



# Toronto Police Services Board Report

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May 26, 2022

To: Chair and Members  
Toronto Police Services Board

From: James Ramer  
Chief of Police

**Subject: An Update on Building a Respectful and Inclusive Workplace: Deloitte Canada Report, Forum Research Survey, and Bernardi White Paper**

## **Recommendation(s):**

It is recommended that the Toronto Police Services Board (Board) receive the following report that includes the following three attachments:

1. the findings by Deloitte Canada (Deloitte) following its *Workplace Well-Being, Harassment and Discrimination Review*,
2. a summary of the results of the 2021 Equity and Inclusion survey conducted by Forum Research; and
3. a white paper drafted by the Bernardi Centre entitled "*Transforming Workplace Culture in the Police Service*" that summarizes province-wide discussions that have taken place.

## **Financial Implications:**

There are no immediate financial implications arising from this report.

## **Background / Purpose:**

In the last five years, the Board and the Toronto Police Service (Service) has been steadfast in its efforts to improve its workplace culture and to create an environment that is safe and inclusive. In doing so, the Service has partnered with third parties with relevant expertise to conduct reviews, surveys, and receive expert insights in a manner that promotes greater confidentiality, transparency and accountability.

The purpose of this report is to provide the Board with the findings from the reviews and surveys conducted.

## **Discussion:**

A summary of the work performed to date by qualified third parties is as follows:

### *Deloitte Workplace Well-Being, Harassment and Discrimination Review:*

The Service and the Board engaged Deloitte to conduct a Workplace Well-Being, Harassment, and Discrimination Review (Deloitte Review) of the Service. This review assessed the then current environment at the Service, taking into consideration the perceptions and experience of Service members with regard to workplace harassment and discrimination. The work was conducted in 2020 and included:

- an assessment of the Service and Board policies, procedures and practices;
- an examination of wellness and accommodation needs in relation to workplace harassment and discrimination; and
- consultations with Service members through interview and focus groups, as well as an opportunity for all members to participate via an online survey administered by Deloitte.

The attached report (Appendix A) contains the Deloitte's findings and includes short, medium, and long-term recommendations to address the issues identified in the report.

The findings and recommendations were based on a 12% response rate of all members and this engagement level is consistent with other internal surveys that have been conducted.

### *Forum Research Equity & Inclusion Survey:*

In 2021, the Service contracted Forum Research, a Toronto-based market research firm, to conduct a survey that focused on member's experience and perception on the culture and climate in the Service. This survey was conducted in the summer 2021.

The attached report (Appendix B) provides a summary of the survey results and is based on a 24% response rate. Forum Research indicated that this is an acceptable response rate considering the survey was about a challenging topic and voluntary to complete, and the results are, in their view, statistically significant.

### *Bernardi Centre's White Paper: Transforming Workplace Culture in the Police Service:*

In late 2021, the Service and the Ontario Provincial Police (O.P.P.) organized a working group with over a dozen other police services across the province, as well as the Royal Canadian Mounted Police. This group discussed the issues contributing to workplace harassment and discrimination, and shared ideas on how best to work collaboratively on sector-wide solutions.

The Bernardi Centre, the training arm of an independent law firm that specializes in workplace investigations and trainings, facilitated the initial discussions and subsequently drafted a white paper included as Appendix C. The paper distilled the key policing-specific challenges Ontario services face in this area and provided a set of recommendations for change.

### *Key Findings:*

The findings in each report complement one another and the themes are summarized as follows:

- Perception that some of the Service's leaders do not lead by example and lack of diversity in the leadership ranks.
- Disparity of the employee experience between sworn and civilian members at the Service such as differences in treatment in the disciplinary process, exclusionary behaviour and limited career progression opportunities.
- There are varying amounts of gender-based discrimination ranging from stereotypes, toxic work environment and in the most exceptional cases, sexual assault.
- Belief that stigma exists surrounding mental health issues leading to harassment, discrimination, exclusion from peer groups and negative career impacts.
- Mistrust of the complaints and investigation process that is perceived to be unclear, inconsistent along with concerns around confidentiality, fear of retaliation and accountability.

The follow up Forum Research survey provides additional insight that a member's experience and perception differs based on their socio demographic background. The majority of members expressed that the Service does offer an inclusive environment. Almost half of respondents believe that there have been positive changes at the Service in the last five years.

### *Recommendations*

The recommendations made in the reports centre around the following themes:

- acknowledgement of the findings;
- implementation of more robust human resource programming;
- tracking of data;
- program reviews;
- update of policies and procedures;
- enhanced communications;
- greater profiling and career pathing for civilians;
- increased independence of the investigations process;
- more training; and
- greater workforce diversity.

### *Service Response to the Reports*

The Service acknowledges these findings, many of which are troublesome yet echo findings received from other reviews, engagement sessions and feedback we have received over the years. The Service is committed to considering all the recommendations for implementation.

The Service is indebted to its members for their willingness to come forward and share their insights and perspectives to the Deloitte review and in the Forum Research survey. The feedback is indispensable in being able to identify and take action to address barriers and issues in the workplace, and we will continue to engage members going forward to understand their experiences and suggestions for improvement.

In parallel to conducting these reviews, the Service started introducing a number of changes and programs in recent years, aimed at proactively addressing barriers known to have existed in the Service. The changes include more training, new processes, and adjustments to existing programs, new pilot solutions, and additional qualified resources. Many of the changes will also help address some of the recommendations being made in the reports referenced above.

In the three years since the Board and the Service first commissioned the Deloitte Review, the Service is beginning to see some tangible results, including the following:

*Training for Supervisors and Leaders:*

Beginning in 2021, the Service required anti-harassment training for all front-line supervisors and leaders – this training is being delivered by the Bernardi Centre. Approximately 75% of all members in a supervisory capacity have completed this training, with the remaining to complete the training in 2022. The Service is one of the first police services in Canada to undertake training of this nature – in terms of the depth and breadth of the subject matter, and its reach across the membership. Participants complete pre- and post-training surveys, and the Service will analyze the data to measure the training's effectiveness and impact.

The Service has also invested in leadership development, with training programs delivered by Global Knowledge and the Schulich School of Business. These programs were designed based on the Service's core values and core competencies, focusing on how we work together and how we hold each other accountable. Specifically, the programs focus on the means in which to demonstrate, promote and inspire respect, professionalism, integrity, equity, collaboration, inclusion and community-focus. To date, 970 leaders across the organization have participated in these programs.

The Service has also expanded its Equity, Inclusion and Human Rights (E.I.H.R.) related training, including mandatory, scenario-based interactive courses for new recruits, coach officers, and newly-promoted Sergeants. Moreover, in 2021 the Service added five resources that specialize in the development and delivery of E.I.H.R. training as well as enable greater accessibility of training through online means. The Service will continue to improve and refine our training in alignment with the recommendations included in the Deloitte, Forum and Bernardi reports.

*Investigating and Resolving Workplace Issues:*

In 2019, the Chief relayed to all members that the E.I.H.R. unit is available as a resource to support those who are dealing with issues in the workplace, and which provides an additional path for members to raise concerns.

The Service hired two Workplace Resolution Specialists to provide dedicated and proactive support to units, members and supervisors in order to proactively address and get ahead of workplace conflicts and problematic team dynamics.

The Service has also been piloting alternative resolutions to address workplace issues, which supports the mandates in both the Professional Standards (P.R.S.) and E.I.H.R. units. To date, approximately 50 resolutions have been achieved through alternative means, and there have been over 100 proactive conversations and coaching with members, supervisors and leaders to get ahead of potential issues before they escalate. These resolutions also help enhance accountability for unprofessional behaviours, improve member well-being by implementing remedies that are aimed at real behavioural change, and address toxic work environments.

Investigations involving matters pertaining to workplace harassment and discrimination are different than any other kind of internal investigation, and must be treated with a client-centred, trauma-informed approach. The Service has taken proactive steps to improve the quality of these investigations. All P.R.S. investigators and Unit Complaint Coordinators receive a three-day course on how to conduct workplace harassment and discrimination investigations, facilitated by the Bernardi Centre. E.I.H.R. provides ongoing consultative advice and support to P.R.S. investigators on the investigation of complaints that allege workplace harassment and/or discrimination.

#### *Modernization of Human Resources Programs:*

As mentioned in the Deloitte report, there is a focus on modernizing the Service's human resource processes. As part of the Service's approved People Plan, the People & Culture Pillar (P&C.) has been overhauling various aspects of its programs since 2017. This work continues to evolve and mature, and includes: the introduction of core values; improvements to performance management processes; continued review of its hiring and promotional processes; the introduction of exit interviews; and the collection of socio demographic data of its members.

#### *Addressing Civilian/Uniform Disparities:*

Perceptions of disparity of treatment between civilian and uniform roles is highlighted in both the Deloitte report and the Bernardi white paper. The Service continues to civilianize key roles, professionalizing the Service with individuals that are skilled and qualified for the work required. Through Corporate Communication publications, the 24 Shades of Blue podcast, awards, training opportunities as well as the Service's P&C newsletter, the Service continues to amplify, develop and promote civilian talent.

The pandemic resulted in the need for the organization to look at how work is being done and, to that end, the Service put in place an ongoing hybrid work model that supports retention of talent and work-life balance in line with modernized workforces.

#### *Recognition that Challenges are Sector-Wide:*

Many of the Service-specific efforts referenced in this report have a cumulative effect of creating a healthier, more equitable and inclusive environment. In parallel, it is also

recognized that these workplace issues are not unique to the Service. Some of the systemic challenges arise from province-specific legislation (the Police Services Act) and its application through generally accepted industry practices.

As a result, sector-wide engagement and collective action is also required. To this end, the Service has partnered with over a dozen other police services in the Province, including the Ontario Provincial Police, to jointly commit to tackling these critical issues through the creation of the Working Group on Respectful Workplaces in Policing. The working group has already starting developing best practices, as a collective, to help support efforts to improve the workplace.

### **Conclusion:**

The reviews and Service efforts referenced in the report are important parts of a continuum of work that is a journey to create a more positive and inclusive workplace culture. The Service recognizes that more is required, specifically as it relates to member engagement, diversity of its workforce, transparency and trust in our human resources processes.

The recommendations made in the submitted reports are being reviewed and will continue to be implemented. Creating a respectful workplace is also one of five strategic priorities in the Service's soon to be introduced Equity Strategy. The Board will be kept apprised of progress on the implementation of necessary action, through regular updates.

Mr. Tony Veneziano, Chief Administrative Officer, will be in attendance to answer any questions the Board members may have regarding this report.

Respectfully submitted,

James Ramer, O.O.M.  
Chief of Police

\*original copy with signature on file in Board office