

**Achievements & Outcomes**





### 2.1.1 Issue 1, Strategy 1

2009Mar31 Establish review/writing team; begin development of procedure

Status: **Complete**

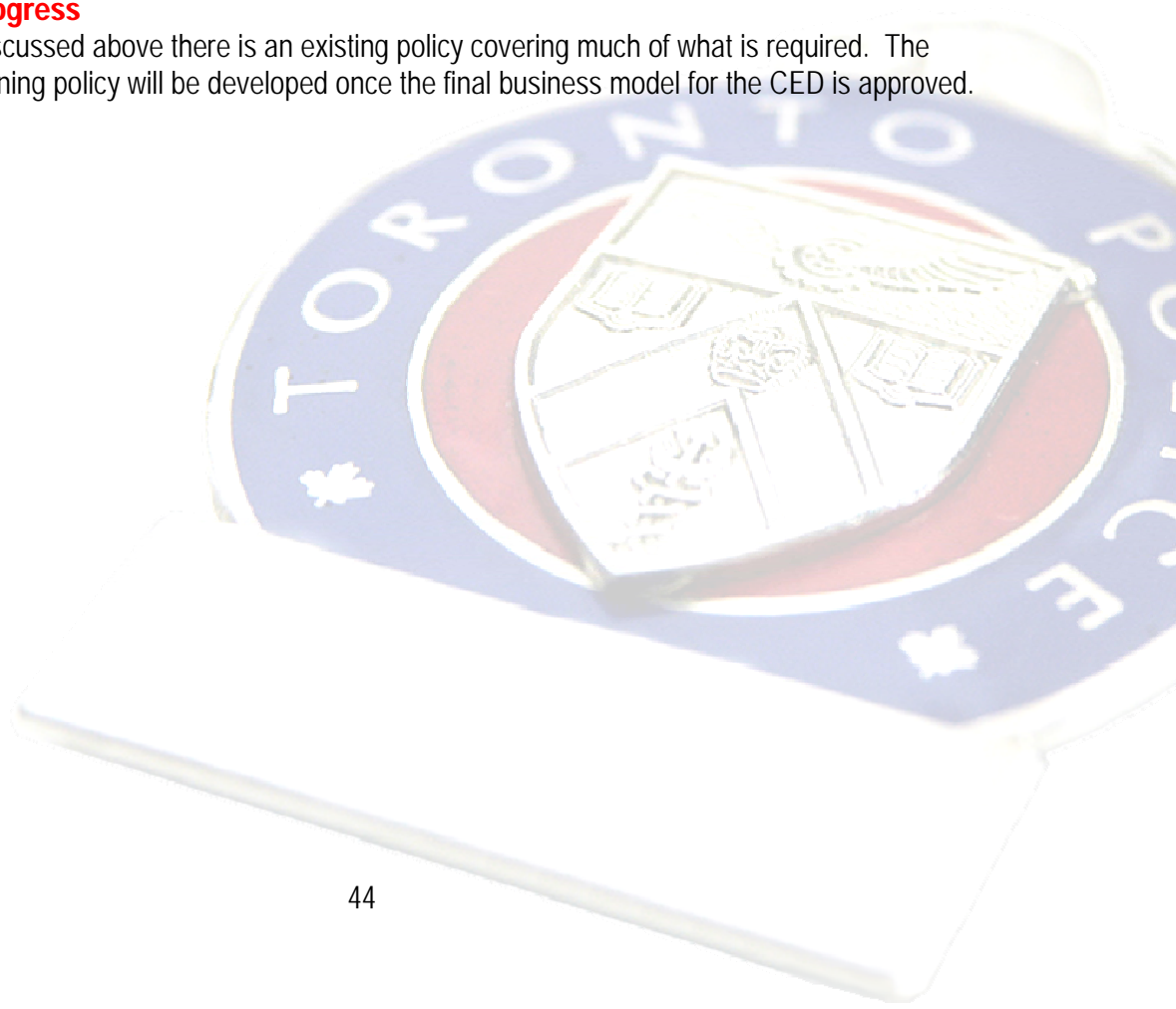
May 31, 2009 - There is an existing Human Resources policy housed in the ERMS Unit governing the data collection, storage, and, based on security levels, access to HRMS data. This policy designates the Diversity Management Unit as having sole governance of the existing diversity data in the HRMS system.

What the DMU will be doing with the enhancement of the diversity data through the proposed Confidential Employee Database (CED) system is create a unit specific policy that will delineate some of the requirements of this strategy. The DMU have in fact outlined much of what is required within their business case for the CED. Work on this internal policy will be done once the final version of the business case is approved.

2009Sep30 Policy complete; with Corporate Planning and the Police Services Board for implementation.

Status: **In Progress**

As discussed above there is an existing policy covering much of what is required. The remaining policy will be developed once the final business model for the CED is approved.





## 2.1.0 Recruitment, Selection, Promotion & Retention

Issue 1      The Toronto Police Service has inadequacies in information and data evaluation systems with respect to its demographic makeup, impeding the Service's ability to establish a "baseline" by which future initiatives and activities can be assessed.

Objective(s)      Identify and Address Gaps with TPS HR-related data evaluation methods and systems to ensure the Service can accurately and adequately measure and evaluate outcomes and issues with respect to human rights and anti-racism initiatives.

### 2.1.2 Issue 1, Strategy 2

Review existing data collection systems; determine the "gap" between the capabilities of current systems and the needs of the project [simultaneously with other HRC needs].

- Complete a "gap analysis" between the specific needs of this project and the general needs of human resources and its ongoing initiatives.
- Determine how human and technological systems can be used to address the identified gap(s).

#### Implementation Leader(s)

André GOH (Manager, Diversity Management Unit)

Please see the following section for "Achievements & Outcomes", related to this strategy.

### Recruitment, Selection, Promotion & Retention

## Achievements & Outcomes

### 2.1.2 Issue 1, Strategy 2

There were no additional Milestones noted for Issue 1, Strategy 2, as the objectives were completed by that time, as noted below.

Status      **Complete**



The gap analysis has been completed by the Diversity Management Unit, and the ERMS unit (Human Resources Management) has determined how the HRMS system will support all elements of this project and related initiatives (ESR, etc.).







## 2.1.0 Recruitment, Selection, Promotion & Retention

Issue 1      The Toronto Police Service has inadequacies in information and data evaluation systems with respect to its demographic makeup, impeding the Service's ability to establish a "baseline" by which future initiatives and activities can be assessed.

Objective(s)      Identify and Address Gaps with TPS HR-related data evaluation methods and systems to ensure the Service can accurately and adequately measure and evaluate outcomes and issues with respect to human rights and anti-racism initiatives.

### 2.1.3      Issue 1, Strategy 3

a. Develop a survey of all current members.

- The survey will be easy to complete, inclusive and confidential.
- The survey method will create a confidential, personal face page on HRMS for each member of the Toronto Police Service which will be updated annually.
- This page would contain the survey fields to be filled in, with the member having a choice whether to nominate the information entered in each field.
- The Service will then be able to generate reports which would answer various human rights-related as well as employment-related queries, such as how many members have dependent children, are from a particular ethnic background and/or have a certain level of education.
- These reports will only be used to generate statistical profiles, not to identify diverse characteristics associated with an individual member.

b. Educate members regarding this survey.

- Members will be educated as to why the survey is being done. This will be a comprehensive process so that members understand how the information is being collected and what it will be used for.
- Members will be informed as to how to complete the survey (include a glossary of terms).



- Members will be informed regarding the confidentiality of this information, including what could or could not be retrieved from HRMS, who will have access to it and for what purpose.

**Implementation Leader(s):**

André GOH (Manager, Diversity Management Unit)

Ann-Marie HENRY (IT Project Co-Ordinator, ERMS)

Please see the following section for “Achievements & Outcomes”, related to this strategy.

**Recruitment, Selection, Promotion & Retention**

**Achievements & Outcomes**

**2.1.3 Issue 1, Strategy 3**

2008Dec31 Questions and responses finalized in terms of wording and visual product

Status **Complete**  
Electronic survey developed

2009Mar31 ERMS review complete; timeline & analysis of software upgrade complete

Status **Complete**  
Software upgrade awaiting funding.

2009Mar31 Communication strategy developed

Status **In progress**  
A communications strategy has been developed, but at this time the resources do not exist to implement it. The CED is anticipated to be operational in mid 2010 and it is the intent of the DMU to implement the communications strategy prior to the CED launch.

2009Mar31 Implementation timeline & cost analysis complete.



Status

**Complete**

The DMU has completed a business case for the CED – while partially approved by command some of the details

2010Mar01

Communication strategy to be implemented and software upgrade to be completed.

2010Mar31

Fully operational and online

**In Progress**

The questions and responses with respect to this communication/marketing strategy, have been developed and finalized in terms of their wording and the final visual product. These elements will in turn be developed for implementation/distribution in the form of an electronic survey.

Enterprise Resource Management Systems (ERMS) have completed a timeline and cost analysis of the associated software upgrade. The software upgrade itself is awaiting completion of the budget approval process.

The Diversity Management Unit has completed a business case for the subsequent implementation of the the Communication strategy in concert with the software upgrade.

2011Mar31\*

All Service members completed questionnaire

2012Mar31\*

Initial review of CED system complete

2012Mar31\*

Comprehensive analysis of information commenced.

\*Status

**N/A - On schedule to be completed on time.**

**Update - In Progress**

Part "A" has been completed, Part "B" is forthcoming.

- The gap analysis has been completed and information to be gathered has been identified.
- This analysis was used to develop a detailed survey compatible with the recently approved software upgrade. It is projected to be operational by the end of 2010
- The Diversity Management Unit has completed a business case for the communication strategy, including required resources, timelines and a best practice comparison to other organizations. It is currently awaiting final approval for implementation.



## 2.2.0 Recruitment, Selection, Promotion & Retention

Issue 2

There is evidence that the Toronto Police Service does not conform to a satisfactory level with precepts of anti-racism and human rights.

- Objective(s)
- a. Identify and address gaps with respect to human rights and anti-racism issues in the work environment in order to create a workplace that is appealing to members and prospective members
  - b. As part of this effort, ensure that sanctioned activities, celebrations, etc., are consistent with human rights and anti-racism

### 2.2.1 Issue 2, Strategy 1

Undertake a formal, inclusive design review of all TPS systems and practices with a focus on the needs of the disabled, racialized and religious groups, women and the LGBT community.

The service needs a committee of qualified individuals to specifically address this issue. This committee should include stakeholders from the identified groups, and should be made up of members from all key areas (uniform and civilian) of the organization.

It should review procedures, practices and processes currently in place, and should have the authority to make specific and general recommendations to the Command (and, by extension, the Clothing & Equipment Committee).

#### Implementation Leader(s)

André GOH (Manager, Diversity Management Unit)

Scott WEIDMARK\*, (Inspector, Staff Planning)

\* Formerly Don BEVERS (Corporate Planning)

Please see the following section for "Achievements & Outcomes", related to this strategy.

Recruitment, Selection, Promotion & Retention

**Achievements & Outcomes**





## 2.2.1 Issue 2, Strategy 1

2009Mar31*	Creation of committee and appointment of members
2009Jun31*	Initiate the inclusive design review
2009Dec31*	Completion of study (Leads into Strategy #2 – see below for details)

\*Status

### **Complete**

Given these initiatives...

1. Human Rights Charter Project
2. The three Employment Systems Reviews conducted since 2006
3. The creation of the Diversity Management Unit
4. The creation of Internal Support Networks

... much of the work of an inclusive design review, and the outcomes that would follow, are complete. The only gap remaining, where an inclusive design review would be very useful, would be for the Ontario Human Rights Code ground of *religion*.

*An inclusive design review, is a review of an organization, and its culture, policies and practices to ensure that it is inclusive of all groups or a designated group.*

The Service currently does not have the resources internally, or the experience to conduct an inclusive design review based on religion. However, with our existing partnership with the Human Rights Commission it would be very timely to use their experience and expertise to help design and oversee such a review.

### **Revised Recommendation**

This committee recommends that the Service sets aside funds to hire a consultant to conduct an inclusive design review to identify any policies, procedures or practices that would be considered a barrier or discriminatory to any religious groups or individuals celebrating specific faiths.

### **Background**

Currently the Toronto Police Service has a number of projects, including this HR Charter project, that partially fulfill the mandate of an overall inclusive design review.

The three Employment Systems Reviews (ESR) were conducted in a manner that is consistent to an inclusive design review. However, while the purpose of these three ESRs (conducted in 2006, 2007-08 and 2008-09 consecutively), were to ensure the human resource systems (including recruitment, selection, hiring, promotion, training,



development, retention, termination, accommodation, and working conditions and culture) of the TPS are fair, transparent, and barrier free to:

- Aboriginal Peoples
- Persons with disabilities
- Racial minorities
- Women
- The LGBT community.

The ESR's did not specifically consider the TPS in regard to potential barriers and practices that may exist, that would form barriers or be discriminatory to religious groups or individuals of different religious faiths.

That being said, the TPS does have the following assets currently in place, that *support a positive culture for religious groups*:

#### **Internal Support Networks (ISN)**

This initiative began as a business case prepared by the Diversity Management Unit that included a rationale to support the Services traditionally disadvantaged groups by empowering them to form together as formal support networks.

These networks were seen as a method to ensure the organization was:

- Fully inclusive;
- Retaining, and attracting diversity;
- Ensuring that traditionally disadvantaged groups had all of the benefits normally afforded the majority group through informal processes.

This initiative, along with the Charter Project and other initiatives have resulted in the TPS being voted as one of the top diversity employers in Canada.

Since the approval and announcement for the ISNs to exist within the Service last September (2008), three groups have already fully chartered: Black, South Asian, and Filipino. Additionally, four other groups are currently forming and likely to Charter within the near future. These groups are: LGBT, East Asian, Women, and Aboriginal.

There are currently no groups chartering based on religious affiliation.

#### **The Diversity Management Unit (DMU)**

The first of its kind in Canada, created in 2006, the DMU's mandate is to build strategic cultural change, with the goal of building:

- Service-wide appreciation of diversity



- A dedication to increasing opportunity for all members  
...to implement these values in their work. The existence of this unit and the progress they have accomplished, may be recognized as the *outcome* of an inclusive design review.

### DMU Progress

1. The DMU has recently received Command approval, to have the *Hijab* approved as headwear for Muslim TPS members, should they choose to wear one.
2. Internal Support Networks are the outcome of a business case made by this unit.
3. The unit has also re-written the TPS Accommodation Procedure with an appendix that specifically addresses religious accommodation. This revision is currently under review by TPS Command.

### Other TPS Assets and Developments

1. Community Consultative Committees.
2. Modified dress for Aboriginal and Sikh TPS members.
3. Multi-denominational Chapel service.
4. A prayer room at the New Toronto Police College.
5. Years of investment in the training of Service members, regarding human rights and diversity.

### Conclusion & Recommendation

Notwithstanding the efforts of the Service and the assets (that may be supportive to religious groups or individuals), we recognize that without a comprehensive and systematic review, any systemic barriers and discriminatory practices may continue to exist. ***An inclusive design review is required to ensure the Service is treating all religions and religious groups equitably.***

2010Feb12

### Update

In February 2010, the HRPC Sponsor Group tasked this sub-committee to develop and submit a business case for the above-recommended *Inclusive Design Review for religion*.

The subsequent business case was developed. In addition to potential cost estimates (of \$50,000 - \$70,000), this report also outlined of the elements required to effectively conduct this type of review.

The bulk of these costs were borne out of the necessity to commission an external consultant to:

- Comprehensively review TPS procedures, practices, and culture
- Conduct focus groups, surveys



- Analyze existing Service demographics regarding religion
- Produce a final report outlining their findings and include recommendations

The business case was submitted to HRPC Chair, S/Supt. Tony Corrie for implementation, pending further review and consideration.

It is anticipated that this process would require six to nine months to complete, following:

- The approval of the required funding
- The identification of a suitable vendor, via a "Request For Approval" (RFP) process







## 2.2.0 Recruitment, Selection, Promotion & Retention

Issue 2 **There is evidence that the Toronto Police Service does not conform to a satisfactory level with precepts of anti-racism and human rights.**

- Objective(s)
- a. Identify and address gaps with respect to human rights and anti-racism issues in the work environment in order to create a workplace that is appealing to members and prospective members
  - c. As part of this effort, ensure that sanctioned activities, celebrations, etc., are consistent with human rights and anti-racism

### 2.2.2 Issue 2, Strategy 2

Review and promote human rights accommodation provisions, including but not limited to the Service's dress codes.

This strategy represents the *implementation* of Strategy 1, above.

#### Implementation Leader(s)

André GOH (Manager, Diversity Management Unit)  
Don BEVERS (Corporate Planning)

Please see the following section for "Achievements & Outcomes", related to this strategy.

## Recruitment, Selection, Promotion & Retention **Achievements & Outcomes**

### 2.2.2 Issue 2, Strategy 2

2009Mar31 Creation of committee and appointment of members

Status **Complete**  
Members of the DMU met with other stakeholders to develop the procedure.



2009Jun30      Begin the initiative

Status

**Complete**

The Diversity Management Unit has drafted a procedure on workplace accommodation to replace the current one. This is an umbrella procedure with appendices covering family status, religious status and medical/disability status.

DMU has recommended rolling out these three immediately once the procedure is approved, with the rest of the Human Rights grounds added later. The procedure is currently awaiting approval of Command.

2009Dec31      Completion of study

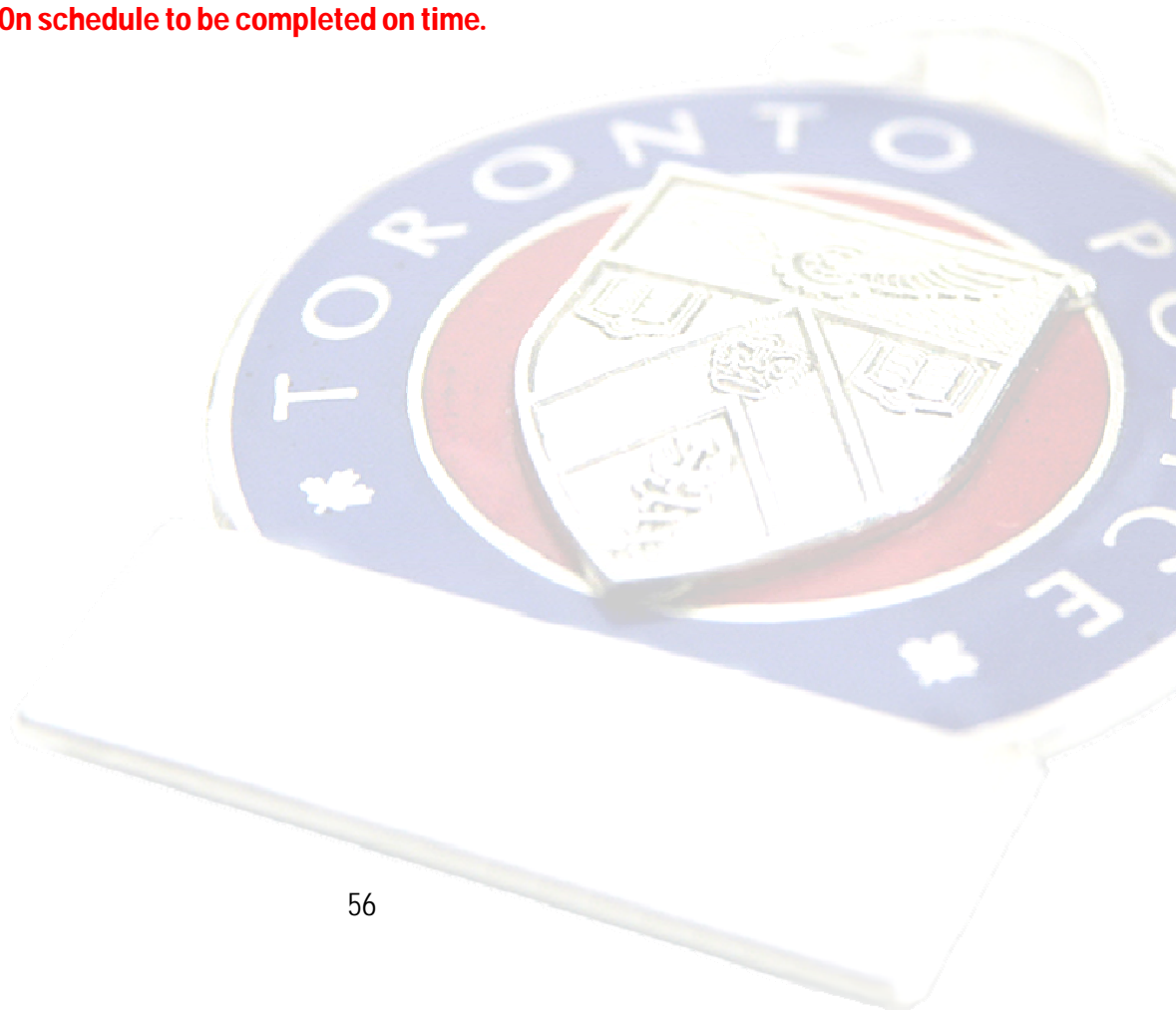
Status

**N/A - On schedule to be completed on time.**

2010Mar31      Implementation of findings

Status

**N/A - On schedule to be completed on time.**





## 2.3.0 Recruitment, Selection, Promotion & Retention

Issue 3      There is evidence that recruitment activities do not reach all members of all of the communities the Service would like to reach in order to achieve, its goal of truly reflecting the community it serves.

Objective(s)      Identify and address gaps with respect to recruitment policies, practices, standards and measurements to ensure that they are congruent with best practices in human rights and anti-racism, as well as with the priorities of the Service.

### 2.3.1 Issue 3, Strategy 1

Run focus groups in communities to identify barriers to application or hiring (e.g., high schools, as diversity includes age). Good research is required into communities, rather than, or on top of, focus groups.

- Focus groups have barriers, i.e., people who are motivated come to focus groups, not necessarily the most appropriate people.
- Identify which groups need to be included (including sub-sets of currently identified groups) and where they live.
- Require much better/strategically targeted recruiting, mentoring, etc., of groups that will help to attract members of the most alienated groups and/or those that will help the TPS to succeed in reaching the broad community as a whole.

#### Implementation Leader(s)

S/Insp. Robin BREEN\* (Employment Unit)

*\* Formerly S/Insp. Peter LENNOX (Employment Unit)*

Please see the following section for "Achievements & Outcomes", related to this strategy.

## Recruitment, Selection, Promotion & Retention

### Achievements & Outcomes

### 2.3.1 Issue 3, Strategy 1



2009Mar31      Securing resources and authority.

Status

**Complete**

On May 27<sup>th</sup>, 2008, a formal letter was sent to all Unit Commanders across the Service, from the Unit Commander of the Employment Unit. The letter identified the need and explained the aforementioned goal, ie. to enhance the Service's outreach to women in the city's diverse communities.

The focus group suggested was: *currently serving visible minority female police officers from across the Service.*

To date, three 3 focus groups have been convened; one internal, one with community organizations and one with potential applicants. The details are as follows:

**Focus Group 1**

**Currently serving visible minority female TPS Uniform Members**

The above effort resulted in 14 visible minority female members (from both uniform and civilian membership), coming forward to assist in the focus group.

An invitation was subsequently sent out to these members to attend a focus group session, whose primary focus was to identify *the cause(s) of why more visible minority females are not applying and/or being successful in the TPS hiring process.*

On June 13<sup>th</sup>, 2008, 10 of the 14 members, who had originally volunteered, attended the focus group session and were given the opportunity to provide input and assist in identifying strategies which may be undertaken to overcome the identified challenges.

This major concerns noted by this group revolved around:

1. Cultural bias.
2. Physical fitness.
3. The financial cost of applying.
4. Current imagery involved in TPS recruitment marketing efforts; they do not prominently show women from diverse communities in various roles, including supervisory positions.

The TPS Employment Unit has responded to this feedback, in the following fashion:





### **Cultural Bias**

This bias speaks to the lack of support, diverse women often sense from their family and friends, based on long-standing and well-entrenched cultural beliefs, that *policing* is not a traditionally acceptable occupation of choice, especially for them.

As in many cases where these cultural beliefs sustain a powerful undercurrent, the Employment Unit has made continuous efforts to re-educate and *position*:

1. "Policing" as a viable career option.
2. TPS as an employer of choice.

This has been done via the planning of outreach and information sharing, at events where parents of potential applicants may attend. These efforts continue.

### **Physical Fitness**

The Recruiting Section has developed and implemented the first-of-its-kind, "Intensive Supplemental Fitness Program for Women".

This program assists potential female applicants in meeting the requirements of the provincially mandated PREP (Physical Readiness Evaluation for Police) physical testing.

To complement this program, the TPS Fitness Coordinator has designed a women's specific exercise program to . This exercise program support female candidates in gaining physical strength and an appropriate level of cardiovascular fitness.

Although specifically designed for female candidates, the recruiting team delivers the fitness program to all applicants that require additional assistance with the PREP portion of the testing.

Since its inception, in the fall of 2007, the program has yielded a *candidate success rate, of approximately 85%!*

### **Financial Cost of Applying**

This factor, i.e. the associated costs of:

1. Applicant testing
  2. Attendance at the Ontario Police College
- ...are not controlled by the TPS and beyond our immediate control.



However, these concerns will be tabled at upcoming Constable Selection System meetings, for continuing discussions.

### TPS Recruitment Imagery

#### Status

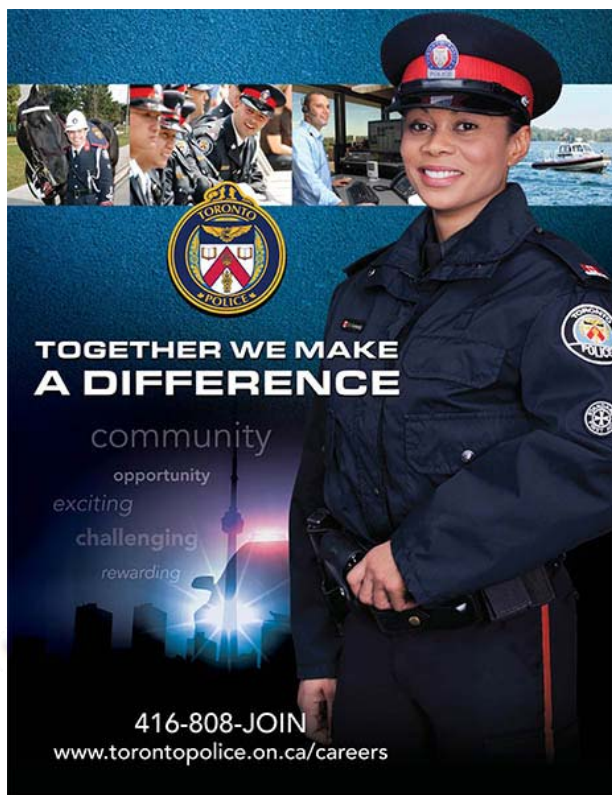
#### **COMPLETE**

This final concern has been adopted. The Employment Unit has updated, designed and implemented new imagery in December 2009.

The new imagery prominently displays women and men from diverse communities in various roles with the Service. These images were selected to promote the virtually endless number of employment opportunities available within TPS.

The imagery is promoted through a variety of media including:

- Sway magazine
- Information and mentoring sessions
- Community events and at College and University job fairs
- Special events such as the Chinese New Year celebrations and numerous town hall meetings held across the city.
- The TPS internet website in the "Careers" section





## Focus Group 2

### Community Organizations

This focus group convened on July 11<sup>th</sup>, 2008. Multiple community organizations and associations, who have direct contact with women from a diverse background were invited to attend.

Others invited to attend this information-seeking session were representatives from:

1. TPS Diversity Management Unit (André GOH, Manager).
2. Ontario Public Service
3. The Asian Community AIDS Service
4. The Black Coalition for AIDS Prevention
5. Women's Education and Outreach

The findings which emerged from this focus group were very similar to the results of the previous internal member session.

## Focus Group 3

### Potential Female Applicants – From a Diverse Background

This meeting was convened on June 13<sup>th</sup>, 2009, at the Scarborough Civic Center, in Toronto. Approximately 108 females from various diverse backgrounds attended. This joint police-community initiative, promoted:

1. Policing as a viable career option.
2. TPS as an employer of choice.

Focus group attendees were asked to help shed some additional light on barriers and factors influencing their selection of policing, as a career.

Results indicated that the primary detracting factor *continues to be entrenched cultural beliefs*. Within some cultures policing is still, simply not viewed as a noble or viable occupation.

Other factors identified, which posed significantly smaller barriers included: child-care and physical strength. These factors will continue to be addressed by The Employment Unit.

2009Mar31

Determine specific datelines and action required to meet milestones.

Status

**Complete**



Currently operating ahead of schedule, the focus groups are being coordinated and conducted by the Recruiting Section of Employment.

2009Sep30      Completion with data set and report.

Status

**In Progress**

Recruitment will be reporting to the sub-committee at the next meeting on June 16, 2009.

On July 29<sup>th</sup>, 2010, a second all-female PREP session was conducted at the Toronto Police College. Approximately 50 participants attended, as did Rogers Cable Community TV to document the event.

During the month of August 2010, this group will be working in partnership with the Recruiting Coalition Advisory Committee on conducting further general information sessions (for females), to be held in late 2010.

(update per S/Insp. MEMME – please review for approval)







## 2.3.0 Recruitment, Selection, Promotion & Retention

Issue 3      There is evidence that recruitment activities do not reach all members of all of the communities the Service would like to reach in order to achieve, its goal of truly reflecting the community it serves.

Objective(s)      Identify and address gaps with respect to recruitment policies, practices, standards and measurements to ensure that they are congruent with best practices in human rights and anti-racism, as well as with the priorities of the Service.

### 2.3.2 Issue 3 , Strategy 2

Institute a regular monitoring of the reasons for non-acceptance of applicants (a formal review of all recruitment and selection processes from a human rights perspective).

The Employment Unit should expand its current statistical and tracking processes to ensure that the reasons for rejection or acceptance at each stage of the process is tracked and reported on.

#### Implementation Leader(s)

S/Insp. Robin BREEN\* (Employment Unit)

*\* Formerly S/Insp. Peter LENNOX (Employment Unit)*

Please see the following section for "Achievements & Outcomes", related to this strategy.

### Recruitment, Selection, Promotion & Retention

## Achievements & Outcomes

### 2.3.2 Issue 3 , Strategy 2

2008Dec31      Process created & approved.

Status      **Complete**



2009Jun30 Develop and put in place.

Status

**Complete**

The Employment Unit has commenced gathering all of the necessary data. Analysis has been on-going since Summer 2009.

2009Dec31 Reporting of data and identification of trends/barriers

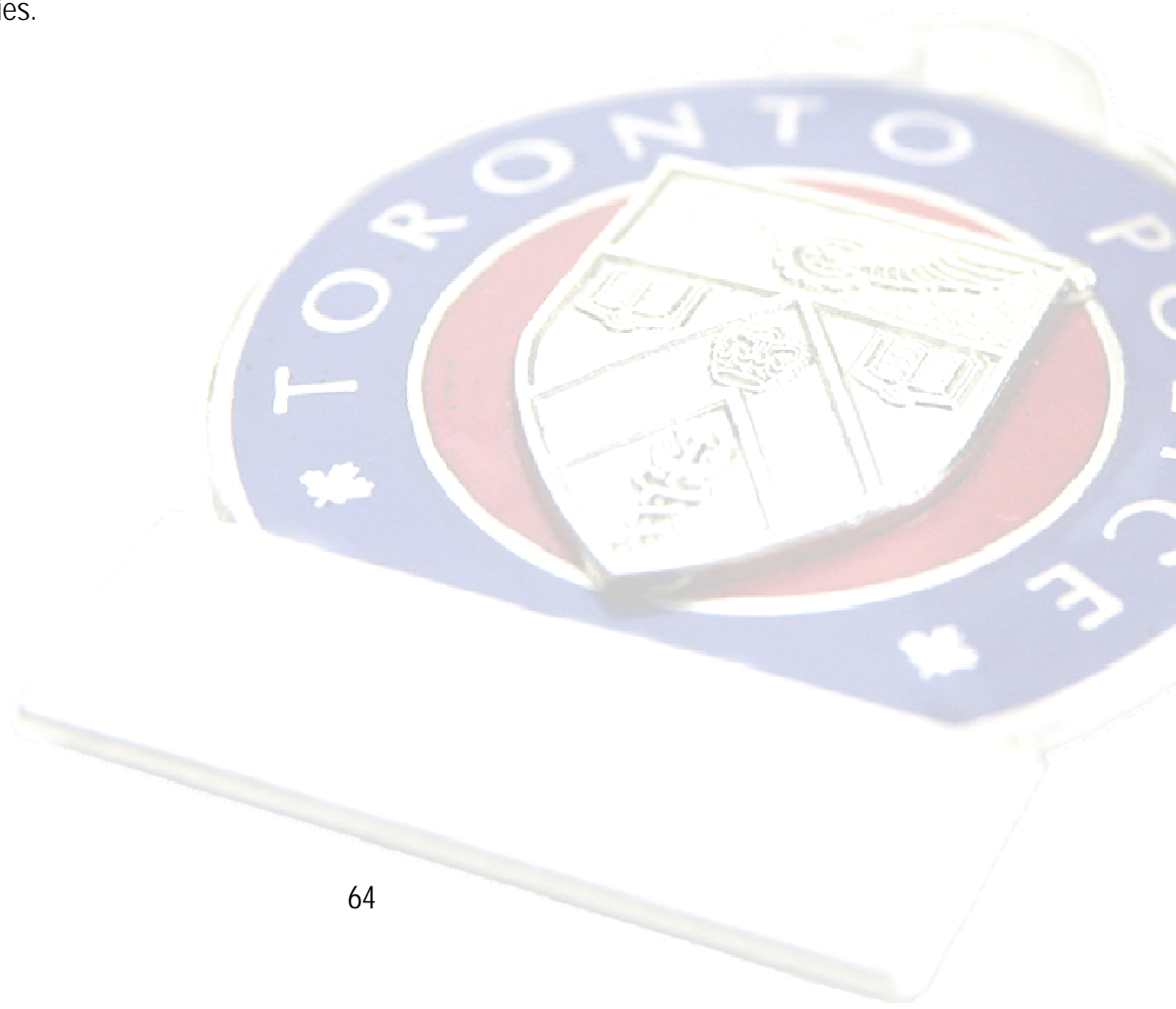
2010Jan31

**Complete**

The Employment Unit's Interview Co-ordinator has implemented the system and has commenced tracking this data drawn from all stages of the interview process, for analysis and reporting.

To further support this process, the Uniform Staffing Support Team is continuing to collect data with respect to the rationale for "non-acceptance of applicants" following the interview stage.

Based on the analysis and findings of the above data, the Recruitment Teams will re-develop and re-focus their recruiting efforts as required, in order to meet the Service priorities.





## 2.3.0 Recruitment, Selection, Promotion & Retention

Issue 3      There is evidence that recruitment activities do not reach all members of all of the communities the Service would like to reach in order to achieve, its goal of truly reflecting the community it serves.

Objective(s)      Identify and address gaps with respect to recruitment policies, practices, standards and measurements to ensure that they are congruent with best practices in human rights and anti-racism, as well as with the priorities of the Service.

### 2.3.3 Issue 3, Strategy 3

Review processes and strategies by which members of the community (reflecting Toronto's diverse make-up) are mentored and guided toward TPS careers.

By extension, of course, this initiative is intended to *improve* those strategies in terms of their effectiveness (i.e., bringing in the finest applicants from diverse communities).

Data for this study can be drawn from Strategy 1, above.

#### Implementation Leader(s)

S/Insp. Robin BREEN\* (Employment Unit)

\* Formerly S/Insp. Peter LENNOX (Employment Unit)

Please see the following section for "Achievements & Outcomes", related to this strategy.

### Recruitment, Selection, Promotion & Retention

## Achievements & Outcomes

### 2.3.3 Issue 3, Strategy 3

2009Mar31      Study complete and report submitted

Status      **Complete - On-going Initiative**



This is an ongoing initiative within the Employment Unit. The current effort is to augment and improve the recruitment and support of female candidates from the Black, Aboriginal, Asian and South Asian communities. Please refer to the previous section 2.3.1 (i.e. Issue 3, Strategy 1), for details.

Over time and after the collection of the relevant data, this successful components of this program will be utilized (or modified as required), to more effectively reach out to other communities in the Toronto area that are not being reached using current methods.







## 2.4.0 Recruitment, Selection, Promotion & Retention

Issue 4 **There is evidence that promotion processes and the systems that support them, including mentoring, are not as accessible to some racialized and marginalized members.**

Objective(s) Identify and address gaps with respect to promotion processes and related systems, processes and practices to ensure that they are all congruent with the goals of human rights and anti-racism, with specific emphasis on the promotional needs of racial minorities. This includes all initiatives that impact on promotion, such as mentoring, staff development, etc.

### 2.4.1 **Issue 4, Strategy 1**

Review the results of the current employment systems review, which focuses on *diversity, equity and barrier elimination* in human resource strategies and policies, and identify what additional initiatives or strategies are required by the OHRC project's focus on *anti-racism* and *human rights*.

#### **Implementation Leader(s)**

André GOH (Diversity Management Unit)  
Insp. Scott WEIDMARK (Staff Planning)

Please see the following section for "Achievements & Outcomes", related to this strategy.

### **Recruitment, Selection, Promotion & Retention Achievements & Outcomes**

#### 2.4.1 **Issue 4, Strategy 1**

2009Mar31 Apply the "lens" of anti-racism and human rights to the three ESR reports

Status **Complete**



Two of the ESR reports have been completed. The Committee has reviewed the recommendations from both of these reports through the lens of anti-racism and human rights. In fact the ESR's were conducted by the consultants fully considering human rights, discrimination and diversity.

2009Mar31 Take steps to ensure that the two initiatives are congruent

Status: **Complete**

A report is currently being prepared that will recommend minor changes to the wording of some of the recommendations. While all of the recommendations take into consideration human rights, there is an opportunity for some of the recommendations to be re-drafted to ensure they are written from an anti-racism perspective as opposed to just considering equity and diversity.

2010Mar10 **Update - ESR Recommendations**

The recommendations for ESR I (Employment Systems Review – Uniform), and ESR II (Employment Systems Review – Civilian), have been entered into the AQA (Audit and Quality Assurance) Recommendation Database. Additionally, units have begun their implementation.

ESR III (Employment Systems Review – Uniform), has been endorsed by Command and currently being tracked by Audit. ESR III is to be released on the intranet by December 2010.



## 2.4.0 Recruitment, Selection, Promotion & Retention

Issue 4 **There is evidence that promotion processes and the systems that support them, including mentoring, are not as accessible to some racialized and marginalized members.**

Objective(s) Identify and address gaps with respect to promotion processes and related systems, processes and practices to ensure that they are all congruent with the goals of human rights and anti-racism, with specific emphasis on the promotional needs of racial minorities. This includes all initiatives that impact on promotion, such as mentoring, staff development, etc.

### 2.4.2 Issue 4, Strategy 2

Identify the traditionally disadvantaged cohorts across the Service, and provide systems of mentoring that will support leadership, career development and promotion.

#### Implementation Leader(s)

André GOH (Diversity Management Unit)

Please see the following section for “Achievements & Outcomes”, related to this strategy.

### Recruitment, Selection, Promotion & Retention

## **Achievements & Outcomes**

### 2.4.2 Issue 4, Strategy 2

2009Mar31 Review of traditionally disadvantaged cohorts complete

#### Status

#### **Complete**

Along with the Human Rights Charter Project, a number of other projects and initiatives have occurred concurrently, some in support of the objectives of this project, or directly as a result of this project. This is fully described in section 2.2.1 above (commencing on page 36).



One of the projects described in section 2.2.1 above has been the establishment of the Internal Support Networks.

While the approval and announcement for the ISNs to exist within the Service was only last September (2008), three groups have already fully chartered: Black, South Asian, and Filipino. Additionally, four other groups are currently forming and likely to Charter within the near future. These groups are: LGBT, East Asian, Women, and Aboriginal.

Written into the Charter of all of the established networks are the following objectives:

- Assistance in recruitment
- Mentoring of members
- Increasing promotions and developmental opportunities for members
- Social and community involvement

At this time this sub-committee believes that through the ISNs, the objectives of this HR Project Charter strategy – to identify traditionally disadvantaged groups and to provide them with mentoring – have been realized.

However for this recommendation to be considered completed, we recognize an evaluation of the effectiveness of this mentoring initiative (to support leadership, career development and promotion), will require ongoing evaluation by the DMU, with more *formal* processes to be adopted, should it prove ineffective.

2009Mar31	Plan in place for implementation and operation of targeted mentoring
Status	<b>Complete</b> Should be considered complete as targeted mentoring is now being delivered through the ISNs.
2009Sep30	Appropriate adjustments to Internal Support Networks and other HR practices to compensate for existing disadvantages to identified groups
Status	<b>Complete – but requires post implementation evaluation</b> As described above, the purpose of the ISNs is to provide support for traditionally disadvantaged groups. The HR practices of the TPS have been adjusted to support the ISNs. Additionally, the ISNs which have chartered thus far, have been encouraged to make mentoring and career development, a priority ...and they have done so.

The historical disadvantage to these groups will be eliminated through the internal and external supports to the ISNs, which include:





- A Senior Advisory Committee (composed of TPS Senior Officers)
- Access to HR Command.
- Access to the Chief.

Again, as discussed above, for this recommendation to be considered completed, the effectiveness of this initiative will require ongoing evaluation by the DMU, with policy/procedural revisions as required.

2010Feb10

**Update**

The Diversity Management Unit, is developing an evaluation strategy to gauge the effectiveness of the mentoring currently being conducted with the ISNs.





## 2.5.0 Recruitment, Selection, Promotion & Retention

Issue 5      **The Exit Survey and the processes surrounding it are insufficient to determine the reasons people are leaving the Service.**

Objective(s)      Identify and address gaps with respect to the Exit Survey and related processes to ensure that they are effective in determining causes for separations, and to develop reliable data on them.

### 2.5.1 Issue 5, Strategy 1

Perform a comprehensive review of the tools and processes around exit interviews; create a methodologically sound, comprehensive system, including interviews and surveys that will meet the needs of the Service and that will identify issues and trends within the Service.

#### Implementation Leader(s)

Inspector Sandra Richardson (Project Co-Ordinator, Staff Planning)

*\* Formerly Inspector Scott WEIDMARK\* (Project Co-Ordinator, Staff Planning)*

*\* Formerly Aileen ASHMAN (Project Co-Ordinator, Human Resources Management)*

Please see the following section for "Achievements & Outcomes", related to this strategy.

### Recruitment, Selection, Promotion & Retention

## **Achievements & Outcomes**

### 2.5.1 Issue 5, Strategy 1

2008Dec31      Review of the tools and processes around exit interviews.

Status      **Completed**

In April 2009 a committee was formed that reviewed the existing exit interview and the process to administer it.



2009Dec31      Creation of a new exit interview system/process.

Status      **In Progress**

A committee of key stakeholders has been formed within the Service. This committee is currently reviewing best practices and actual exit interviews at about 15 other organizations. As well a needs assessment is being conducted into the types of information the TPS would like to gather from these interviews. The second committee meeting was June 1, 2009.

2010Mar31      Target date for the full implementation of the new process.

Status      **Update**

As of 2010Feb12, the hard copy of the survey has been completed. The procedure for survey delivery and the development of the electronic version, web application, database to support it are currently in development. Full roll-out is planned in the near future.





## Section 3

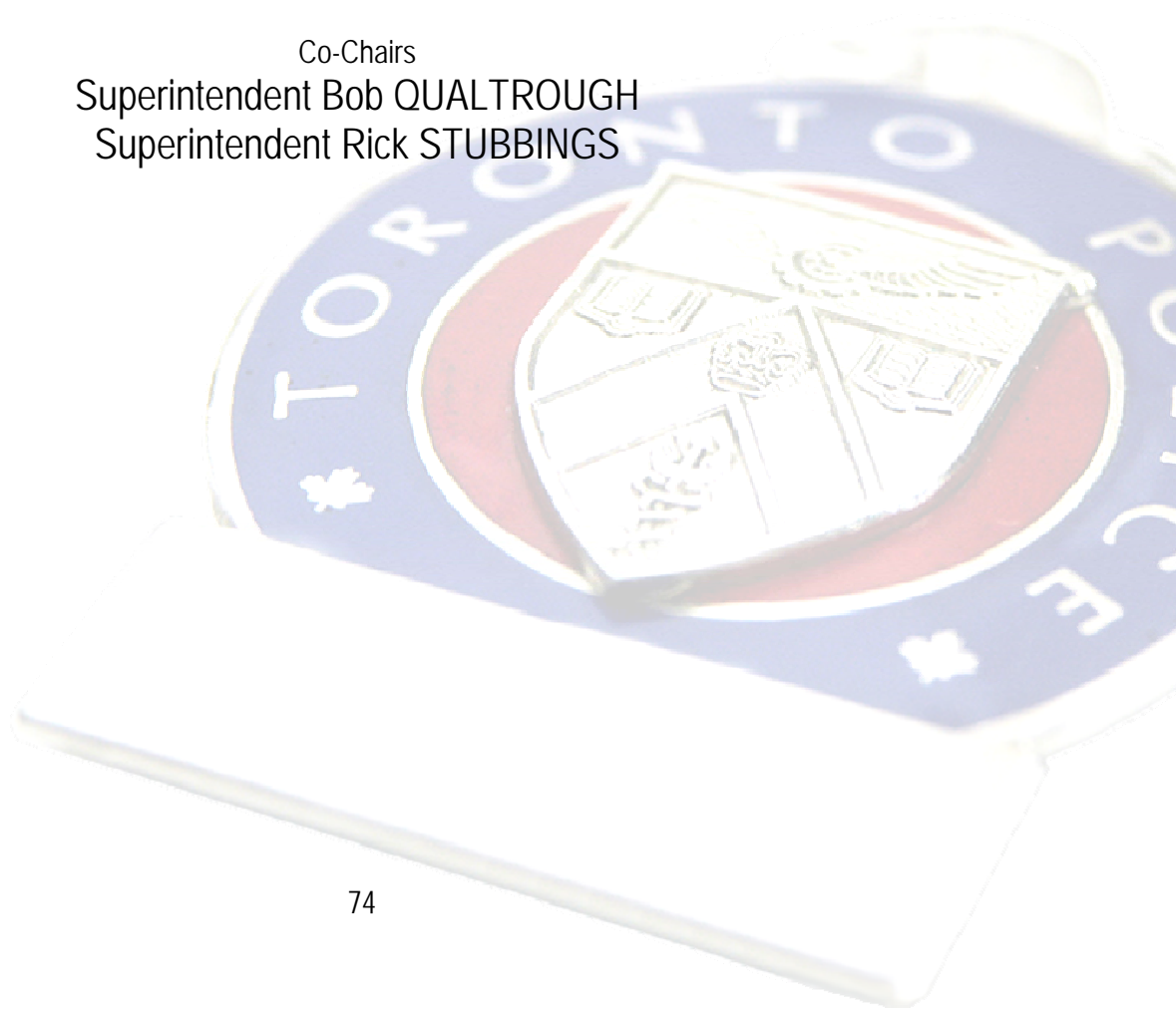
# Accountability

## Sub-Committee Progress Report

Co-Chairs

Superintendent Bob QUALTROUGH

Superintendent Rick STUBBINGS







## 3.1.0 Accountability

Issue 1 **Review & Amend Service Governance related to Human Rights Issues.**

Objective(s)

Review

- Chapter 13 and related procedures.
- Standards of Conduct.
- Procedures to ensure consistent with Board policies and Human Rights Legislation.

Ensure

- That the policies and procedures of the Board and the Service facilitate the management of human rights complaints and issues (be making certain that the relevant policies and procedures are clear and consistent, and do not conflict with any external legislation).
- The Service Procedures do not have the potential to contribute to discrimination.
- Accommodation issues are addressed in as comprehensive in a manner as possible in Service Procedures. New or amended governance approved by the Chief.

### 3.1.1

#### Issue 1, Strategy 1

What:

- Review and Amend applicable governance (in progress).
- Review current Human Rights Complaints Procedure 13-14 (in progress).
- Review Service procedures and ensure they are consistent with Board policy.

How:

- Working Group created to review applicable governance (in progress).
- Working Group presently reviewing Chapter 13 and Human Rights legislation (in progress).

**Implementation Leader(s)**

Insp. Cory BOCKUS, RMU

Insp. Mary Lee METCALFE, RMU

Please see the following section for "Achievements & Outcomes", related to this strategy.



## Accountability

# Achievements & Outcomes

### 3.1.1 Issue 1, Strategy 1

2009Jan09 Continued gap analysis for all board policies and service procedures. All gaps to be identified by January 9, 2009. In addition all recommendations to eliminate any gaps should be identified by this date as well. Each recommendation should also identify a time frame form completion and an evaluation strategy.

Status **Complete**

2009Mar31 Implement changes/revisions to policies/procedures. Communicate changes to members.

Status **In Progress**

The board has provided the policies that have been identified to contain human rights components:

1. Conduct of Service Members
2. Consultative Process
3. Culturally Significant Days
4. Race and Ethnocultural Equity
5. Search and Detention of Transgender People
6. Women in a state of Partial or Complete Undress

The sub-committee met with OHRC Staff to review the TPS Conduct section (Chapter 13) and provide an overview of how the Board's policies and the Service's procedures work together.

### Gap Analysis Review

- TPS Board currently has an 'ethnocultural policy' and no specific human rights policy.
- They are currently in the process of creating an anti-harassment policy currently in the draft stage.



### **Barriers Identified To Date**

No barriers noted at present

As of 2009Mar12:

- The Board policies have been reviewed.
- The OHRC website was researched to obtain guidance for writing Human Rights policies. The following requirements were identified:
  1. Anti-harassment/anti-Discrimination definitions and examples
  2. Accommodation
  3. Barrier prevention and review
  4. Racial discrimination definitions and examples

Human Rights Commission guidelines state that policies should include:

1. A Legal Responsibilities section to explain the "Vicarious Liability and Organic Theory of Corporate Liability" whereby legal responsibility may be assigned to Union/association and Employer jointly.
2. A statement of strong support at senior levels.
3. An internal complaints process (currently changing due to Human Rights complaints external/internal going to Labour Relations and Legal Services, respectively).
4. Anti-reprisal.
5. Barrier prevention and review (barriers may be: physical, attitudinal, systemic).
6. Stakeholder input including Union/Association
7. Option to have input from representatives of racial zed communities.
8. A communication strategy.
9. A training and education component.

Human Rights policies should apply to:

- All types of employees (full-time employees, summer employees, contract employees, temporary employees, and auxiliaries and volunteers), as well as suppliers/clients and off-site protection.
- Buildings, websites, services, purchasing, and other Service policies.

### **Additional Notes and Developments**

- The policy should be publicly posted visible for visitors.
- The Board is continuing to create policy to address human rights issues in consultation with the Commission.
- Corporate Planning will continue hold further discussions with the Board to ensure corporate governance flows from Board policy.

On 2009Jun01

- The TPS Board has advised that they have completed various policies drafts which have been sent to the OHR Commission for review and input.



- Review and re-draft (as required), of the following has been completed:
  1. **Chapter 13 Procedures:**
    - i. 13-02 Complaint Intake
    - ii. 13-07 Policy/Services Complaints
    - iii. 13-08 Suspension from Duty Police Officer
    - iv. 13-09 Civilian Discipline Process
    - v. 13-14 Human Rights
    - vi. 13-18 Alternative Measures of Reporting Discreditable Conduct
  2. **Legislative Governance procedures:**
    - i. 1.2 PSA – Code of Conduct
    - ii. 1.9 Fairness, Discrimination, and Harassment
  3. **TPS Forms**
    - i. TPS 901
    - ii. TPS 909

Above items to be shared with OHRC a timely fashion.

Communication of new procedures to Members, is on-going.

2009Dec31 Review of all Service Procedures to ensure compliance with the Ontario Human Rights Commission Policy and Guidelines on Racism and Racial Discrimination.

2010Apr17 **Update**  
Review of the following Chapter 13 Procedures have been concluded.

13-02 Complaint Intake  
13-07 Policy/Service Complaint  
13-08 Suspension from Duty - Police Officer  
13-09 Civilian Discipline Process  
13-18 Alternative Measures of Reporting Discreditable Conduct

Additionally, they have been approved in principal, i.e. no further edits are anticipated. Internal stakeholder's final approval is pending.

Current status of additional procedures and forms:

13-14 Human Rights





- Approved in principle – working with internal stakeholders on the final minor edits.

#### Forms – TPS 901 Complaint Intake Form

- Updated to include Human Rights – Concluded and approved in principle.

Status of Legislative Governance – Standards of Conduct:

#### 1.2 PSA – Code of Conduct

- Following consult with PRS (Professional Standards) and Legal no further changes are required to this section.

#### 1.9 PSA - Fairness, Discrimination, and Harassment

- Concluded and approved.





## 3.2.0 Accountability

Issue 2      Review / Reinforce Service Governance dealing with individual, management and corporate accountability surrounding human rights issues. In conjunction, coordinate internal strategies to communicate Service Governance.

Objective(s)      Increased awareness, education and compliance by members in regards to current Service Governance. Communicate change to members.

### 3.2.1 Issue 2, Strategy 1

What:

Sub-committee:

- To identify specific gaps and barriers in each governance policy assigned to them.
- Make recommendations, increase awareness via training and education to the members and communicate in regards to current Service Governance.
- Has identified that accountability starts with the evaluation process, this will be a priority.

How:

Levels of accountability presently exist in the Service Governance (Individual, Management and Corporate). A template is being utilized in Service procedures setting out Governing Authorities and Associated Service Governance.

**Implementation Leader(s)**

Edward JOHNSON (Manager, Labour Relations)

Carol WHYNOT (Senior Corporate Planner, Corporate Planning)

Please see the following section for "Achievements & Outcomes", related to this strategy.

Accountability

## Achievements & Outcomes

### 3.2.1 Issue 2, Strategy 1



2009Mar31 Continue Gap Analysis. Ensure that gap analysis identifies the criteria that is being used to review the policies/procedures, describes the gaps identified, and identifies the recommended changes and timelines for completion. Also ensure that all recommended changes are attainable, and measurable. Revise performance evaluation tool for new constables.

Status

**In Progress**

On 2009Feb09, Eugene met with OHRC staff, who agreed changes to the Probationary PC appraisal form (TPS 504), would have the most impact, as:

- It applies to people who have not been fully "enveloped" in the policing culture.
- TPS was/is on the cusp of significant hiring and giving new recruits concrete examples that we care about these issues could be effected through changes to the Form.
- A draft 504 has been prepared.

As of 2009Mar12, in recognition of the need for all front-line appraisal instruments to reflect awareness of and performance relating to human rights issues, the current versions of the following forms have been reviewed:

1. Uniform Performance Appraisal and Development Plan – Constable (TPS 809)
2. Civilian Performance Review (TPS 535)

Suggestions for revisions have been made and drafts of these forms with the suggested revisions are being prepared for review.

By 2009May07, draft changes based on team member recommendations have been made to:

1. Probationary Appraisal for Probationary/4<sup>th</sup> Class Constables (TPS 504)\*.
2. Uniform Performance Appraisal and Development Plan – Constable (TPS 809).
3. Civilian Performance Review (TPS 535)
4. Uniform Performance Appraisal & Development Plan
  - Probationary Sgt./Detective (TPS 810)
5. Uniform Performance Appraisal & Development Plan
  - Sergeant/Detective (811)
6. Uniform Performance Appraisal & Development Plan
  - S/Sgt & D/Sgt (812)
7. Work Planning and Performance Development for Senior Officers (519)

\* Comments on the draft of TPS 504 have been received from Staff Planning and will be integrated. All draft forms will then be sent to Team members, as well as to Staff Planning/HR and the OHRC for comment/review. Once agreement on proposed changes, the drafts will be sent to the Sub-committee co-chairs and OHRC.



As of 2009Jun01, all the Appraisal forms have been sent to the OHR Commission for review and input.

2009Jun30 Implement changes/revisions to policies/procedures. Develop and establish roll-out dates for public communication strategy/education to inform staff of changes to policies. Implement revised performance evaluation for new constables

Status **In Progress**

By 2009Jun01, two internal marketing documents had been produced (a brochure and a poster), by the DMU regarding the issue of Human Rights. Both items were designed as "awareness" pieces and demonstrate:

- Updated Human Rights Policy information
- The support of the TPS, TPS Senior Officer's Organization, TPSB, TPA and the OHRT.

Both pieces are awaiting Command Approval prior to printing and distribution.

This issue is now being moved to the Public Education Sub-Committee, for further action of the "public" component, of this strategy.

2009Dec31 Review to ensure that goals have been met. Evaluate training/communication strategy for officers, evaluate the use of the performance measure for new constables and revamp for use at all levels of leadership.

Status **N/A - On schedule to be completed on time.**

**Update**

The review and update of all TPS internal appraisal forms to include a Human Rights component is concluded and approved.

All appraisal forms are to be published (i.e. made available to all units via internal server), upon completion of training for the revised and updated forms.





### 3.3.0 Accountability

Issue 3 **Central Repository.**

Objective(s) Data collected for Human Rights complaints captured in a central repository. Data can then be used for analysis and reporting purposes.

Recommended: PSIS as the central clearing house for all Service complaints, grievances, lawsuits, informal resolution, and tribunal results.

Recommended: Uniform and Civilian complaints are captured utilizing a TPS 901.

Modify the TPS 901 form to include the ability to capture any Human Rights component(s). The Service and Board will have a more complete picture of human rights complaint data. Unit commanders can utilize data at divisional level.

#### 3.3.1 Issue 3, Strategy 1

What:

Uniform and Civilian complaints are captured utilizing a TPS 901. Further, the TPS 901 form is modified to include the ability to capture any Human Rights component(s).

How:

To facilitate the centralized collection of all data across the service i.e. Human Rights complaints, Grievances, Lawsuits, Internal and External complaints utilizing PSIS software as a central repository.

**Implementation Leader(s)\***

Donna GILBERT (Risk Management Unit)

Insp. Mary Lee METCLFE, (Risk Management Unit)

*\*Formerly included Insp. Olga COOK (Risk Management Unit) – now retired*

Please see the following section for “Achievements & Outcomes”, related to this strategy.



## Accountability

# Achievements & Outcomes

### 3.3.1 Issue 3, Strategy 1

2009Jan09 Continue Gap Analysis. Ensure that gap analysis identifies the criteria being used to review the feasibility of establishing a central repository. Identify all recommendations made as a result of the gap identified. Designate a time frame for completion of the recommendations. Identify a team of people to implement each recommendation.

Map out how all complaints procedures work together (grievance, PSA, Human Rights, etc.) describe and identify gaps, recommend changes, with timelines for completion. Estimated time frame to re-configure PSIS software to accept new data such as human rights complaints.

## Status

### In Progress

By 2009May07, the committee dealing with the TPS 901 had attempted to develop an integrated system to deal with the intake of all complaints. The 901 was identified as the 'central document' through which to do this, therefore, the 901 is in the process of being modified to accommodate all complaints.

Eventually, a 901 will be filled out for:

- PSA
- Ontario Human Rights Tribunal complaints
- Grievances
- Civil suits

Each 901 will then be sent to PRS as to a central intake who will ensure the necessary people are notified (all other notification processes such as service by the courts or the OHRT will still be in place). PRS will act as the central "clearinghouse", an house the 901.

To facilitate this, the following revisions have been identified:

- A box to check when there is a human rights component to a complaint
- A box to check if it is only a procedure or process complaint (this wouldn't involve any service member)

On 2009Jun01, a stakeholder group comprised of PSIS, Legal, PRS, Human Resources and DMU met to discuss the development of the process for Human Rights Complaint Intake and the subsequent data entry into PSIS.



The data will be entered into the central PSIS database. To minimize delays (sometimes caused by the logistical movement of a file, from unit to unit) and adhere to the 35-day limit for investigation, each unit involved, will enter their own data.

Going forward Donna GILBERT will demonstrate the resulting process for these stakeholders:

- So they may “see” this process in operation.
- To elicit additional feedback to assist in developing a standardized intake form, which will capture all required data, regardless of the “data-entry point”.

2009Jun30      Implement changes/recommendations. Ensure that all recommended changes are attainable, and measureable.

Status      **In Progress**

We are still waiting for Legal Services to hire their Human Rights Co-ordinator in order to make any meaningful forward movement in this area. Once this is done then we can start to develop a process that would provide for correct data going in and correct data analysis at the end. This position is expected to be filled with the next 3-4 months.

2009Dec31      Commence training for Unit Commanders, Professional Standards officers and Unit Complaint Coordinators on recognition of Human Rights elements when investigating complaints. Communication strategy for all members of the Service.

Status      **N/A - On schedule to be completed on time.**

#### **Update**

- Re: Uniform and civilian data collection of human rights complaints
- This issue involved the “complaint intake” for both the uniform and civilian processes to be amalgamation into ONE form
- This data would subsequently be uploaded onto a single database
- Legal Services has been assigned to be the point of central intake for all human rights complaints for TPS members
- This process has been concluded, approved and is operational



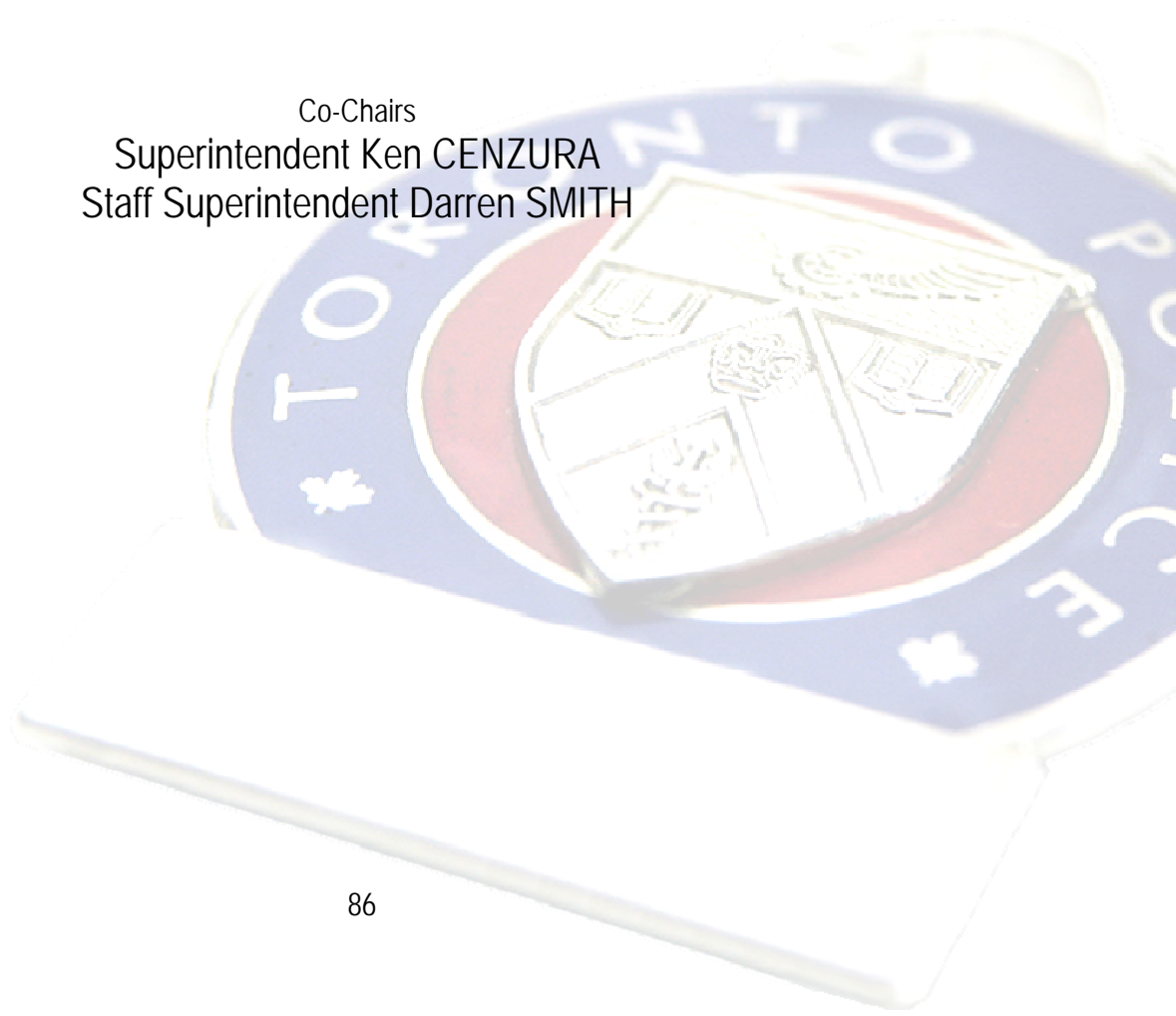
## Section 4

# Learning

## Sub-Committee Progress Report

Co-Chairs

Superintendent Ken CENZURA  
Staff Superintendent Darren SMITH







## 4.1.0 Learning

### Issue 1 Learning Programs\*

- Objective(s) Creation of a learning program that addresses
1. A human rights framework that can be used as a foundation for training / learning programs.
  2. "Racial profiling" or "racially-biased policing".

### 4.1.1 Issue 1, Strategy 1

Review and analyze any of the Service's existing training in the field of human rights and racially-biased policing to determine any gaps, which can be satisfied by the creation of a learning program. The learning program would be developed and delivered to satisfy the learning deficit and would be subject to an evaluation process as noted in the Service's 'Skills Development Learning Plan.

#### \* Learning Sub-Committee Notes:

- The Learning Sub-Committee will continue to complete all assigned tasks as required, but has elected to revise and streamline their strategy to more efficiently achieve their objectives.
- The end-product which will address the two key objective components (noted above), will remain the same.
- Various components of the "Issues and Strategies" they identified in November 2008 have been completed as part of their current process. Other elements have been revised or re-scheduled. The original details are noted on the following pages.
- See page 79 for an "Executive Overview and Summary" of this Sub-Committee's progress to date.
- See page 80 for a draft of their proposed "Human Rights 101", Learning Objectives.



## 4.1.0 Learning

Issue 1 **Learning Programs.**

- Objective(s)
- 3. A human rights framework that can be used as a foundation for training / learning programs.
  - 4. "Racial profiling" or "racially-biased policing".

### 4.1.1.1

#### Action 1

Create an electronic learning initiative specifically related to human rights, in particular, racially-biased policing.

#### Implementation Leader(s)

Supt. Darren SMITH (Training & Education Unit)

### 4.1.1

#### Issue 1, Strategy 1

#### 4.1.1.1

#### Action 1

2009Jan02	Relevant Content Identified
2009Feb06	'Alpha' package (first draft) completed
2009Feb13	OHRC review
2009Feb20	Presentation to all Sub-Committees
2009Mar13	Beta Testing
2009Mar23	Posted to Canadian Police Knowledge Network
2009Dec31	Learner Completion (includes reaction and learning level evaluation)
2010	Transfer and Impact Evaluation

*\* Please see "Learning Sub-Committee Notes", on page 80 for details.*



## 4.1.0 Learning

Issue 1 **Learning Programs.**

- Objective(s)
- 5. A human rights framework that can be used as a foundation for training / learning programs.
  - 6. "Racial profiling" or "racially-biased policing".

### 4.1.1.2

#### **Action 2**

Develop a learning program (other than electronic learning) specifically related to human rights.

#### **Implementation Leader(s)**

Supt. Darren SMITH (Training & Education Unit)

### 4.1.1

#### **Issue 1, Strategy 1**

### 4.1.1.2

#### **Action 2**

2009Jun01	Relevant Content Identified
2009Sep30	Learning Program Designed
2009Oct30	Presentation to all Sub-Committees
2009Nov30	Pilot Program
2010	Delivery to all Officers (includes reaction and learning level evaluation)
2010	Transfer and Impact Evaluation

*\* Please see "Learning Sub-Committee Notes", on page 80 for details.*



## 4.1.0 Learning

Issue 1 **Learning Programs.**

Objective(s) Creation of a learning program that addresses

7. A human rights framework that can be used as a foundation for training / learning programs.
8. "Racial profiling" or "racially-biased policing".

### 4.1.1.3

#### Action 3

Learning programs created as a result of the work of the Human Rights Project Charter are subject to the SDLP and must meet the criteria set out in that plan. Specifically, learning programs may only be created as a result of a needs assessment process.

#### Implementation Leader(s)

Supt. Darren SMITH (Training & Education Unit)

### 4.1.1

#### Issue 1, Strategy 1

### 4.1.1.3

#### Action 3

2009Apr01	Development of the needs assessment methodology
2009Apr30	Implement the needs assessment
2009May15	Analysis of the results
2009Jun01	Learning Objective creation

*\* Please see "Learning Sub-Committee Notes", on page 80 for details.*





## 4.1.0 Learning

Issue 1

**Learning Programs.**

Objective(s)

- Creation of a learning program that addresses
9. A human rights framework that can be used as a foundation for training / learning programs.
  10. "Racial profiling" or "racially-biased policing".

**4.1.1.3a**

**Action 3a**

Any learning program created as a result of the work of the Human Rights Project Charter will be evaluated using the evaluation process as outlined in the SDLP.

**Implementation Leader(s)**

Supt. Darren SMITH (Training & Education Unit)

**4.1.1**

**Issue 1, Strategy 1**

**4.1.1.3a**

**Action 3a**

Early 2010  
Mid-2010++

Evaluation of reaction and learning levels  
Evaluation of transfer and impact levels

*\* Please see "Learning Sub-Committee Notes", on page 80 for details.*



## Learning Sub-Committee

# Executive Overview & Summary

### Mandate

The work of the sub-committee has been directed toward the creation of a training module in two areas, those being:

3. A Basic Human Rights component referred to by the committee as Human Rights 101
4. A second module specifically dealing with Racial Profiling.

### Chronology

After much discussion the committee arrived at some consensus as to the areas that should be covered in any training but by way of validation afforded the entire group an opportunity for input at the training day at Humber College Feb 20<sup>th</sup>. The input from the group as a whole confirmed the decisions of the learning sub-committee regarding the areas of instruction.

In subsequent meetings the actual teaching points were debated refined edited and consolidated before being reduced into actual learning objectives. These learning objectives have been reviewed and approved by the sub-committee and were forwarded to the Toronto Police College Community Policing Section for the creation of actual lesson plans.

Although the initial plan was limited to two hours of training, these learning objectives lend themselves to significantly more time. The delivery mechanism and timing for this training will be as follows:

- An e-learning module titled 'Racially Biased Policing' to be completed by both uniform and civilian TPS members (Delivery commenced in September, 2010)
- A third day to be added to the 2011 In Service Training Program – Uniform (ISTP-U) where participants will receive a one day classroom presentation titled 'Human Rights Issues in Contemporary Policing' (Delivery to commence in January 2011)
- A third day to be added to the 2011 In Service Training Program – Investigative (ISTP-I) where participants will receive a one day classroom presentation titled 'Human Rights Issues in Contemporary Policing' (Delivery to commence in January 2011)
- A stand-alone one day course titled 'Human Rights Issues in Contemporary Policing' to be delivered to TPS civilian members and senior officers (Delivery to commence in 2011)

Following, are the learning objectives agreed upon by the Learning Sub-Committee used to develop the above training modules:



## **"Human Rights 101", Learning Objectives (Draft)**

### Terminal Learning Objective One

Conditions	
Performance	The learner will describe Canadian Human Rights legislation;
Standards	<p>To the extent that, in writing or orally,</p> <ul style="list-style-type: none"> <li>• an overview of the Charter of Rights and Freedoms and the Ontario Human Rights Code is provided;</li> <li>• 'grounds' and 'social areas' are defined; and,</li> <li>• relevant case law is presented;</li> </ul>
Evaluation	As evaluated by the facilitator(s).

### Terminal Learning Objective Two

Conditions	
Performance	The learner will value Human Rights
Standards	<p>To the extent that</p> <ul style="list-style-type: none"> <li>• the history of Human Rights in Canada and specifically within the Toronto Police Service is reviewed;</li> <li>• the role of the Diversity Management Unit is explained;</li> <li>• the differences between the Police Services Act, the Toronto Police Service complaint process, criminal procedures and Human Rights legislation is articulated;</li> <li>• the terms 'intent' versus impact', 'remedial' versus 'punitive' and 'reality versus perception' are described;</li> <li>• the roles, responsibilities and consequences associated with Human Rights complaints are explained;</li> </ul>
Evaluation	As evaluated by self, peers and facilitator(s).



## **"Human Rights 101", Learning Objectives** (Draft - continued)

### Terminal Learning Objective Three

Conditions	
Performance	The learner will describe Human Rights terms
Standards	<p>To the extent that, in writing,</p> <ul style="list-style-type: none"> <li>• three types of discrimination are defined including systemic, direct and constructive;</li> <li>• the conception of 'reprisal' is explained;</li> <li>• the terms 'equality', 'equity' and 'diversity' are clarified;</li> <li>• 'substantive' and 'formal' equality are noted;</li> <li>• 'workplace' and 'sexual' harassment are defined;</li> <li>• 'poisoned environment' is explained;</li> </ul>
Evaluation	As evaluated by the facilitator(s).

### Terminal Learning Objective Four

Conditions	
Performance	The learner will describe Human Rights Accommodation obligations
Standards	<p>To the extent that,</p> <ul style="list-style-type: none"> <li>• the term 'accommodation' is explained and framed by the roles and responsibilities of the individual, organizational, governmental and societal obligations in relation to health and safety issues and bona fide requirements;</li> <li>• 'undue hardship' is explained; and,</li> <li>• 'inclusive design' is noted;</li> </ul>
Evaluation	As evaluated by the facilitator(s).





## **"Human Rights 101", Learning Objectives** (Draft - continued)

### Terminal Learning Objective Five

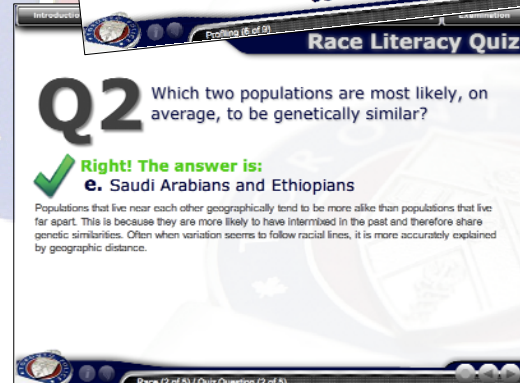
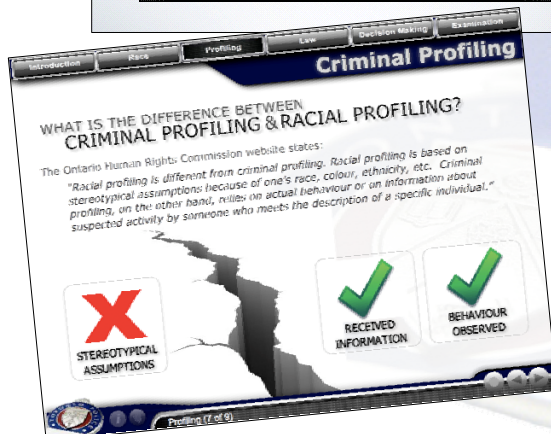
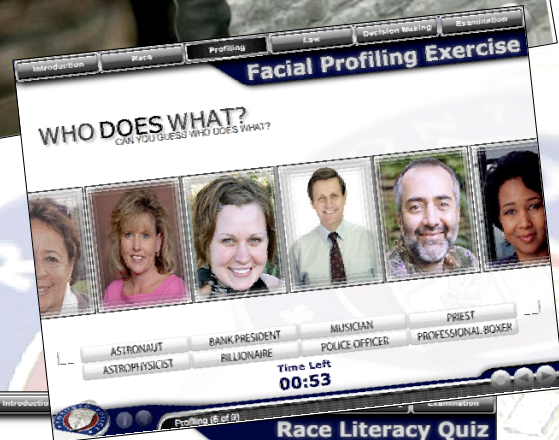
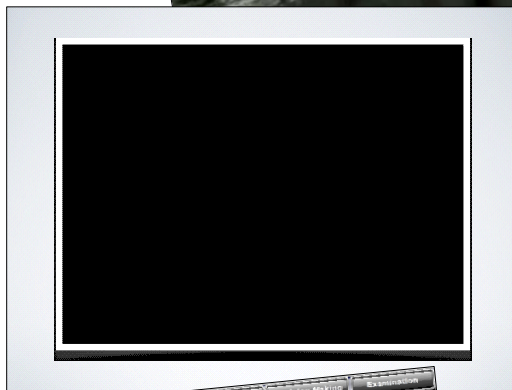
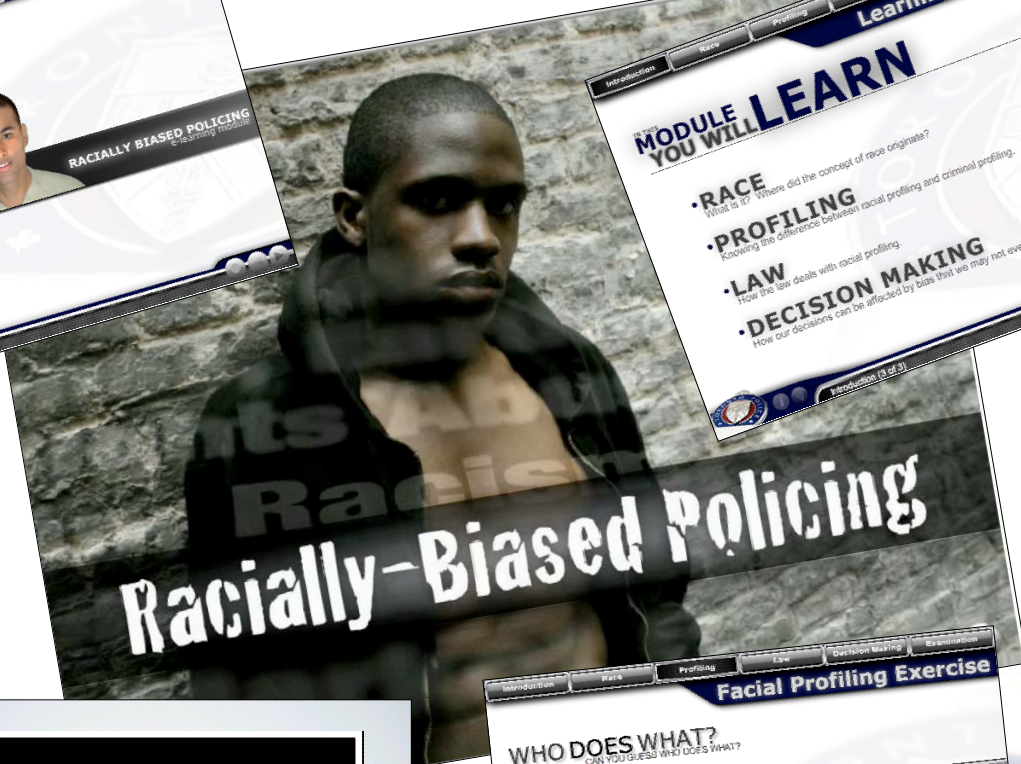
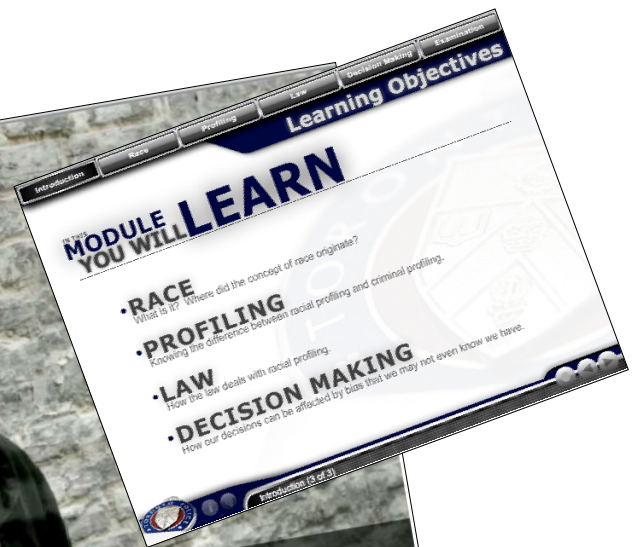
Conditions	
Performance	The learner will explain the dynamics of the Police and Public relationship
Standards	<p>To the extent that,</p> <ul style="list-style-type: none"> <li>the concept of 'power and privilege' and the 'assertion of power' are described;</li> <li>the records and nature of Human Rights Complaints involving specific case law within the policing community is described;</li> <li>the obligation of the TPS to accommodate changing demographics (examples - creed, disability, transgender,) is described;</li> <li>The 'isms' and 'phobias' of human rights are clarified; and,</li> <li>the concept of reality versus perception is described and applied to the issue of Racial Profiling including concepts of 'isms' and 'phobias'</li> </ul>
Evaluation	As evaluated by the facilitator(s).

### Terminal Learning Objective Six

Conditions	
Performance	The learner will demonstrate diverse communication strategies;
Standards	To the extent that, in practical scenarios, involving the stopping and investigating of members of the public, best practice protocols are utilized and are followed.
Evaluation	As evaluated by the facilitator(s).



Sample screen shots from  
Human Rights 101  
"E-learning module"







## Section 5

# HRPC Concludes

May 17<sup>th</sup>, 2010







## A Celebration of Progress

On May 17<sup>th</sup>, 2010, the historic Human Rights Project Charter's three-year term came to a conclusion. To commemorate the date, the three organizations joined together for one final initiative, an event designed to highlight and share the project's success, outcomes and best practices with stakeholders from law enforcement, government and most importantly, the community.

The closing event, themed, "A Celebration Of Progress", had two primary objectives:

1. Demonstrate the commitment of the Toronto Police Service, in their pursuit of a discrimination-free and bias-free environment, both internally within their workplace and externally in their provision of policing services to the community
2. Ensure event attendees recognize the tangible results and inherent benefits of completing such an initiative, with the hope they may choose to undertake a similar project within their own organizations

The event held at the historic St. Lawrence Hall in downtown Toronto, featured:

- Remarks from each of the three project sponsors, Chief William BLAIR of the Toronto Police Service, Dr. MUKHERJEE, Chair of the Toronto Police Services Board and Chief Commissioner Barbara HALL, Chief Commissioner of the Ontario Human Rights Commission
- A keynote address from Mayor David Miller, City of Toronto
- A presentation on the inner workings of HRPC, by Mr. Hamlin GRANGE (on behalf of the senior project team members, known as the Executive Group)

The event was attended by approximately 150 members from the stakeholder groups previously mentioned and met with great response both internally and externally as evidenced by a the sampling of media clippings on the following pages.

The program distributed at the event is also contained on the following pages.



Toronto Sun, May 18<sup>th</sup>, 2010



## Sign of the times

Toronto Police Chief William Blair and Mayor David Miller listen as police officers, service board members and Ontario human rights commissioners put the finishing touches on the Human Rights Project Charter at St. Lawrence Hall yesterday. The charter aims to bring together the officers on the Toronto force and police services board with the human rights commission in identifying possible discrimination in the hiring and employment of TPS members and in the delivery of services by the TPS. The program will run for three years.

ERNEST DOROSZUK/TORONTO SUN

100518



Toronto Sun, May 18<sup>th</sup>, 2010  
TAMARA CHERRY, Toronto Sun

## Optimism seen in police-human rights puzzle

Three years ago Monday, three people from three organizations that historically butted heads over human rights issues made a pact.

Toronto Police chief Bill Blair, Toronto Police Services Board chair Alok Mukherjee and Ontario Human Rights Commission chief commissioner Barbara Hall penned their names to what they called the Human Rights Project Charter — a three-year brainstorming commitment aimed at finding solutions to complaints plaguing the police service as an employer and on the streets.

The trio agreed Monday: We've come a long way, but we're not there yet.

Blair called the day a "celebration of a milestone."

There was no official report, no statistics, but an expressed optimism for the years to come.

Members from the three sides took a fine-tooth comb to every policy and procedure, or lack thereof, within the police service — from recruiting methods, promotions and granting days off for religious reasons to racial profiling on the roads.

A checklist of sorts was made of initiatives aimed at changing the culture of the police as an employer and service provider. Some of those points have been implemented; others are yet to come.

Traditionally, the human rights commission approached police with complaints, the complaints were investigated and a "public interest remedy" was proposed, Blair said in an interview.

"Frankly, trying to do better simply in response to complaints wasn't working for us," he said, adding the goal of the charter was to "find ways to reduce the incidence of complaints instead of merely react to the latest one."

Ryerson University is expected to audit the project and release a report by the end of the year.

"We're not here celebrating the solving of all of the problems. We're saying we faced things, we changed how we dealt with them and we're on the way," Hall said. "This isn't being done to create a report. It's being done to transform the police service."

The charter work is already having an impact, Mukherjee said, adding the police service will be required to develop an ongoing human rights policy.

"As a result of this relationship, people are now looking at the Toronto Police Service and the board and saying, 'They're on the road to getting it right,'" Hall said. "Maybe in one sense we'll never be done ... We want a culture of human rights in our city and in our province and we think this is one piece in how to create that."

Mayor David Miller called the work "leading in this city and this country."



# NATIONAL POST

National Post, May 18<sup>th</sup>, 2010

## Police unveil measures to prevent bias on force

np-100518  
'Nothing more  
corrosive': Chief

BY MEGAN O'TOOLE

The Toronto Police Service yesterday unveiled a host of initiatives aimed at addressing potential bias in the force, including human-rights training for all members and a revamp of the process for dealing with human-rights complaints.

The announcement came three years after police, in conjunction with the Toronto Police Services Board and the Ontario Human Rights Commission, launched Project Charter with the goal of eliminating discrimination in the force's policing and employment policies.

"We know that there is nothing more corrosive to that trusting and respectful relationship [between police and residents] than the perception that the police allow bias to influence the important decisions that they make," Chief Bill Blair said, citing cases in which citizens believed they were singled out unfairly over factors such as ethnicity, sexual orientation or faith.

Project Charter focused on a number of areas, including recruitment and promotion, learning, accountability and public education. Recruitment policies have been tweaked to focus on under-represented groups, such as women and visible minorities, while officers have been asked to undergo specific training on human rights and racial profiling.

In addition, the project has streamlined processes for handling human-rights complaints and developed a communications policy to ensure

the use of "appropriate human-rights themed language."

Staff Superintendent Tony Corrie says while no cost analysis of the project has been completed, most of the work was done on-duty at little expense to the community.

During an event at downtown's St. Lawrence Hall to mark the project's progress to date, Mayor David Miller acknowledged the city has struggled to create a working model of diversity.

"We have to truly make that model real. It hasn't always been real in this city and it takes concerted leadership, ongoing effort," Mr. Miller said. While diversity should be viewed as one of the city's strengths, he said, "that's not necessarily what every single person who interacts with the police would historically have felt."

A number of audience members raised concerns about Project Charter, including how police plan to get communities such as the troubled Jane-Finch corridor to buy in.

Staff Supt. Corrie said police will involve community leaders, noting the new system needs time to take root throughout the force.

"It's not a switch that will ... create change overnight," he said. "It will create change over time."

Under the revamped system for human-rights complaints, all complaints will go through a "triage unit" involving legal services and the professional standards and diversity management units to determine how best to follow up. In the past, Staff Supt. Corrie said, complaints came in via several different routes with no centralized mechanism for handling them.

Ontario Human Rights Commission chief Barbara Hall called the new strategy critical for systemic change.

National Post







## Human Rights Project Charter **A Celebration Of Progress – Event Program**

On the following pages are the four-page program that was distributed to event attendees. In addition to providing a snapshot of the overall project, it also highlights two important post-project initiatives developed to sustain the spirit and momentum of what HRPC has achieved over the last three years:

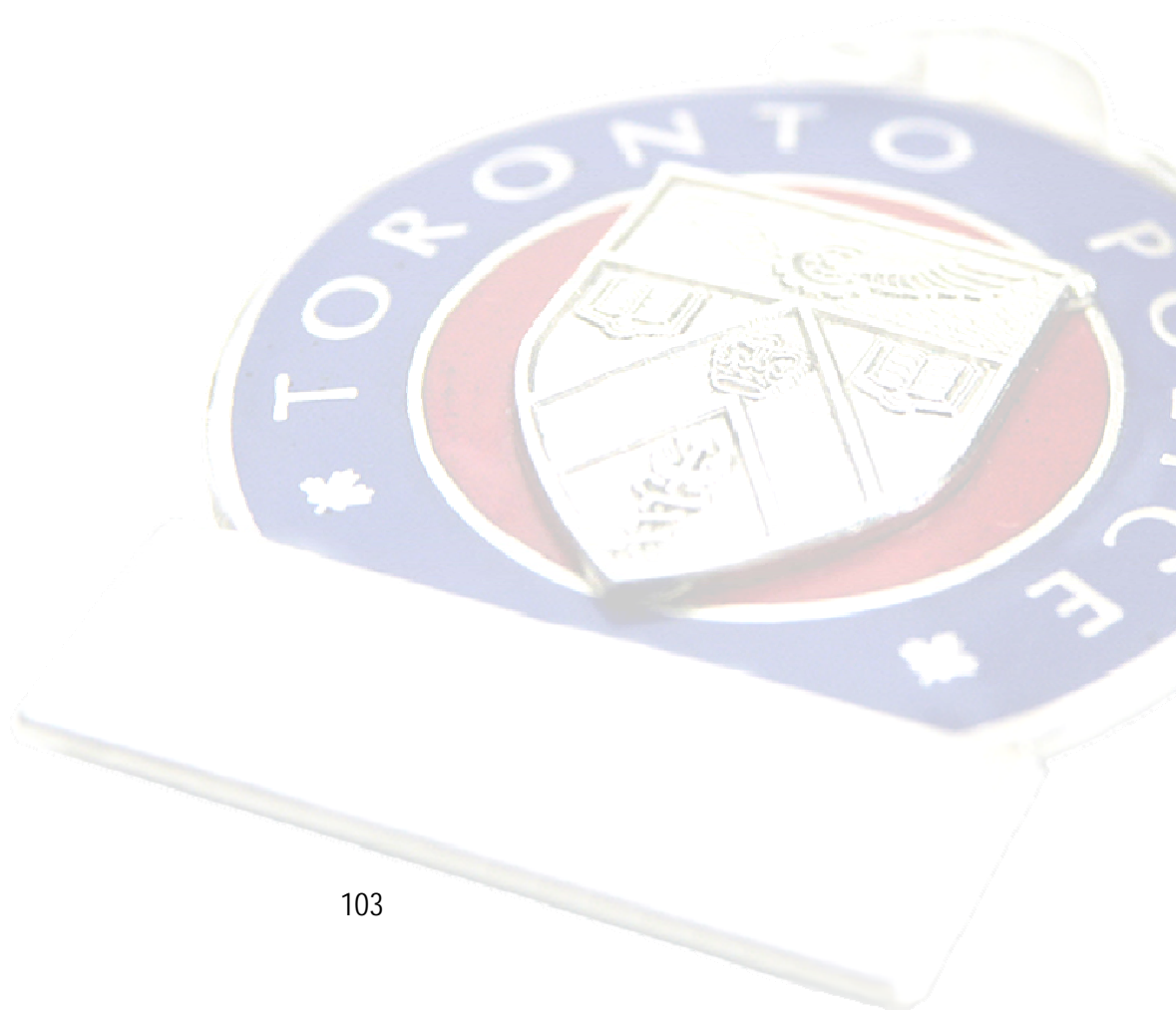
- 1. HRPC Post-Project Assessment**

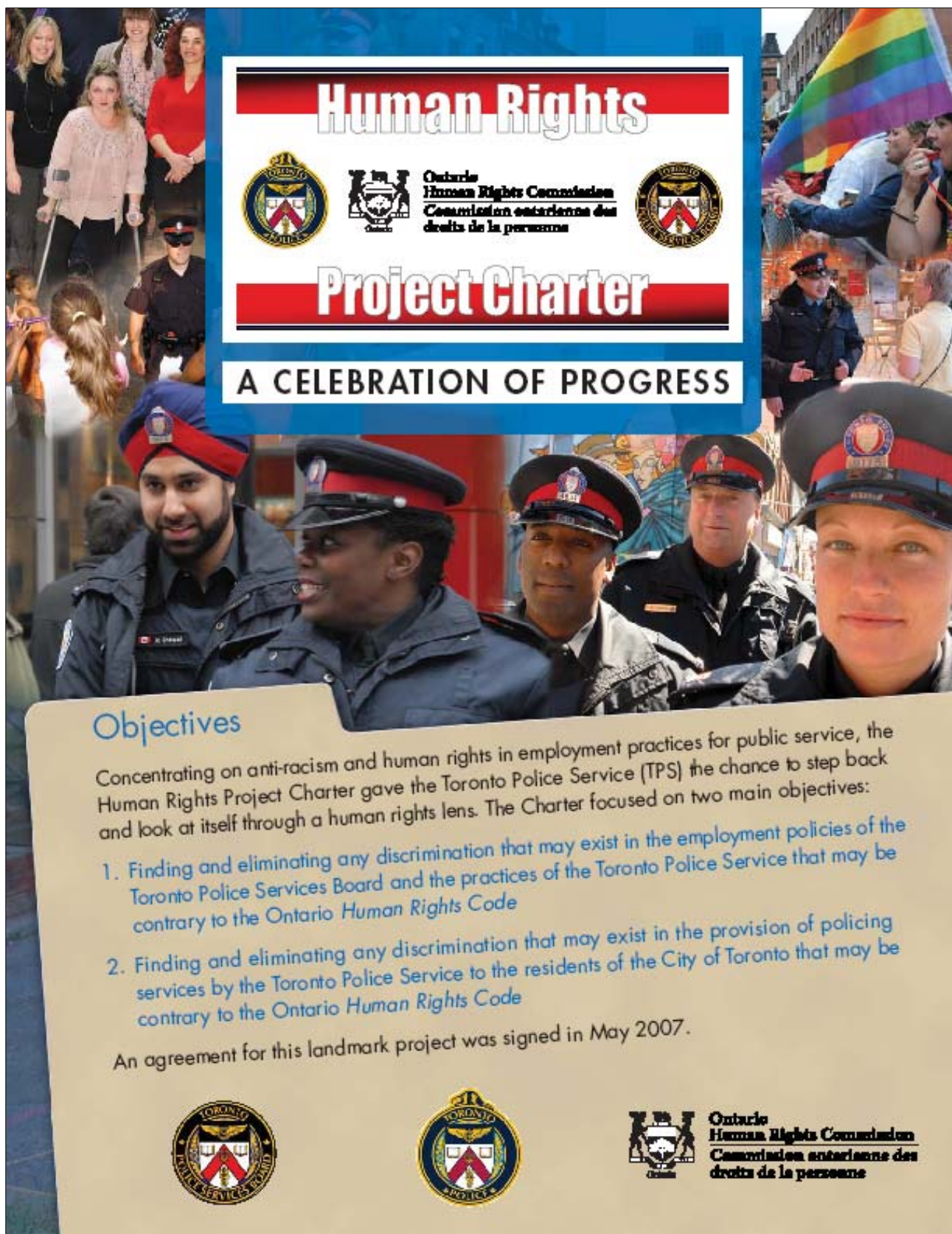
A long-term assessment of HRPC to determine what we actually achieved and answer the question, "Did we do, what we set out to do?"

- 2. Human Rights Advisory Committee**



A standing committee comprised of members from the Toronto Police Service joined by personnel from both the Toronto Police Services Board and the Ontario Human Rights Commission. This group has been tasked with continuing the work of HRPC within the Toronto Police Service, from an advisory perspective

Please refer to the fourth page of the program for further information on these "post-project" initiatives.






# Human Rights



Ontario  
Human Rights Commission  
Commission ontarienne des  
droits de la personne



# Project Charter

## A CELEBRATION OF PROGRESS

### Objectives

Concentrating on anti-racism and human rights in employment practices for public service, the Human Rights Project Charter gave the Toronto Police Service (TPS) the chance to step back and look at itself through a human rights lens. The Charter focused on two main objectives:

1. Finding and eliminating any discrimination that may exist in the employment policies of the Toronto Police Services Board and the practices of the Toronto Police Service that may be contrary to the Ontario Human Rights Code
2. Finding and eliminating any discrimination that may exist in the provision of policing services by the Toronto Police Service to the residents of the City of Toronto that may be contrary to the Ontario Human Rights Code

An agreement for this landmark project was signed in May 2007.

Ontario  
Human Rights Commission  
Commission ontarienne des  
droits de la personne





*The Ontario  
Human Rights  
Commission,  
the Toronto*

*Police Services Board and the Toronto Police Service have worked in partnership to eliminate discrimination in the internal and external practices of the Service. There is still work to do but this project is an example of how the power of partnership can help any public or private organization to change its culture and meet its human rights goals.*

- Barbara Hall,  
Chief Commissioner,  
Ontario Human Rights  
Commission

### Why did we create the Charter and undertake this partnership?

- ❖ The way the police "do business" must meet the standards set by the Ontario Human Rights Code. The Charter was a way to help make that happen.
- ❖ The Ontario Human Rights Commission (OHRC), the Toronto Police Services Board (TPSB) and the Toronto Police Service (TPS) agreed it was crucial to build meaningful, lasting solutions to concerns being brought before the Human Rights Tribunal.
- ❖ The Project Charter drew on the expertise of the OHRC to support change programs already underway at the TPS.

### What did Project Charter involve?

- ❖ Over the past three years, this ambitious project has focused on four main areas:
  - Recruitment, selection, promotion and retention
  - Police learning
  - Accountability
  - Public education.
- ❖ Through research, analysis, dialogue and consensus, new ideas and relationships emerged among the project partners that have led to real progress in the project's four key areas.

### Who is involved?

- ❖ The Sponsor Group is made up of the Chief Commissioner of the OHRC, the Chair of the Toronto Police Services Board and the Chief of the Toronto Police Service.
- ❖ Participants included over 80 staff members from all ranks and levels of the three agencies.



*The Police  
Services  
Board is proud  
of Project*

*Charter and our cooperative relationship with the OHRC. Through dialogue and consensus, the three partners have helped to ensure that the Service will continue to be a world leader not only in effective policing, but also in accountability and sensitivity to the community. The benefits of this project will continue to be felt as we move ahead in the coming years.*

- Dr. Alok Mukherjee,  
Chair, Toronto Police  
Services Board

### What has the project achieved so far?

- ❖ **Recruitment, Selection, Promotion and Retention:** It's important that all TPS human resource systems be barrier-free for current and future TPS members. Progress so far:
  - Recruitment focused on underrepresented groups such as women from diverse communities
  - An "Inclusive Design Review" incorporated three employment systems reviews, a new Diversity Management Unit, the creation of Internal Support Networks and an equity-based review of the promotion processes. This review will continue
  - A review of workplace accommodation is underway
  - A Confidential Employee Database (CED) will better track and analyze demographic data on members
  - Exit surveys are being expanded to improve information about human rights issues.



- ❖ **Learning:** Human rights training for all members is being developed and improved. Progress so far:
  - Specific training has been developed on "Human Rights 101" and "Racially Biased Policing & Racial Profiling"
  - Training will include a combination of on-line and classroom methods. This will ensure that the complex messages are clear to all members, and that there is enough time to deliver human-rights material effectively.
- ❖ **Accountability:** TPS governance was reviewed to ensure compliance with the Human Rights Code, to increase awareness and compliance within the Police Service, and to capture information from human rights complaints for analysis and reporting. Progress so far:
  - We have completely revamped the way we analyze and investigate human rights complaints
  - Forms and processes for complaints have been updated
  - Amendments to Board policies with human rights components are ready for review
  - Information and marketing strategies are underway and more are being developed
  - Forms and processes used to evaluate members, including senior members, have been updated and improved and are ready for implementation.
- ❖ **Public Education:** A comprehensive communication strategy is needed that highlights TPS human rights and anti-racism initiatives. Progress so far:
  - New guidelines and training ensure appropriate human rights-themed language is used in all internal and external communication
  - A feature "pull-out" was placed in community newspapers, entitled "Fair & Equitable Policing" (more than 450,000 copies were distributed)
  - Wider communication is in place for TPS human rights-related events
  - Outreach to individuals and communities without access to conventional communication tools is under development.

#### How will this benefit the Police Service and the community in Toronto?

- ❖ The TPS has shown Toronto that it is committed to being an organization free of discrimination and bias. It strives to reflect the racial, cultural, ethnic and linguistic character of the city, and to continue to deliver the whole range of policing services in an effective and insightful way that is consistent with the principles of community engagement.
- ❖ The community will have more confidence as the TPS deals with a number of controversial issues, including racially biased policing. This will lead to an improved relationship between the Police Service and Torontonians of all backgrounds.
- ❖ As other organizations undertake partnerships like the Human Rights Project Charter, they will be more aware of the importance of anti-racism and human rights, and the benefits of ensuring that their policies and services reflect best practices. These values will be visible to the community, which will enhance public support and improve relationships.



*The Toronto Police Service has gained a great deal by this project. With our partners, we have made progress as we strive to reflect the community, contribute to a socially just society, and provide excellent, professional and accountable service to the public. I am confident that this relationship will outlast the project, and that we will continue to move closer to the community with which we work every day to reduce crime and disorder and to improve quality of life in Toronto.*

- William Blair,  
Chief of Police,  
Toronto Police Service



*In a city made up of people from all over the globe, it is vital that the police service have the tools it needs to work with people of all races, languages, cultures and backgrounds. Toronto's motto is "Diversity Our Strength," and the Human Rights Project Charter has helped our police service to move even closer to the people who live, work and play in Toronto, as well as those who visit here.*

- David Miller,  
Mayor, City of Toronto





#### For more information

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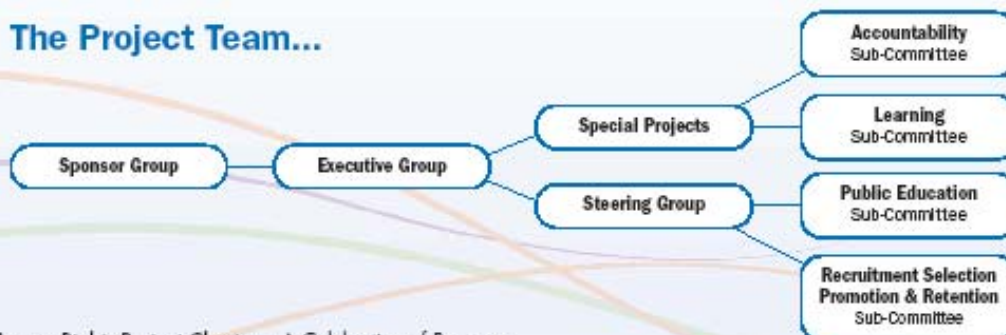
#### What remains to be done?

- ❖ Project Charter has achieved many goals, but the improvement must be continuous. All of the partners are very confident that progress will continue in coming years
  - An example of a next step is an "inclusive design review." The review, which focuses on religion, will look at the Police Service's culture, policies and practices, to ensure they are welcoming to all members of the organization.
- ❖ A Human Rights Advisory Committee will continue the spirit, momentum and legacy of Project Charter. Reporting regularly to the Sponsor Group, it will:
  - Be made up of two representatives from each of the involved agencies
  - Make sure good work is not undone over time
  - Maintain and monitor all Project Charter strategies, ensuring that they stay "on track"
  - Provide information, advice and support to other organizations involved in similar projects
  - Ryerson University will assess Project Charter to answer the question, "Did we do what we set out to do?" The Advisory Committee will work with the Ryerson team, making sure it has all the information and access it needs
  - The first report in 2010 will provide preliminary results. The second will be completed before 2014 to gauge longer-term results and sustainability.
  - The university will also help with a long-term, comprehensive assessment of the elements of Project Charter, including:
    - The project itself
    - Organizational change within the TPS (to ensure that we are, in fact, making things better)
    - Whether the change was due to Project Charter.

#### Why should my organization go through this process?

Project Charter is moving the police in Toronto closer to the community it serves. It will ensure that anti-racism and human rights remain built into our processes and ingrained in our culture. Improved procedures and processes are only the beginning; shared information, training and mutual understanding are key to creating an organization that is culturally competent, sensitive to the needs of the community, and willingly accountable for its actions and priorities. This can only improve the relationship between your organization and your community. Take our word for it: it's worth the time and effort.

#### The Project Team...





## Section 6

# HRPC Committees

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