



Canadian Centre for Diversity and Inclusion  
Centre canadien pour la diversité et l'inclusion

# Current State Inclusivity Assessment

Prepared for: Peel Regional Police  
Services Board

Date: February 25, 2019

We respect the privacy of our clients and request they do the same. This document is private and confidential and not to be shared with anyone external to your organization.

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## About the Canadian Centre for Diversity and Inclusion.

The Canadian Centre for Diversity and Inclusion (“CCDI”) has a mission to help the organizations we work with be inclusive, free of prejudice and discrimination – and to generate the awareness, dialogue and action for people to recognize diversity as an asset and not an obstacle. Through **Learning, Consulting and Measurement and Analytics**, we’re helping Canadian employers understand their diversity, plan for it, and create inclusion.

CCDI’s leadership has a proven model that has cultivated trust as an impartial third party. Our expertise is focused on the topics of inclusion that are relevant in Canada now and the regional differences that shape diversity.

A charitable organization that thinks like a business, we have created a niche with our innovative research technology and data analysis that brings a deeper understanding of Canadian diversity demographics and mindsets at any given moment.

CCDI is grateful for the support of our 200+ Employer Partners across Canada. For inquiries, contact Nyla Camille Guerrero, [nyla.camille@ccdi.ca](mailto:nyla.camille@ccdi.ca) or (416) 968-6520 x112.

## CCDI’s experience: assessing organizations.

CCDI has become Canada’s trusted advisor and the leading organization in Canada in analyzing workplaces through a diversity and inclusion perspective.

In 2013, CCDI conducted Canada’s first benchmarking study on effective practices for diversity measurement in Canadian organizations.

Since then, CCDI has conducted Diversity Meter Census and Inclusion Surveys with dozens of organizations across a range of sectors, providing extensive reporting on their demographics and inclusion issues.

Additionally, CCDI has conducted full Current State Inclusivity Assessments and developed Diversity and Inclusion Strategies for more than a dozen organizations in the private sector, the public sector (municipalities), as well as for non-profit organizations. Further, through the Employment Equity module of our Diversity Meter Census and Inclusion Survey, CCDI provides coaching to employers who are subject to Employment Equity legislation to submit reporting under the Legislated Employment Equity Program (LEEP) and the Federal Contractors Program (FCP).

At the same time, CCDI has developed and delivered hundreds of Learning Solutions products including e-learning, instructor-led training, and coaching on a wide range of topics for organizations across Canada.

## The objective and scope of this report.

The intent of this report is to provide meaningful information to the Peel Regional Police Services Board about the current state of diversity and inclusion at Peel Regional Police.

In May 2017, the Regional Municipality of Peel Police Services Board<sup>1</sup> chose CCDI to conduct a review of:

- » hiring practices
- » race relations
- » promotional practices
- » anti-discrimination policies
- » equity employment
- » diversity
- » gender issues
- » officer misconduct procedure and policies.

CCDI was also contracted to provide an:

- » environmental scan
- » public consultations

In addition, as a community oversight body, the Peel Regional Police Services Board is committed to continuing being a leader in policing. As such, the Board has identified what needs to be done to ensure the service properly reflects the changing population. This is an issue identified by individuals and advocacy groups in the Peel Region, and one that the Police Services Board believes needs to be addressed right away.

At CCDI, we begin our Current State Inclusivity Assessment engagements by asking a research question. This question, along with our experience and leading research on the theories of inclusive leadership and organizational culture, guide the way in which we structure our methodology. This is the foundation from which we then interpret the data and information that we gather from our different services included in this engagement.

This main question is as follows:

***What are the current equity, diversity and inclusion factors (demographics and internal/external perceptions and sentiment) with respect to Peel Regional Police; and how do these factors impact the dynamic of leadership, the organizational culture, organizational maturity, and the reputation of the organization?***

Following our methodology over the past year, through our different data collection techniques and interpretations, we have identified one key finding that runs throughout all our data.

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<sup>1</sup> The Regional Municipality of Peel Police Services Board is the civilian body governing the Peel Regional Police. It is responsible for the provision of adequate and effective police services, law enforcement and crime prevention within the Region, a duty it discharges through the enactment of policies.

This report highlights Peel Regional Police's accomplishments, as well as key issues and identified barriers to inclusion within the organization identified during the data collection phase. The aim is to provide information that will help the Peel Regional Police Services Board develop a data-driven Diversity and Inclusion Strategy that informs future decisions on issues of diversity and inclusion in your workplace.

The recommendations we provide in this report are based on years of experience in the areas of learning, assessment and coaching, and measurement and analytics, as well as globally recognized benchmarks in diversity and inclusion management.

In no way is this information intended to criticize or denigrate the Peel Regional Police Services Board or the Peel Regional Police. In our experience, similar issues occur within almost every organization, to varying degrees. We invite you to see this feedback as an informative foundation for the development of your Diversity and Inclusion Strategy.

Should you have any questions related to the use or release of any information contained in this document, please contact:

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**Important Note to Reader:** CCDI began this engagement in May 2017. The majority of data collection took place over the balance of that year and into 2018. Since then, multiple leaders of the Peel Regional Police and Peel Regional Police Services Board have (for various reasons) left their roles, including Chief Evans. We have chosen to not repeat the data collection with the new leadership at this time as we believe their tenure with the organization is too short to provide relevant input.

We provide this note to the reader to point out that findings related to Leadership in this report reflect the data collected (leader interviews and Intercultural Development Inventory assessments) from the previous leadership.

That said, the reader should not discount the findings. All other findings remain valid.

Executive summary.

## Executive summary.

### Overarching Key Finding:

Peel Regional Police (“PRP” or “Peel Regional Police”) has put in place a substantial number of policies, programs, and initiatives across different aspects of policing in the community, and for employees. These policies, programs, initiatives can be considered effective practices under the Global Diversity and Inclusion Benchmarks and when compared with other similar size police services.

For any policy, program or initiative to be successful however, it must be interpreted and implemented by people. To that end, the success of these initiatives will be determined by the knowledge, understanding and cross-cultural mindset of those Board members, leaders and officers who develop, interpret and implement them on a daily basis.

In this regard, our research over the course of this engagement suggests that there is a gap between the goals of the many PRP policies, practices and initiatives and the cultural competence of the leaders of the Peel Regional Police and the Peel Regional Police Services Board (“PPSB” or the “Board”). As a result, this potential gap is likely having an impact on the organizational culture and reputation of the PRP in the community.

This gap presents through the perceptions of leaders and employees, and between the projected reputation of the organization and the perceived reputation by community stakeholders. This key finding also resonates with the current research on police culture and the potential success of change-agendas in policing found in the literature review.

To effectively address issues of diversity and inclusion in and outside the workplace, Peel Regional Police may consider focusing on developing the cultural competence of their leaders, Board members and police service members to help them fully comprehend that some staff and members of the wider community may have very different lived experiences, in comparison to most Peel Regional Police leaders.

Addressing this gap in cultural competence can help bridge the gap between the goals of the many PRP policies, programs and initiatives meant to support diversity and inclusion, and the lived experiences of employees and members of the community that do not appear to align with the anticipated goals of the policies, programs and initiatives.

### Summary of Key Findings<sup>2</sup>

Any findings presented in this report represent themes that were analyzed from the aggregated responses of leaders, employees, and members of the public, in the interviews, focus groups, and public consultations. Findings do not represent the feelings of single individuals, but are

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<sup>2</sup> Key findings listed in the Executive Summary are presented as high-level findings. For more detail on each finding, please refer to the appropriate section of this report.

representative of sentiments expressed by several respondents, often across multiple data collection techniques.

## 1. Leadership

### Leadership representation

FINDING 1.1: The Peel Regional Police leadership does not appear to be representative of the community served by Peel Regional Police.

- » Baby Boomers are more represented in Senior Leadership than they are overall.
- » There are more Men than Women, and more Caucasian than Racialized persons.
- » Baby Boomers, Generation X, Married persons, Persons with Dependents, Newcomers, Christians, and Men are more represented in Senior Leadership.

### Peel Regional Police Leaders' commitment and understanding

Our assessment of leaders' commitment, understanding and mindset revealed some potential variability and inconsistency across the leadership team.

FINDING 1.2: Peel Regional Police Leaders and Board Members demonstrate a fairly strong understanding that diversity includes factors beyond race and gender.

FINDING 1.3: Peel Regional Police Leaders and Board Members demonstrate a fairly even distribution of understanding of inclusion as either a "state", or an "action".

FINDING 1.4: Some Peel Regional Police Leaders and Board Members demonstrate a gap in terms of understanding that inclusive leadership includes an internal, self-reflective behaviour that is dynamic over time.

FINDING 1.5: Majority of Peel Regional Police Leaders and Board Members strongly believe that the organization is committed to diversity and inclusion.

FINDING 1.6: Peel Regional Police Leaders and Board Members indicate that they believe brave, helpful and hard-working people fit best at Peel Regional Police.

FINDING 1.7: Peel Regional Police leaders and Board members broadly perceive fairness, consistency and flexibility to exist in the organization.

FINDING 1.8: Almost three quarters of Peel Regional Police Leaders and Board Members don't believe that barriers exist or rarely exist for certain groups at Peel Regional Police.

FINDING 1.9: Peel Regional Police Leaders and Board Members do not appear to have a common understanding of systemic oppressions that may exist in the organization.

- » PRP Leaders and PPSB Board Members do not appear to have a common understanding of systemic oppressions such as racism, sexism, homophobia in the organization, and almost three quarters of Peel Regional Police Leaders and Board

Members do not seem to recognize that barriers exist or rarely exist for certain groups at Peel Regional Police.

- » In this report, we focus on racism as a matter of systemic oppression. On the one hand, racism can be understood as a set of prejudicial, individual-level beliefs and attitudes. However, in current research and terminology, racism is not only approached as an individual problem of overt hostility that could be diminished through learning and exposure to different types of people. Rather, systemic or institutional racism focuses on ideologies and discriminatory practices have become embedded in taken-for-granted laws, policies, and norms that systematically (dis)advantage certain groups. The rules, processes, and opportunity structures that enable such disparate impacts are what constitute institutional or systemic racism.

*Findings 1.10 through 1.12 relate to cultural competence assessments of leaders and board members as assessed by the Intercultural Development Inventory. For more information on the IDI and the meaning and impact of development levels, please see the appropriate section of this report.*

FINDING 1.10 – A number of Peel Regional Police Leaders are operating from a Polarization mindset which may create issues in the work environment for minoritized individuals.

FINDING 1.11 – The majority of Peel Regional Police Leaders are operating from a Minimization mindset which overemphasizes similarities instead of acknowledging and valuing differences and may be undermining diversity and inclusion efforts.

FINDING 1.12 – Twenty-six percent of PRP Leaders are assessed in Acceptance or Adaptation. However, leaders who are operating from an Acceptance or Adaptation mindset may be experiencing frustration, disengagement and possibly reprisals for challenging the status quo.

## 2. Organizational Culture

### Formal Organizational Culture

Examining the formal organizational culture involved a review of directives (policies and procedures). In general, we found a robust and sophisticated set of directives with processes for regular revision. Our review of PRP's directives yielded a few opportunities.

FINDING 2.1: Documentary review identified opportunities to increase effectiveness in the policy infrastructure (compliance and accessibility) of Peel Regional Police.

FINDING 2.2: Documentary review identified specific opportunities to address inclusion with respect to diverse individuals and groups both internally and externally.

## **Representation**

The Diversity Census and Inclusion survey provided detailed information about the representation of different groups in the PRP workforce.

FINDING 2.3: Peel Regional Police demographics demonstrate a lower representation of Racialized persons, Newcomers and Women compared to Peel Region overall.

## **Employees' Perceptions of Organizational Culture**

Information about the perceptions of the organizational culture is derived from several data sources: Diversity Meter Census and Inclusion Survey, Leadership Growth leader interviews and Culture Meter Focus Groups. It is important to note that there are significant differences in the perceptions of the work environment between different groups of employees.

FINDING 2.4: Employees use the terms hierarchical, change-averse and traditional to describe the Peel Regional Police work culture.

FINDING 2.5: Overall, low positive response rate on one half of inclusion questions which suggests low feelings of inclusion by a portion of the workforce.

FINDING 2.6: Racialized persons indicate higher negative response rates to inclusion questions compared to their Caucasian counterparts.

FINDING 2.7: Discrimination or bias against Racialized persons was one of the most common themes in the open-response comments on the Diversity Meter Census and Inclusion Survey.

FINDING 2.8: Employees indicated that they perceive favoritism in the processes at Peel Regional Police.

FINDING 2.9: Some employees perceive what they believe to be reverse discrimination based on their identity.

FINDING 2.10: Some comments indicate a potential misunderstanding or lack of knowledge concerning objectives of diversity, equity and inclusion.

FINDING 2.11: Some employees indicated that they have a positive perspective on Peel Regional Police's commitment to diversity, inclusion, accessibility and accommodation.

FINDING 2.12: Half of employees in the focus groups perceive barriers to advancement at Peel Regional Police.

FINDING 2.13: Most employees in the focus groups have experienced or witnessed harassment or discrimination in the workplace.

FINDING 2.14: Employees report reprisals, retaliation, or negative consequences for reporting harassment or discrimination at Peel Regional Police.

FINDING 2.15: Employees in the focus groups hear and witness homophobic, sexist, and anti-immigrant language

FINDING 2.16: Employees report that some Peel Regional Police officers refer to the communities in which they police in derogatory terms.

One of the most important findings of this report is that different groups of employees are having different experiences within the police service. There is a tendency, common in most organizations, for majority group members to dismiss or minimize the experiences of minority group members. This leads to cynicism and erosion of trust amongst minority group members. CCDI would strongly encourage PRP to take note of the different experiences reported, acknowledge that they are real and valid, and make a commitment to addressing the issues raised.

### 3. Disconnect between employees' and leaders' perceptions

Through our data collection we found several divides between leaders' and Board members' perceptions, and the perceptions of employees.

FINDING 3.1: Employees have a lower positive response rate than leaders about PRP's commitment to diversity and inclusion.

FINDING 3.2: Some groups of employees (based on demographics) may not positively perceive PRP's commitment to diversity, equity and inclusion.

FINDING 3.3: Some employees do not share the positive perceptions of leaders with respect to fairness, consistency, and equal opportunity.

FINDING 3.4: Employees indicate less agreement than leaders with respect to workplace flexibility

FINDING 3.5: There is a divide between leaders and employees about the existence of racism, sexism, and homophobia in the Peel Regional Police workplace.

FINDING 3.6: Employees may perceive barriers to a higher degree than leaders for certain groups in the organization.

FINDING 3.7: Most leaders indicated that they had experience dealing with harassment or discrimination claims.

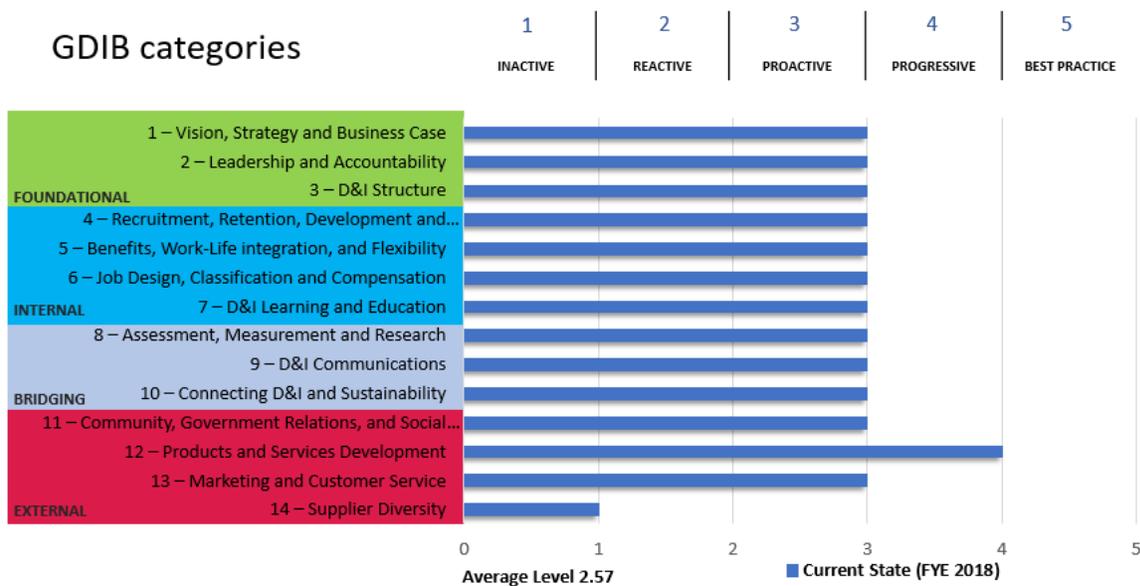
It is common for organizations to experience a difference between what leadership is perceiving, and what employees are experiencing regarding diversity and inclusion and a host of other issues. Although this is the case across numerous organizations, we point out examples of the differing mindsets to demonstrate the potential gap and how it can possibly be addressed. PRP Leaders and PPSB Board members have a more positive view of the organization, as compared to employees, and as a result they may not be as aware of some of the issues occurring within the organization. This suggests an opportunity for PRP Leaders and PPSB Board members to better understand the perceptions of different employees in the organization, and to accept the problems and challenges that exist.

## 4. Organizational Maturity

The Global Diversity and Inclusion Benchmarks (“GDIB”) provides a globally recognized set of standards by which to evaluate the maturity of diversity, equity and inclusion initiatives within an organization. Peel Regional Police completed a self-assessment on the GDIB.

FINDING 4.1: The maturity of Peel Regional Police’s diversity and inclusion initiatives is rated at the “Proactive” level for most of the GDIB benchmarks.

A snapshot is provided on the next page.



### Comparison to other Police Services

FINDING 4.2: Peel Regional Police allocates comparable Diversity and Inclusion resources to internal staff and external outreach initiatives.

In our comparison of Peel Regional Police against four other comparable-sized police services<sup>3</sup>, we found that Peel Regional Police allocates a comparable amount of resources to diversity, equity and inclusion initiatives and programs as other police services.

However, we would suggest that as the Peel Police Services Board has expressed their ambition for the Peel Regional Police to be a best in class police service in Canada, that the Peel Regional Police may consider the allocation of additional resources. While the resources and programs dedicated are comparable to other police services of similar size, no other police

<sup>3</sup> Edmonton, Vancouver, Calgary and York Regional Police Services.

service examined has the unique demographic characteristics of the Region of Peel, which warrants additional emphasis be placed on the importance of diversity, equity and inclusion.

Furthermore, as indicated in the GDIB, a best practice in any organization is for diversity, equity and inclusion to be so embedded in the organization as to become everyone's job, not the role of a select few individuals in the "diversity department".

## 5. Organizational Reputation

We examined both the Peel Regional Police's projected reputation, that is, the messages they are sending out to the public, and PRP's perceived reputation, the perceptions of those in the media and the public.

### Projected Reputation

Peel Regional Police has many initiatives related to diversity, equity and inclusion and has put forth great effort in informing the public about its commitment through multiple community outreach initiatives.

FINDING 5.1: Peel Regional Police publicly demonstrates support for diversity and inclusion through outward facing programming and initiatives.

FINDING 5.2: Peel Regional Police communicates its diversity and inclusion initiatives on its website and on social media.

### Perceived Reputation - Media

Our media analysis examined more than 200 media stories mentioning the Peel Regional Police in the past 10 years. Two major themes emerged in the media reporting about the PRP.

FINDING 5.3: The majority of media stories (71%) represent Peel Regional Police as serving the community.

FINDING 5.4: Peel Regional Police perceived as "controversial" was the second largest theme in media.

### Perceived Reputation – Townhall Consultations and Public Survey

CCDI received 69 responses to the online public survey, and a total of 38 people participated in two public townhall consultation sessions. Most of the participants in both the survey and sessions were self-identified as residents of Peel Region.

FINDING 5.5: Perceptions of fairness, effectiveness, integrity, respect, honesty and trust vary among respondents to the public consultations.

## Conclusions and Recommendations

### Accomplishments

Peel Regional Police has put in place many of the right kinds of messages, initiatives, and processes across aspects of policing as an employer and in the community and that these efforts are recognized in several different ways by employees and members of the community.

## Opportunities

As police services stem from a paramilitary history, CCDI recognizes that police organizations are highly militaristic and bureaucratic in structure and culture<sup>4</sup>. This context must be considered when examining the opportunity for change as related to diversity and inclusion. However, in this case, we suggest that the mindset of the leaders and the culture of the police service would benefit from modification in order to make real progress on diversity and inclusion.

**KEY FINDING:** Dissonance may exist between the objectives of the initiatives that are already underway, and the mindset, awareness, and competence of those developing and implementing them.

This is in part due to the issue that without acknowledging that barriers and ‘isms’ exist in the workplace, one cannot action solutions that are authentic, genuine, and long-lasting.

As a whole, the overall success of these initiatives is determined by the mindset, awareness, and competence of those implementing them, and there may be a gap between the goals of the initiatives and the cultural competence and awareness of the leaders, as demonstrated by the IDI<sup>®</sup> exercise and the leaders’ interviews.

Note that more than half the leadership team is in a minimization mindset (as assessed by the IDI<sup>®</sup>), and some are in a polarization mindset. Additionally, one third of the leadership indicated they do not believe there is racism, sexism, or homophobia in the organization, and nearly three quarters of the leadership team indicated they do not believe barriers exist or that they rarely exist for different groups within the police service.

Furthermore, commentary from many service members in the survey indicates there may be a misunderstanding of the goals of diversity, equity and inclusion work, and there is a perception among some members of the service that creating fairness for those experiencing barriers is reverse discrimination.

Our analysis suggests that the biggest obstacle to the Peel Regional Police addressing issues of diversity, equity and inclusion in the police service may be the mindset of leaders and service members, demonstrated by a lack of acknowledgement that there are real systemic problems to address<sup>5</sup>.

## Recommendations

At a high level, here are the main categories of recommendations we provide based on our research completed as part of this engagement:

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<sup>4</sup> Chappell, A., & Lanza-Kaduce, L. (2010). Police academy socialization: Understanding the lessons learned in a paramilitary-bureaucratic organization. *Journal of Contemporary Ethnography*, 39(2), 187-214. doi:10.1177/0891241609342230

<sup>5</sup> Systemic problems refer to the institutionalization of discrimination through policies and practices which may appear neutral on the surface, but which have an exclusionary impact on particular groups, such that various minority groups are discriminated against intentionally or unintentionally. The body of the report will address these problems.

1. Acknowledge and commitment to building trust.
2. Improve and enhance accountability mechanisms.
3. Increase and expand measurement, benchmarking, and ongoing internal feedback mechanisms.
4. Improve awareness and understanding of leaders and service members.
5. Enhance community engagement.
6. Improve representation of under-represented groups, particularly women and racialized service members.
7. Enhance accessibility, and commit to inclusion of service members with disabilities.
8. Commit to organizational culture change.

The Conclusions and Recommendations section of this report provides more detail and specific recommended actions for each of these high-level recommendations, as well as suggested updates to directives, policies, and procedures.

# Methodology

## CCDI's approach to data collection.

All research is informed by a set of procedures and rules, which amounts to a methodology for conducting data collection and knowledge development. CCDI's methodology is informed by expertise in qualitative and quantitative research methods and extensive experience working with a broad range of clients. CCDI's research team is highly skilled in research design, data sampling, analysis, and evaluation, which collectively ensures that we obtain maximum value and insight from collected data. Our methodology is identified below. Those methods in blue belong with Assessment & Coaching; those in red with Measurement & Analytics; and those in grey, with Analysis and Strategic Planning:

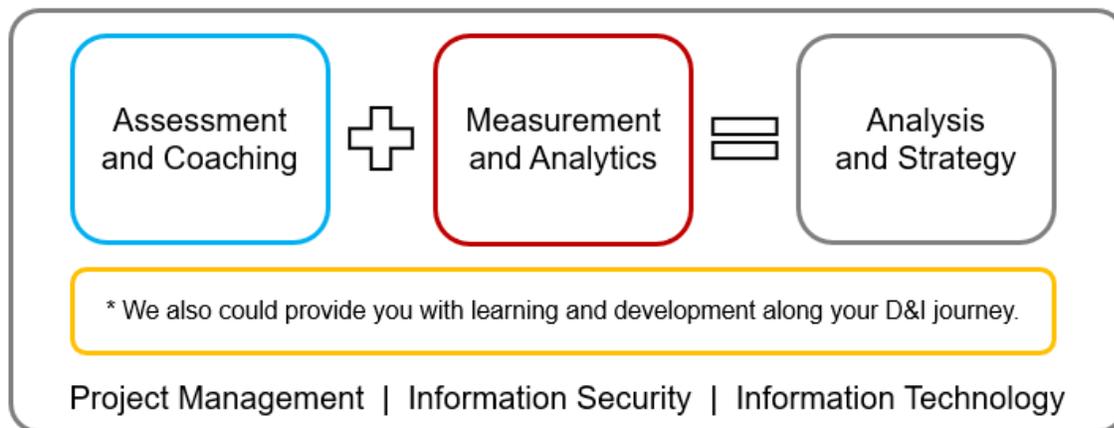


Figure 1: CCDI's assessment and strategy project methodology

### Stages of this project:

1. **Leadership Growth – Leader Interviews.** Peel Regional Police Services Board (“PPSB”) and Peel Regional Police (“PRP”) leaders were interviewed by CCDI representatives. Leaders and some Board members also underwent a Bootcamp to highlight the importance of their roles in championing D&I throughout the organization. Interviews with identified PRP senior leaders were conducted in Summer 2017. In total, 6 of the 7 members of the Board and all 23 identified leaders of the Peel Regional Police Leadership Team were interviewed<sup>6</sup>.
2. **Workforce Growth – Documentary Review.** CCDI reviewed Peel Regional Police’s human resource (“HR”) directives (policies and procedures) to ensure they are up to date and do not create unintentional barriers to inclusion.
  - » Peel Regional Police’s operational and HR policies.

<sup>6</sup> A detailed summary report of the Leadership Growth leader interviews is provided in Appendix 1 of this document.

The scope of this work also included an analysis of results and development of a report outlining Strengths, Weaknesses, Opportunities and Threats to show how the policies support or detract from an inclusive culture that welcomes a diversity of people. This separate report includes recommendations to improve the policy system.

3. **Community Growth – Public Townhall Consultations and Public Survey.** CCDI conducted 2 public townhall consultations with Peel Region residents in March 2018. There were 38 participants in total. CCDI also ran a public survey in April 2018 to gain further insight into residents' perspectives of Peel Regional Police from a diversity and inclusion lens. There were 69 respondents in total.
4. **Diversity Meter – Census and Inclusion Survey.** Between October 11, 2017 and November 8, 2017, CCDI conducted an employee census and inclusion survey with Peel Regional Police's workforce.

**Completion rate:**

Peel Regional Police invited 3048 employees to participate, and 1808 respondents completed the survey, including both the demographics module and inclusion questions, for a completion rate of 59.32%. While this is not a randomly selected sample (which is necessary for using a margin of error), the below-noted margin of error provides an important guide to accurately interpret findings.

The estimated margin of error is  $\pm 1.47\%$  19 times out of 20.

The Diversity Meter Insights Report was generated from three main sets of data – demographic representation, feelings of inclusion, and text comments<sup>7</sup>.

5. **Culture Meter – IDI Assessments and Focus Groups.** Each member of the PRP Leadership Team and PPSB Board Members were asked to complete a cultural competence assessment questionnaire using the Intercultural Development Inventory® IDI.

**IDI assessments**

The IDI is a 50-item questionnaire (similar to Myers-Briggs or other psychometric self-assessment tools) that can be completed in approximately 10-20 minutes. The IDI® measures an individual and/or group's level of intercultural sensitivity along the Intercultural Development Continuum®, which is based on the Developmental Model of Intercultural Sensitivity, a widely respected developmental model originally created by Dr. Milton Bennett.

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<sup>7</sup> A detailed Insights report from the Diversity Meter Census and inclusion survey is provided as an addendum to this document.

Upon the completion and submission of the IDI® assessment questionnaires, we conducted a half-day introductory cross-cultural learning program and presented the group aggregate IDI® results of the Peel Regional Police Services Board and the Peel Regional Police Leadership Team. Subsequent to the group session, each member of the Leadership Team received a one-hour IDI® Individual Debrief and Coaching session in which they were presented with their individual results and provided with a developmental plan that aligns with their level of development.

**Completion rate:**

In total five (5) of the seven (7) Peel Regional Police Services Board Members completed the IDI assessment and all 23 identified leaders of the Peel Regional Police Leadership Team completed the IDI assessment.

**Focus group details:**

CCDI has developed a focus group methodology that allows employees safety and confidentiality to share stories and experiences without fear of reprisals. CCDI focus groups are conducted virtually via web meeting platform and over the phone.

Participants log into the web meeting and join via telephone. The employees from the target organization cannot see who else is logged on from their organization. CCDI facilitators ask the participants both structured and unstructured questions. No one else from their organization can see what a person writes. Only CCDI facilitators can see these responses.

This approach to focus groups has multiple benefits. It mitigates the issue of group norming which is common in focus groups and provides complete confidentiality and safety to the employees of the organization CCDI is analyzing, allowing them to share details of stories and experiences they have had in the workplace without fear of reprisal.

CCDI also facilitated seven (7) focus groups with Peel Regional Police employees and received thirteen (13) completed focus group questionnaires from individuals who were unable to participate in virtual focus group. In total, 32 employee responses are included in this information. This represents a cross section of employees from different demographic groups including racialized & Indigenous people, women, people with disabilities, newcomers to Canada, religious minorities, LGBTQ2+ individuals, and straight, white, able-bodied men (“SWAMs”)<sup>8</sup>.

Peel Regional Police promoted the opportunity to participate in the focus groups internally, and individuals who wished to participate contacted CCDI directly to sign up.

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<sup>8</sup> A detailed summary report of the Culture Meter Focus Groups is provided in the addenda to this report.

**Completion rate:**

Demographic Group	Focus Group Participants	Questionnaires	Total Respondents
LGBTQ2+	1	1	2
Newcomers	3	0	3
People with Disabilities	2	0	2
Racialized People	5	4	9
Religious Minorities	1	1	2
Straight White Able-bodied Men	3	3	6
Women	4	4	8
<b>Totals</b>	<b>19</b>	<b>13</b>	<b>32</b>

*Table 2: Focus group completion rate*

6. **Industry Meter – Media Scan, Literature review and Benchmarking Study.** In this part of the project, we completed:
- A literature review which examined information related to diversity, equity and inclusion in police services. More specifically, we focused on literature that addressed barriers to diversity and gender equity hiring and promotions in police services which detailed the major issues hindering positive progress.
  - A scan of media mentions related to the Peel Regional Police and diversity, equity and inclusion issues in the last 10 years.
  - In-depth interviews with the people responsible for diversity, equity and inclusion at five police services.

In addition to this section, a complementary but important part of the data collection, CCDI added a media scan as it rounded out the reputation analysis.

## CCDI's data analysis

The goal behind using different data collection techniques is to paint a comprehensive picture of an organization. Otherwise known as triangulation, this practice is valuable in that it provides validation of data through cross-verification of themes across numerous sources of information. It allows us to find out if there is consistency across sources of information, and allows us to delve deeper into findings from quantitative data collection methods, by looking at qualitative data as well. Taken together, our methodology provides evidence of larger issues, themes, trends and gaps.

CCDI pooled the data collected to paint a picture of the current state of diversity, equity and inclusion at Peel Regional Police. Data analysis is a process which allows us to describe,

illustrate, condense and evaluate the data. From what we learn, we make inferences about the state and practice of diversity and inclusion in an organization.

The information in this report includes a wealth of qualitative and quantitative data detailing the perceptions of Peel Regional Police's leaders and employees, as well as members of the public, drawn from several different sources of data. This information is comprised of self-reported experiences, perceptions, and observations of individuals. The perspectives gathered reflect a range of diverse demographic identity groups, employee groups, functional divisions, locations, ranks, and lengths of service. As such, the information provides a strong basis upon which to develop a set of recommendations for Peel Regional Police and Peel Regional Police Services Board.

Findings presented in this report are those that are deemed **noteworthy** from the analysis. This report does not include all the data collected during the project. We are presenting findings that reveal significant differences in representation, significant differences between group perceptions, and commentary from different groups.

We structure our findings in a way that accounts for the key influences on diversity and inclusion in the workplace, which is followed by recommendations. The four main areas are:

- » Leadership;
- » Organizational Culture;
- » Organizational Maturity; and
- » Organizational Reputation.

By dividing our findings in this way, we can effectively structure the conclusions and recommendations by highlighting the promising practices as well as gaps. This helps to provide a compelling argument of how and where a focus on diversity, equity and inclusion can be beneficial across your organization, to support and sustain both individual and organizational growth.

### **Presentation of quantitative survey results.**

Most of the questions asked in the Diversity Meter Census and Inclusion Survey and the Culture Meter Focus Groups, as well as several questions in the Leadership Growth leader interviews are in the form of a statement with a Likert scale of possible answers:

- » Strongly Agree;
- » Agree;
- » Somewhat Agree;
- » Somewhat Disagree;
- » Disagree; and
- » Strongly Disagree.

Respondents are also provided with an option to choose "I don't know/not applicable" or "Prefer Not to Answer ("PNTA")".

Answers of the Diversity Meter Census and Inclusion Survey are generally presented as the percentage of positive responses, except where deeper analysis of negative responses has been presented because there are significant differences in negative responses between groups. A positive response on a Likert Scale question includes agree or strongly agree answers. Neutral responses include those who responded somewhat agree or somewhat disagree. Negative responses include those who responded disagree or strongly disagree.

### How to view qualitative results

Focus groups, interviews, and public consultation sessions are qualitative research methods that are used in conjunction with quantitative research methods to help provide deeper insight into some of the findings derived from quantitative data collection methods. Qualitative research is a valid and effective way to gain more insight on *how* things are happening, and learn about the experiences and stories of individuals which may elucidate the reasons behind some of the quantitative research findings.

The Diversity Meter Census and Inclusion Survey is both a quantitative and qualitative data collection method. The quantitative components provide a statistically representative sample of your entire population. The results can reveal that disparities exist in representation or perception between groups in your workforce. The qualitative components (verbatim comments from employees) provide some qualitative information, however, the Diversity Meter Census and Inclusion Survey cannot reveal *why* there are disparities in perception. That is the purpose of further qualitative data collection methods like Culture Meter Focus Groups and Leadership Growth leader interviews, the public town hall consultations, as well as the open text comments from the Diversity Meter Census and Inclusion Survey and the public survey.

Focus groups and interviews can:

- » Give information on how groups of people think or feel about a particular topic; and
- » Give greater insight into why certain opinions are held.<sup>9</sup>

Different types of data collection will yield varied findings. The Diversity Meter Census and Inclusion Survey is an overarching collection method that focuses on the larger trends in general feelings of the whole population through aggregate reporting, rather than individual experiences. Therefore, specific experiences of employees can be masked.

People who want to be in focus groups self-select because they have things they want to talk about; therefore, they are more likely than the general population to feel less included or have a desire to raise or discuss issues. For this reason, the issues they bring to the discussion may not be representative of the majority in quantitative data collection techniques.

Focus groups are not meant to be a statistically validated representative sample. They are meant to provide more details to understand the underlying factors behind some of the trends we are seeing from the data in statistically validated samples. Thus, focus groups and public

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<sup>9</sup> Marczak, M., & Sewell, M (1998).

consultation sessions may represent a small percentage of your employee population or of the public, but they are valid perspectives.

The issues and themes raised by Peel Regional Police employees in the focus groups and by members of the public in the public consultations are the self-reported experiences and perceptions of Peel Regional Police employees and constituents.

In our experience, our method of conducting focus groups provides individuals the opportunity to be completely honest and share their perceptions and experiences in ways that they may have been reluctant to do in the past, because of real or perceived risks of speaking the truth about these experiences. A 2017 study indicated that 75% of people who report workplace harassment experience reprisals<sup>10</sup>.

The results here have been summarized by key themes. That is, the comments included in this report are not “one-offs.” These are the perceptions of multiple employees across multiple demographic groups, or multiple members of the public.

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<sup>10</sup> Golshan, T. (2017).

# Key Findings.

## I. Leadership.

### What did we find?

This section examines Peel Regional Police's leadership, and provides information grouped into the following sections:

- » Leadership representation.
- » Leadership's commitment and understanding regarding diversity and inclusion at Peel Regional Police.

### Leadership representation

#### **FINDING 1.1: The Peel Regional Police leadership does not appear to be representative of the community served by Peel Regional Police.**

The leadership team is over-represented one group, particularly when compared to the rest of the police service overall and compared to the community served by Peel Regional Police. Specifically:

- » Baby Boomers are more represented in Senior Leadership than they are overall.
- » There are more Men than Women in Senior Leadership, and more non-Racialized persons in Senior Leadership.
- » Baby Boomers, Generation X, Married persons, Persons with Dependents, Newcomers, and Christians are more represented in Senior Leadership than their representation in the police service overall.

This finding is contextualized by the fact that, as Mark Pugash of the Toronto Police has stated, one of "the key impediments to achieving better representation is that the rate of officer turnover has been outpaced by the rapidly changing community". This is as much the case for Peel Region as it is for Toronto. Peel Region does not have the same demographic composition as it did 30-40 years ago, when it was predominantly Caucasian. Compounding this dynamic, as policing stems from a paramilitary history with a hierarchical organizational culture, turnover in police services is also low as policing is often a lifelong career, with people working up the ranks for 30 years or longer. Thus, the legacy demographics of the police service will pose difficulty in keep pace with demographic changes to reflect the community. This background should be kept in mind when considering these findings.

#### **Proof Point #1: Baby Boomers are more represented in Senior Leadership than they are overall.**

The statistics see on the next page were calculated from the self-selected, self-identified interviews completed by PPSB board members and PRP leaders. More than half of the senior

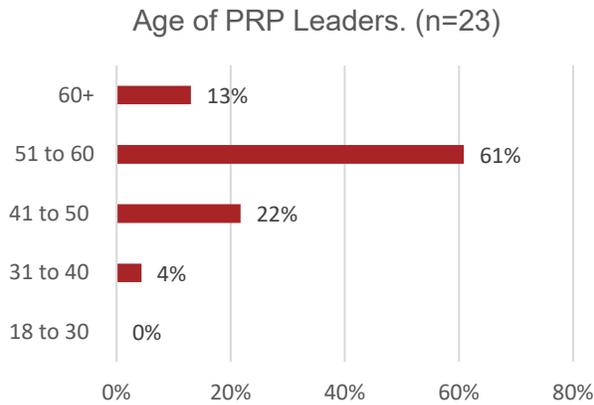


Figure 2: Age distribution of PRP Leaders

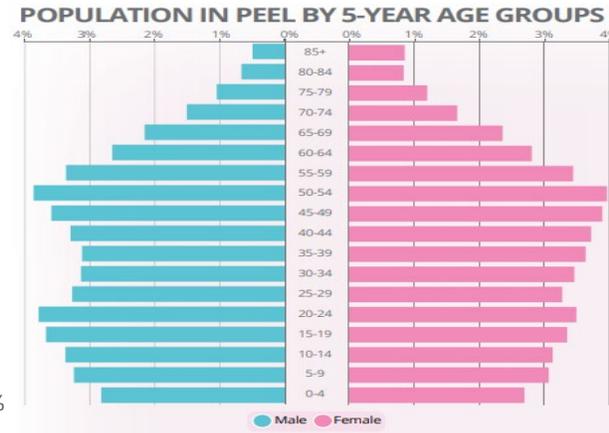


Figure 3: Age distribution of the Region of

leaders of the Peel Regional Police (52%) have been with Peel Regional Police for over 25 years, and 74% of the leadership respondents are over 51 years old.

While it is not uncommon that people with many years of experience achieve senior leadership levels in any organization, the PRP leadership team and Board needs to be aware of the potential bias of a decision-making body that is predominantly of the same age.

Since it is not possible to dramatically change the age demographics of the leadership team, it will be important for the PRP leadership team to be aware of their makeup and ensure that the perspectives of younger members of the police service and community are sought and incorporated into decision making in a transparent and structured manner.

**Proof Point #2: There are more Men than Women, and more Caucasian than Racialized persons in leadership.**

As is demonstrated in figure 5, men outnumber women nearly 2 to 1 in the PRP leadership team. Furthermore, only 30% of the leadership team identify as non-Caucasians, and other non-

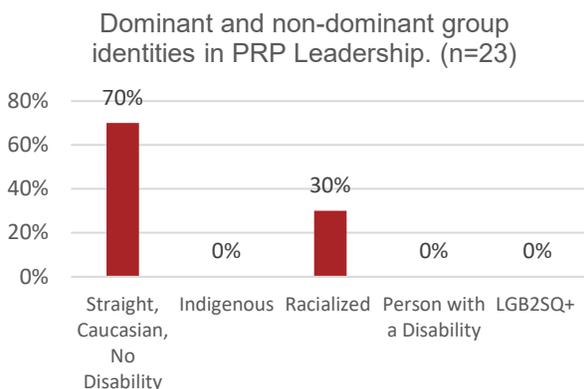


Figure 4: Non-dominant group identities in PRP Leadership

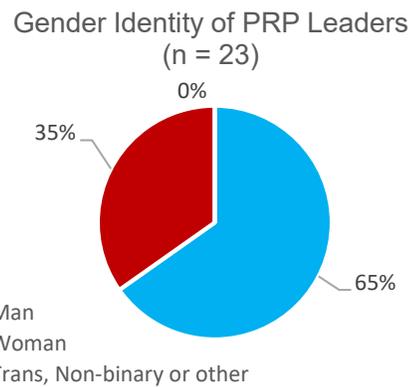


Figure 5: Gender distribution of PRP Leaders

dominant group identities (such as Indigenous persons, Persons with a Disability, and individuals who identify as LGBT2SQ+) are not represented at all in the PRP senior leadership team (Figure 4, previous page).

While keeping in mind that demographic composition of the community has outpaced the ability of the Peel Regional Police to incorporate newer demographics in higher roles in the workplace, the relative homogeneity in the senior leadership team may be contributing to issues around awareness of diversity, equity and inclusion issues which will be discussed in sections 1.8 and 1.9, below, and subsequently in section 3 where we compare Leaders’ perceptions with employees’ perceptions.

**Proof Point #3: Baby Boomers, Generation X, Married persons, Persons with Dependants, Newcomers, and Christians are more represented in Senior Leadership.**

Through the employee-wide Diversity Meter Census and Inclusion Survey, we looked at the representation of demographic groups in Senior Leadership to see if there are any groups that are overrepresented, when compared to their representation overall. These results corroborate the findings from the interviews. If a group *does not* appear in the table below, it means that it is proportionally represented in Senior Leadership compared to its representation overall.

We found that Baby Boomers, Generation X, married people, people with dependants, newcomers, and Christians are more represented in Senior Leadership (in addition to men and Caucasian people) than they are overall.

Again, due to historical demographic factors and the nature of policing, it is not surprising that Baby Boomers, Generation X, married people and people with dependants are more concentrated in Senior Leadership.

In the Leadership Growth leader interviews, comments made by board and service leaders recognized that the leadership is not representative of the population, demographically. A sample of exemplifying comments include:

- » “We have 2 civilian senior officers that represent the community. Getting better on the uniform side, but nowhere near.”
- » “We need leadership to retire. Attrition will help with this. Our entry-level recruit classes are more reflective of the community.”

Demographic Group	Percentage of PRP overall	Percentage of PRP Senior Leadership
Baby Boomer	10.23%	26.96%
Generation X	35.73%	48.70%
Married	58.96%	64.35%
Dependents	46.35%	52.17%
Newcomers	21.02%	28.70%
Christian	53.87%	63.48%

*Table 3: Groups overrepresented in Senior Leadership.*

- » “The population has changed so fast and significantly that we haven’t had the time for those individuals to move through.”
- » “The Region of Peel is very diverse, and we do not physically represent the communities. The management is aware of that and we try to involve ourselves and it takes time. The people retiring are all Caucasian. Contracts also demand that we look internally first so we do not hire from outside the organization other than the entry-level roles.”

These points raise two important considerations.

1. Since it is not possible to quickly fill senior ranks with more diversity, it is therefore important to focus on raising the current cultural competence and awareness of PRP senior leaders.
2. Since the organization has a requirement to look internally for promotions, this provides a potential barrier to introducing new, diverse perspectives to the senior ranks.

From the Diversity Meter Inclusion Survey, of 187 comments, 13 (6.95%) discussed that leadership at Peel Regional Police is not representative, and that the organization should do more to encourage diversity within senior ranks.

This relates to the theme of favoritism, because some comments mention promotion processes that disadvantage diverse candidates.

“I feel that Peel Regional Police is diverse in its lower ranks and not in the senior and management rankings. Representing a diverse city of Brampton and Mississauga, I know there are qualified people that can be brought up to better represent our community. I find that the old way of promoting people is still happening and it is very evident.”

“Diversity is not sought or encouraged at higher ranks within the organization. Qualified, diverse officers are not given the same opportunities that other officers are given, or are not developed for promotion, or given the opportunity to succeed within the organization.”

“Employees are smart enough to know when they are being used as window dressing but kept from positions of influence. The organization belongs to the citizens of the Region. It is important that all of our members remember who we serve and not just those who we are comfortable spending time with. As global events can impact us in Peel, we need to do the hard work before problems arrive at our door and force unplanned, hurried, and unwise change.”

## Peel Regional Police Leaders' commitment and understanding

### **FINDING 1.2: Peel Regional Police Leaders and Board Members demonstrate a fairly strong understanding that diversity includes factors beyond race and gender.**

When looking at the interview responses in the aggregate, PPSB Board members and PRP Leaders presented a fairly strong understanding that diversity goes beyond factors such as race and gender. These examples seemed organic and not rehearsed or scripted as key messages. This finding possibly shows internalization of the broader definition because individual leaders describe diversity in their own words. Examples include:

- » Different pieces coming together.
- » Differences and similarities within group.
- » Different ways that people do the things that are common to all of us.
- » A mix.
- » Diversity of perspective or thought.
- » Variations that make people unique.
- » Differences in experiences...just about anything.
- » Blend of cultures, individuals and beliefs.
- » A mixture of different elements.
- » Traits of a group, class or city.

### **FINDING 1.3: Peel Regional Police Leaders and Board Members demonstrate a fairly even distribution of understanding of inclusion as either a “state”, or an “action.”**

From the Leadership Growth leader interviews, there was a fairly even distribution of understanding of inclusion as either a “state”, or an “action.” This finding possibly demonstrates that leaders have not quite internalized the concept of inclusion as requiring a mindful effort by both individuals and the organization. In our experience, CCDI often hears different descriptions that indicate confusion about the definition of inclusion, while with Peel Regional Police, we note that these answers are quite similar to each other, unlike the more internalized ways of describing diversity, noted above. Examples include:

#### **Inclusion as a state:**

- » When all those diverse groups can work cohesively together.
- » Equal opportunity to participate in the organization (from) both business and social standpoint.
- » Everyone being at the table and an equal player in whatever you are talking about.
- » You are open to everyone's opinions and values and deserve to be treated equally and respectfully.
- » Everyone working towards a common goal and enjoying a common goal.

### **Inclusion as action:**

- » Making sure no one within a particular group feels excluded from group because of race, identity, sexual identity, culture, status.
- » Creating an environment where everyone is included.
- » Inclusion is the ability to include everyone in the decision-making process, take input and understand the cultures we work with or deal with.
- » Bringing all those differences together and being part of a larger group.
- » Inclusion is how people mix together and making people feel valued as employees and welcome in sharing their difference and cultural ideas.
- » Making sure everyone is invited and everyone has opportunity to participate.

### **FINDING 1.4: Some Peel Regional Police Leaders and Board Members demonstrate a gap in terms of understanding that inclusive leadership includes an internal, self-reflective behaviour that is dynamic over time.**

CCDI often references research conducted by Deloitte, entitled the Six Signature Traits of Inclusive Leaders as it presents tangible behaviours that can guide leaders toward being inclusive. The motivation behind Deloitte's research underscores the importance of recognizing how traditional notions of leadership are changing to include evolving attitudes and values. The Deloitte traits also reflect the traits found in a systemic literature review conducted on police leadership, where it was found that five activities inform the definition of effective police leadership:

- » Setting, developing, and sharing a vision for the organization that creates a sense of purpose for followers;
- » Engendering organizational commitment;
- » Caring for subordinates, which requires them to seek out and provide development opportunities for staff, to take responsibility for staff well being, as well as engage in coaching and mentoring;
- » Driving and managing change, which moves the role of the leader from one of managing the status quo to enacting and achieving change or reform;
- » Problem solving with particular reference to proactive and collaborative styles of problem solving to address complex, interdependent, and unforeseen problems.

During the Leadership Growth leader interviews, we asked the PRP leaders and PPSB board member interviewees to identify the traits of an inclusive leader. This provides a comparison to the six (6) traits listed below. We summarized and analyzed these traits against those expressed by Peel Regional Police leaders and Peel Regional Police Services Board members. We found that there are some similarities between the traits, however some variances were identified as well<sup>11</sup>.

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<sup>11</sup> We have not separated out the responses for Board members and Police leaders due to the small number of Board members which could compromise confidentiality.

Trait	Deloitte definition	Examples of PRP leaders' and PPSB board members' definitions of inclusive leaders
<b>Commitment</b>	Highly inclusive leaders are committed to diversity and inclusion because these objectives align with their personal values and because they believe in the business case.	<ul style="list-style-type: none"> <li>» You recognize the differences and adjust your style to work with those people.</li> <li>» Someone who values every employee and welcomes them and includes them in all aspects of their work.</li> </ul>
<b>Courage</b>	Highly inclusive leaders speak up and challenge the status quo, and they are humble about their strengths and weaknesses.	<ul style="list-style-type: none"> <li>» Courageous to confront and remove barriers that impede inclusivity.</li> <li>» Somebody who isn't afraid to go out into public and not afraid to hear criticism, open to looking at issues in a different way.</li> </ul>
<b>Cognizance</b>	Highly inclusive leaders are mindful of personal and organizational blind spots and self-regulate to help ensure "fair play."	(no direct comments made)
<b>Curiosity</b>	Highly inclusive leaders have an open mindset, a desire to understand how others view and experience the world, and a tolerance for ambiguity.	<ul style="list-style-type: none"> <li>» Open to looking at issues in a different way.</li> <li>» Want different perspective and background – not closing the doors to new ideas.</li> <li>» Allowing for different voices to be heard. You make room for those voices, that may be different than the ones you want or the ones you hear on a frequent basis.</li> <li>» Open to other people's perspectives, ability to have a diverse understanding for various cultures, religious beliefs.</li> </ul>
<b>Cultural intelligence</b>	Highly inclusive leaders are confident and effective in cross-cultural interactions.	<ul style="list-style-type: none"> <li>» Showing empathy and looking at possibilities from their point of view, using language that reflects that. It is easy to talk, hard to do it. Have to work at it – be aware of it.</li> <li>» Their voice heard and is appreciated and contributes to the team. I need to understand different contexts.</li> </ul>
<b>Collaboration</b>	Highly inclusive leaders empower individuals as well as create and leverage the thinking of diverse groups.	<ul style="list-style-type: none"> <li>» Fairness and respect for the team. We have to trust the team and understand everyone.</li> </ul>

Table 4: Inclusive Leadership Understanding Gap Analysis

## Overall

Overall, comments on the traits of an inclusive leader focus on an external view of the operation of leadership. i.e., demonstrating empathy, seeking different opinions, listening to different voices which indicates a fairly common understanding of the need to be open to different ideas and active perspective taking was demonstrated. These types of behaviours fall almost exclusively into the curiosity trait for inclusive leadership, but only address two of the three aspects of this trait. The other element of curiosity, namely, coping with uncertainty, was missing. Certain comments are also more reflective of the cultural intelligence trait such as the need to understand different contexts and use the right language for the context.

In short, the style of leadership that seems to be expected, is more of an external, demonstrative leadership that focuses on a more passive stance of “being open”.

However, although “being open” is certainly part of the six traits of inclusive leadership, it should be balanced with other characteristics such as self-awareness and cognizance of one’s own biases. This imbalance may result in a blind-spot for leaders who may not understand that inclusive leadership requires an internal, self-reflective behaviour that is dynamic over time. This requires a focus on the internal aspects of behaviour that comes from self-learning, self-reflection, adaptation, and humility. These behaviours translate into authentic demonstrations of inclusive leadership that bridges the gap between “being open” and demonstrating that one truly values diversity. Inclusive leadership is an active, self-informed leadership that is cognizant of bias, challenges the status quo, and actively adapts behaviour to the needs at hand.

### **Focus on commitment, courage, curiosity, and cognizance of bias.**

#### **Commitment**

Few comments relating to commitment to diversity, equity and inclusion were based on alignment with personal values, or collaboration in terms of empowering others through trust and courage.

#### **Courage**

There was only one comment pertaining to “lead by example”, and there was very little discussion on humility or challenging the status quo. Only two comments directly addressed the idea of courageousness.

In the context of a rigid police culture, having leaders who do not personally believe that courage to challenge the status quo is part of inclusive leadership – will have tremendous effects on the police service’s ability to actually address the issues identified. In addition, in the definitions provided, there does not appear to be any recognition that courage is about humility and the ability to be honest about your own strengths, weaknesses and acknowledge mistakes.

## Cognizance of Bias

The most substantial gap we identified is with respect to cognizance of bias. Although many commented about the need to be open to different perspectives, in all the interviews no one commented about the need to be aware of individual bias or blind spots, nor organizational blind spots.

The comments indicate that there is likely an underlying belief that one can be bias-free. The comments also demonstrated a tendency to focus on similarities instead of acknowledging difference, which can indicate that the individuals are currently operating within a minimization mindset where differences are minimized. For example: “I don’t see colour. I treat everyone equally.” Or “just use common-sense.”

Under the guise of equality, these beliefs diminish the experience of people who experience the workplace in a different manner, and expose a presumption that there are common and understood behaviours and values for everyone that transcend differences. This mindset demonstrated in the interviews was further corroborated when we conducted cultural competence assessments of the board and leadership, as will be discussed further in section 1.10 below.

Examples include:

- » “A person that has no biases, open and fair, that does not look at people or communities under a different colour lens; sees people as human beings and treats them in a fair and equitable manner.”
- » “Treating everyone fairly, regardless of race, culture, sexual identity, encouraging groups that bring together different cultures and races, different types of thinking, focusing on commonalities between everything.”
- » “They would be consistent in decision making irrespective of where input is coming from.”
- » “My job is to make team feel like a part of the team regardless of why they were hired and background they come from.”

Comments indicating that one can have “no biases” and comments such as “regardless” of race or differences indicate a lack of awareness that everyone has biases. Assumptions that people can be bias free may indicate that individuals might not be cognizant of, or be working toward mitigating their own biases.

## FINDING 1.5: Majority of Peel Regional Police Leaders and Board Members strongly believe that the organization is committed to diversity and inclusion.

In our interviews, 93% of leaders and board members interviewed expressed that they agree or strongly agree that Peel Regional Police is committed to and supportive of diversity and inclusion<sup>12</sup>. This sentiment is supported in the commentary by phrases such as:

- » “I see it in my role ... We believe in diversity.”
- » “... I hear the reports that come to our board. I know how hard people are working to reflect the community. I think we are trying hard and are committed.”
- » “In 36 years, the way we deal with the community has changed. We didn’t attend events and go out in the community. We take this input and utilize it. Part of our Advisory Committees is we let them see our recruiting. We take their input as a foundation moving forward. We have liaison officers who attend events. We go to graduation, sporting events, dinners. We give presentations and sometimes there is a lack of knowledge.”
- » “I am privy to big initiatives, huge focus on recruiting within community that officer reflect community. Chief does numerous forums to racialized groups. All the things I see that are in the forefront and the time and effort put into it that makes me think that we are in pursuit of that.”
- » “I think we have worked hard in that there are no barriers, to show that we are inclusive. We have created policies for all employees, and we send out reminders to ensure they are aware. Our processes are for making a complaint about someone saying or doing something inappropriate. Emails or conversation reminders – send the message 11 different ways – posters, emails, corporate communications, policies. Also, a reminder to say that if they are feeling disrespected can complaint. Notify supervisor, above their supervisor, send a direct email to Chief’s email – launch a professional standards complaint – or go to association rep who can make a complaint. Third party reporting.”

These comments indicate a belief that the policies, programs and initiatives are **the whole solution**. This does not take into account two critical ingredients: the mindset and capability of the leaders to create a diverse,

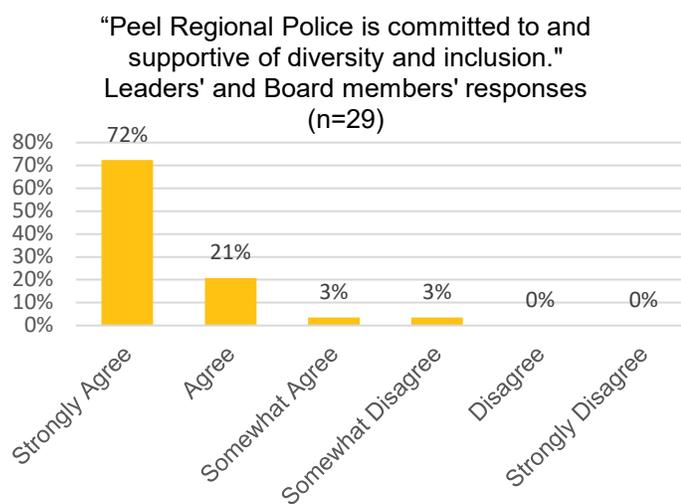


Figure 6: Leaders perception of support and commitment to diversity and inclusion

<sup>12</sup> We will revisit this perception later in our analysis, when we compare with employees’ perceptions in section 3 of this report.

equitable and inclusive organization, and the organizational culture of unwritten rules – i.e., what actually happens to someone when they come forward with an issue or complaint.

**FINDING 1.6: Peel Regional Police Leaders and Board Members indicate that they believe brave, helpful and hard-working people fit best at Peel Regional Police.**

In the Leadership Growth leader interviews, Board and Service respondents shared the most important qualities that one must possess as an employee at Peel Regional Police.

**Bravery/courage, helpful, hard-working, common-sense**, and the **ability to follow process** in a hierarchical, command-and-control oriented organization, were the most cited qualities of people who best fit at Peel Regional Police.

However, leaders interviewed expressed a wide range of attributes, including:

**Control-focused**

- » Acquiescent - don't rock the boat.
- » Command and control oriented - challenges are considered subordination; whiners bring people down.

**Competence**

- » Common sense - inner voice that tells you that something is not right.
- » Competent.
- » Intelligent.

**Dedicated and ambitious**

- » Believe in and committed to purpose of the organization.
- » Driven; eager to learn.
- » Fitness-conscious.
- » Hard-working. 1
- » Impactful.

**Self-assured, able to lead**

- » Brave.
- » Confident.
- » Courageous.
- » Leader - ability to take command.

**Principled**

- » Professional.
- » Respectful.

- » Ethical.
- » Honest, fair, kind, sincere - Moral compass – you need to have good judgement and be non-judgmental.
- » Integrity.

**Interpersonal skills**

- » Adaptable and flexible.
- » Attention to detail.
- » Balanced – think holistically about enforcement with community complexity.
- » Caring and compassionate; empathetic - be a person before being a police officer.
- » Communicative
- » Community-focused and engaged; people-person
- » Compromising.
- » Diplomatic.
- » Helper

**Interpersonal skills (continued)**

- » Inclusive.
- » Leave work at the door (don't take this home to your family).
- » Listener
- » Open
- » Personable
- » Sense of humour.
- » Team-oriented.

Furthermore, although the qualities of bravery and courage came up as an attribute of someone who best fits at Peel Regional Police, it did not come up in a substantial manner in the question regarding inclusive leadership.

When we look further into the elements of courage in the inclusive leadership model, it is made up of humility (the awareness of personal strengths and weaknesses) and courage (in terms of being an agent for change). So, in this sense, courage is about standing up to or challenge the status quo. We question whether this definition of courage corresponds with the one cited by respondents as to who best fits.

**FINDING 1.7: Peel Regional Police leaders and Board members broadly perceive fairness, consistency and flexibility to exist in the organization.**

Three quarters (76%) of PRP leaders and PPSB Board members agree or strongly agree that policies are applied consistently and fairly. In response to the statement, “Peel Regional Police Managers, Inspectors, Directors, Superintendents, Supervisors, Sergeants, Assistant Managers and Staff Sergeants, apply policies consistently and fairly,” none of the leaders or board members disagreed with the statement, and only 17% had a neutral response (“somewhat agree” or “somewhat disagree”). Figure 7 shows the distribution of PRP leader and Board member responses.

There was a more varied response from PRP leaders and PPSB board members in response to the statement, “In my experience, everyone is treated fairly and consistently when applying for a job or promotion at Peel Regional Police.” Although more than half (62%) had a positive response, there were some neutral and negatives responses to this statement, with 20% in the neutral range and 13% disagreeing. The distribution of answers for this question are shown in figure 8, previous page.

“Peel Regional Police Managers, Inspectors, Directors, Superintendents, Supervisors, Sergeants, Assistant Managers and Staff Sergeants, apply policies consistently and fairly.” Leaders' and Board members' responses. (n=29)

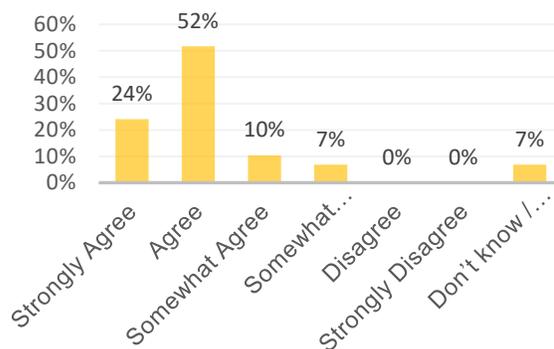


Figure 7: Leaders' and board members' perception of fairness and consistency

“In my experience, everyone is treated fairly and consistently when applying for a job or promotion at Peel Regional Police.” Leaders' and Board members' responses. (n=29)

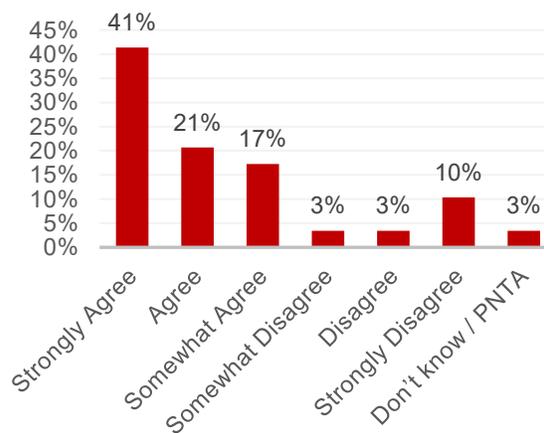


Figure 8: Leaders and Board perceptions of fairness in hiring and promotion

Additionally, an overwhelming majority of PRP Leaders and PPSB Board members (82%) believe that the PRP work environment is flexible and accommodating for people with different needs or abilities. None of the Leader or Board interview respondents in the interviews disagreed with the statement: "Peel Regional Police's work environment is flexible and accommodating to people with different needs or abilities." (Figure 9).

Although the Board and Leaders of the Peel Regional Police have a very positive view of the fairness, consistency and flexibility, later in this report, we shall examine the contrast with employee perceptions.



**FINDING 1.8: Almost three quarters of Peel Regional Police Leaders and Board Members don't believe that barriers exist or rarely exist for certain groups at Peel Regional Police.**

The majority perspective among the PRP leaders is that there are no barriers, or only rarely. Some leader and board interviewees responded that there are barriers some of the time.

Nearly half (48%) of the leaders and board members indicated there are never barriers in the organization. 24% of leaders and board members interviewed said there are rarely barriers. Only 28% of interviewees acknowledged that there are barriers some of the time.

Respondents were subsequently asked why they chose the answer they did. Generally, most people understood barriers in the workplace in terms of the visible ways (i.e. civilian vs. sworn) in which someone's career path could be limited, rather than implicit, yet systemic barriers such as racism, sexism, homophobia, etc.

"Peel Regional Police's work environment is flexible and accommodating to people with different needs or abilities."  
Leaders' and Board members' responses. (n=29)

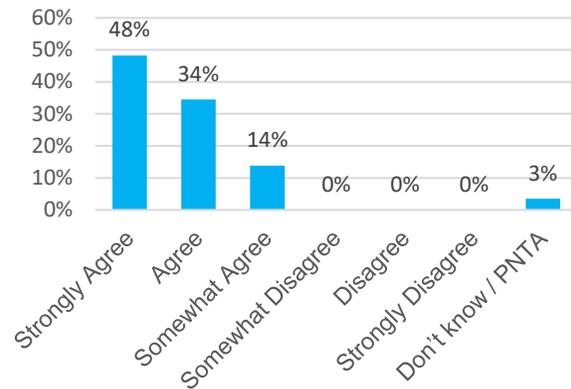


Figure 9: Leaders and Board perception of flexibility of the work environment

"Are there any barriers for certain groups at different levels in the organization? "  
Leaders' and Board members' responses. (n = 29)

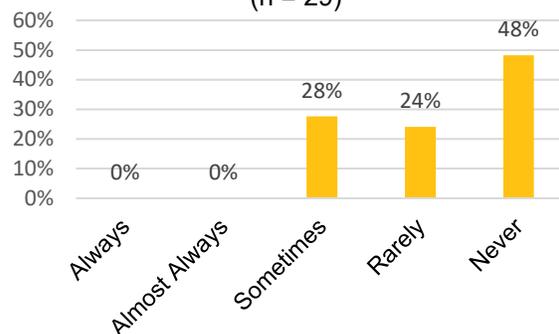


Figure 10: Leaders' and Board members' perceptions of barriers

Most leaders expressed that advancement is generally based on merit.

This may represent a potential blind spot for leaders, as it demonstrates a gap in understanding of the systemic nature of barriers and how an organization can effectively devalue and discount diversity and differing experiences, by not recognizing that people may face barriers due to their identities. Comparisons of leaders' responses on this question to the perceptions of employees in the organization will be elucidated in Section 3 of this report.

### **Proof Points. Examples from Leaders' and Board members' Interviews**

**Never or Rarely: Examples of leaders' and board members' reasons of their answer.**

- » "Never - Don't believe there are any barriers."
- » "Never - Comes down to working to do all the steps to get promoted; get promoted based on your work. Must become competitive and make your area better."
- » "Never - some areas have not been as diverse as others. For example, Guns and Gangs. Diverse candidates are not applying. We did some lunch and learns and asked for diversity in some of the units. We need to educate people and provide them with more information. The pool sometimes needs some work, so we can change it."
- » "Never - Civilian are more women and police officers are more men, but I don't see any barriers."
- » "Barriers are in the person's own mind."
- » "I think we just want the best person. The person that didn't get the position could say they didn't get the job because they are Chinese, but they may have had ties to something else."
- » "Rarely - If you have qualifications to get a job, fair chance of being evaluated to do the job."

**Sometimes - Examples of leaders' and board members' reasons for their answer.**

- » "Sometimes - most of barriers are systemic. Been in org for [over 20] years, and when started there was some overt card-carrying racists. We don't hire those people anymore. We haven't for a good 10-15 years. Can't vouch for before that. Overt bias, racism, bigotry, is not the problem that it used to be. Systemic bias, based on gender, race, orientation. Everyone is willing to say bias exists, but acknowledging the bias exists is only part of the issue. The other part of the issue is not everyone has power. .... Systemic bias not going to acknowledge it exists, overt bias we have reduced. Leadership is not trying to be biased. Trying to be open, transparent for the most part. Organization built on systemic bias over 40 years. We have to face that and take steps to address it. We are struggling to admit there is bias."
- » "Sometimes - Barrier being uniform to civilian, uniform side Senior management held in higher regard, mindset that you don't have uniform background, can't contribute to whatever project/process; sometimes feel it should be flipped."
- » "Sometimes - if a candidate has not been a volunteer they would be disqualified; if a candidate was other than female or male, they would could not make it in; someone who

is differently gendered or whose first language is not English would likely not become a member.”

- » “Sometimes - on the uniform side. Most cases it is operationally – mandated requirement, i.e. Peel is very good at its internal hiring process. But not so good at getting everyone the same training to get qualifications; for officers who do a lot of arrests and have to do a lot of court time, not enough time for courses. There should be specific courses at each level that everyone is required to do. Everything should be consistent for everyone at the same level.”

### Analysis:

These findings and comments from the leadership suggest a belief amongst some of the leadership that the police service is a meritocracy and that processes are fair and equitable. This also corresponds with the findings from the Leadership Growth leader interviews where one of the gaps in outlining the traits of an inclusive leader included cognizance of bias.

Comments that indicate an awareness of bias and barriers often indicate: “not like it used to be,” with a lack of acknowledgement that the issues still persist and continue to be serious issues. The belief that either the barriers do not exist, or they are not like they used to be may lead to complacency and a lack of action or inertia in terms of culture change.

We will revisit these responses in section 3 of this report when we compare responses from employees of the police service.



### **FINDING 1.9: Peel Regional Police Leaders and Board Members do not appear to have a common understanding of systemic oppressions that may exist in the organization.**

Leaders and board members were asked if they believe sexism, racism, homophobia, or ageism exist in the organization. Peel Regional Police leaders and PPSB Board members demonstrated a mixed awareness of the existence of various oppressions or ‘isms’ within the police service.

There are several members of the leadership and board who indicated they do not believe that racism, sexism, homophobia or ageism currently exist in the organization. Approximately one third of the PRP leaders indicated their belief that these systemic oppressions do not exist within PRP.

There are several leaders and board members who indicated their belief that these oppressions manifest only as individual acts of meanness. A number of respondents indicate that these ‘isms’ exist in individuals, but not in the organization, nor are they making the connection that these oppressions are systemic in our society and therefore are also in our organizations. In other words, we don’t leave the oppressions that we experience in society at the door when we come to work.

This continued belief by some leaders and board members that there is no racism is disconcerting when we consider the Interim Decision in 2017 by the Ontario Human Rights

Tribunal, in the case of Peel Police vs Sandhu which found that the Peel Regional Police discriminated on the basis of race. While we acknowledge this was an interim decision and the case is still before the tribunal, the OHRC has found evidence of racial discrimination to warrant issuing an Interim Decision. The sections below demonstrate the responses from the PRP leaders and PPSB board members' interviews with respect to racism, sexism, homophobia and ageism.

### **Area of Focus: Racism**

Racism is a belief system that espouses the notion that race is a determinant of human traits and capacities and that racial differences produce an inherent superiority of a particular race, and inferiority in others.

#### **Finding re: Awareness of Racism**

- » Lack of common understanding on the definition of systemic racism, as the focus is on how racism is expressed, not on what it is.
- » Comments made by leaders exemplify the understanding that racism is a characteristic that some individuals exhibit, rather than a belief system that is expressed in the practice of institutions.

#### **Proof points from interviews**

##### *Do not agree that racism exists in the organization:*

- » "Haven't seen it; in the early days going back 1990s, there was; nowadays past 10-15 years, personally no."
- » "Have I seen it? No. Have I read about it? Yes. Has anyone ever told me? No. Do I think there is? I have never personally felt it. I have read about it in HR complaints. More publicized than hearing first hand."
- » "Racism is hidden. Never experienced it myself. The kind of nonsense tolerated 30 years ago, is not tolerated. Doesn't exist - if it does, it is enclosed."
- » "In the context of the Board, have never see the racism and in fact have seen the opposite. In the context of individuals, have heard some comments that were inappropriate."

##### *Unsure or see racism as isolated individual acts:*

- » "I think there is. There is nothing I have seen firsthand in the last 10-15 years. People know what our policies and procedures are. They will likely be reported. It could be interactions with our own staff and the public. We have Fair and Impartial Police training to try and mitigate this."
- » "I think there is. I don't think it is rampant. I think sometimes it's ignorance and lack of experience that manifests itself in ways, do people realize their perceptions are skewed because of experiences? I'd be naïve to say no, I think there is in terms of some people's experience."

- » “Not systemic racism but there are individuals who are racist.”
- » “Organization– no. Individuals – Yes.”
- » “Yes, there is a small number of people who hold racial [sic] views.”
- » “There probably is in individuals but it is not widespread.”
- » “There wouldn’t be racism in this organization. It could be personal racism.”

***Believe that racism exists, have witnessed/experienced it:***

- » “Yes, of course. Not open racism, but human nature.”
- » “Yes- officers that have committed impaired driving, substance abuse, domestic abuse, of course we have bigotry. Not overt like it used to be. It is not in your face. Absolutely we have those whose behaviours and those perspectives are not what we want them to be.”
- » “I feel that people look at me and it is not a common factor to see someone like me – but it is my suspicion that underneath, a couple of the members’ thoughts are like that.”
- » “I am sure there is. Worst case is the ones that aren’t in the face.”

**Area of Focus: Homophobia and Transphobia**

Homophobia and transphobia encompasses a range of negative attitudes and feelings toward homosexuality or people who are identified or perceived as being lesbian, gay, bisexual, trans-identified or Queer (“LGBTQ2+”). It has been defined as contempt, prejudice, aversion, hatred or antipathy, may be based on irrational fear.

**Finding re: Awareness of Homophobia and Transphobia**

- » Inconsistent understanding of homophobia in the organization. Significant number of leaders have the perception that it does not exist or have never witnessed it.
- » There are admissions that it exists, but it’s an ‘individual’ attribute.
- » There is a conflict in terms of most people say there isn’t homophobia, while at the same time do not know if there are gay men or women who are ‘out’ in the organization.

**Proof points from Interviews**

***Do not believe homophobia exists in the organization:***

- » “No, have never seen that.”
- » “Never seen it or felt it. I have read about it. I think in military it may be prevalent. Never seen it.”
- » “No, I don’t. Pretty sure about that. Nobody cares. Completely gone. As long as you do your job. I am positive that is the case.”
- » “The way people who work here accept people in a professional capacity.”
- » “There are LGBTQ2+ women currently in division; don’t think men would be treated any differently.”
- » “Have had men come out at other divisions but he hasn’t dealt with that.”
- » “I haven’t seen this.”

- » “I would say no – it’s a sign of the times.”
- » “Policing as a culture is not homophobic; don’t think that a gay person would receive different or poor treatment, either as a civilian or in uniform.”

*Unsure if homophobia exists or see it as isolated individual acts:*

- » “Don’t know.”
- » “Know that there are people who have different opinions and values and may not agree with certain lifestyles and choices.”
- » “May be still something there.”
- » “Some people are homophobic yes, but the organization is not.”
- » “...I don’t think people care anymore.”
- » “Trying to hire a diverse work force; trying to hire ethnicities from certain faiths that are not conducive to LGBTQ2+ community.”

*Believe homophobia exists:*

- » “Yes, same reasons mentioned above; not enough officers and members willing to take the steps to understand that lifestyle.”
- » “There has been. Particularly among young officers, when I think of young tough guys, there is that comments. I know that has happened before. That is out there. We are hiring young, males often that consciously realize names or comments.”
- » “Of course, although on the female side have much higher percentage of LGBTQ2+; can’t think of any out gay male.”
- » “Doesn’t seem to be an issue with females, but it does with males. One officer is gay, just came out now after 30 years; previously he was excluded a lot; now he is very knowledgeable and experienced and more included than he would have been many years ago.”
- » “Absolutely, we have more women that are openly gay that are part of organization. Gay men are like hen’s teeth here. There are a few and those that tend to not be openly gay. I believe, I could be wrong, gay men have not been well represented in organization. Don’t feel comfortable in organization. One gay officer was poorly treated. He left the organization. I had to tell people this behaviour is unacceptable, if continues.”

**Area of Focus: Sexism**

Sexism is prejudice or discrimination based on a person's sex or gender. Sexism can affect anyone, but it is particularly documented as affecting women and girls. It has been linked to stereotypes and gender roles and may include the belief that one sex or gender is intrinsically superior to another.

*Finding re: Awareness of Sexism*

- » Inconsistent understanding on the existence and definition of systemic sexism.

- » Comments made by several leaders exemplify the understanding that sexism is a characteristic that some individuals exhibit, rather than a belief system that is expressed in the practice of institutions.

### **Proof Points from Interviews**

#### *Do not agree that sexism exists in the Peel Regional Police.*

- » “No. Try so hard to bring women in, at 18-19% of force being female. Can’t get them to apply; have partnerships with Ontario Universities Association, Ontario Soccer League, sports teams. Try to target groups and people that are fit and work in teams. Do challenges, invite groups to come see and tour facilities. Attending colleges to talk to potential candidates. Recently held a competition where 6 colleges brought top 2 females and males to compete against Peel Fitness team in various trials.
- » “I haven’t seen any. Things have changed since 1991. There is less noise than what I used to hear. Especially at senior management – it is very respectful. “
- » “Not that I have seen.”
- » “Last 20 years, no.”
- » “I haven’t seen this.”
- » “Have I seen it, no. My boss is a woman. All my bosses have been a woman. I think women in civilian side have same opportunity and consideration with regards to advancement. Have not seen it.”

#### *Not sure or see sexism as individual acts:*

- » “Not that I have seen. But there must be because it exists in society.”
- » “There are people who are sexist, but the organization is not. The org is male-dominated but not sexist; haven’t had any sexist experiences.”
- » “Yes, there is a small number of people who hold sexist views.”
- » “Probably yes. I think attitudes about race and sex have changed for the better and it is not overt.”
- » “There must be, haven’t experienced it or seen it amongst people around. Everybody is treated upfront regardless of who they are.”
- » “Generally speaking no but with individuals, yes. Not knowingly in policy or in management.”

#### *Do believe that sexism exists:*

- » “Yes, to some degree; this is getting better.”
- » “Absolutely. We have a society that is patriarchal and just because we have a female chief... the two are not connected. The fact that we have a female chief and female leaders and supervisors, those are not necessarily connected. There is still misogyny in our organization. Same as racism issue. We have to take steps proactively to deal with them.”

- » “Yes, in some cases. I think it is also nature of organization, majority male. For many years, it has been that way. Changes are coming, increasing # of females. Still get comments about Senior Officers- referring admin staff as “girls”. You can’t help but notice it. Often in meetings when it is all men, not to say I am experiencing sexism, but very noticeable.”
- » “Yes – Because of comments being made.”
- » “Yes . . . not enough representation of women in senior positions. Organization has huge disproportion of male to female employees.”
- » “Of course. People have lost focus with the fact that we have a female chief who has probably been the only female in the rooms she’s been in.”
- » “Yes, most of women in certain groups try to overcompensate to succeed.”

### **Area of Focus: Ageism**

Ageism is stereotyping of and discrimination against individuals or groups on the basis of their age.

#### **Finding re: Ageism**

- » Mixed answers with majority of interviewees indicating they do not believe there is ageism.

#### **Proof points from Interviews**

- » “Not sure.”
- » “No - but the promotional process is very thorough, and it takes time. Younger employees need to wait for openings and retirements.”
- » “No not that I have seen.”
- » “No – you have to work here a certain amount of time for experience.”
- » “No, in the older days, officers had to be young and fresh out of school. Now we’re hiring people with life experience, immigrants that come from war torn countries and hardships, they bring so much because they have life experience.”
- » “No, we have someone here who is 69 years old, has been there for 40 years.”
- » “If you want to consider yourself a victim, this is how it can happen; competence and experience are highly valued. If you have these, you will be valued until you retire. But if you are getting old and heading to retirement and you don’t care and work less and become less competent; people will respond negatively.”
- » “I think somewhat. Not as much as the other areas (sexism/homophobia). It can go both ways. We have such a gap- young recruits and senior people. It is really lack of understanding on either side. It is bridging the gap between millennials and gen x/y. Go back to family accommodations - frustration from Senior officers. Getting more perplexed senior officers, or a junior officer will come forward with workplace complaint. Senior officer - that is the way it is. Lack of understanding about ‘the old days’ that it is not acceptable now.”

- » “Less so than the others. Primarily because of leadership of organization in late middle ages. Maybe because I haven’t focused on it may say something about it.”
- » “Lot less tolerance for someone who not pulling weight because they are close to retirement.”
- » “Yes, looking for promotions at a younger age has been a big challenge; you are looked at as still young kid, told you have lots of time to be promoted.”
- » “Peel is one of the last police organizations holding age as a benchmark for promotion.”
- » “Yes, for sure. Officers who join later may have training officers who are much younger and have less life experience.”

*Note: Findings 1.10, 1.11 and 1.12 relate to the cultural competence of the Peel Regional Police Leaders and Board Members as assessed by the Intercultural Development Inventory®.*

## Background and methodology

### About the IDI® Questionnaire.

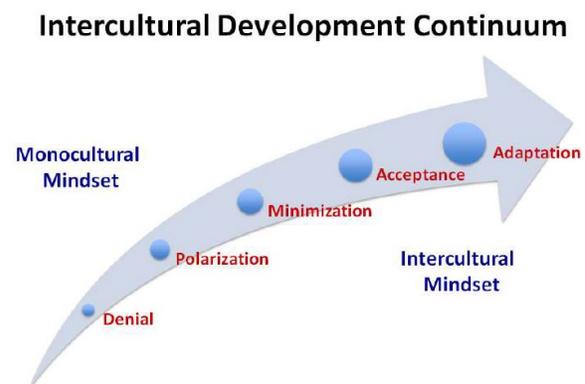
The IDI is a 50-item questionnaire (similar to Myers-Briggs or other psychometric self-assessment tools) that can be completed in approximately 10–20 minutes. A wide range of organizations and educational institutions use the IDI®. Thousands of Qualified Administrators in more than 30 countries have extensively applied the IDI in corporate, non-profit, and educational contexts. In addition, more than 60 published articles and book chapters as well as over 80 Ph.D. dissertations have been dedicated to the IDI®.

### What the IDI® Measures.

The IDI® measures an individual or group’s level of intercultural sensitivity along the Intercultural Development Continuum®, which is based on the Developmental Model of Intercultural Sensitivity, a widely respected developmental model originally created by Dr. Milton Bennett.

The Intercultural Development Continuum® (shown in figure 11) theorizes that individuals progress through specific phases of development in their understanding of the complexity of cultural similarity and difference. Each position along the continuum represents an increasingly complex understanding of cultural difference, which in turn allows increasingly sophisticated and engaging experiences with people of other cultures.

One of the interesting features of the IDI® assessment is that it measures where the individual *thinks* they are on the continuum (known as their Perceived Orientation), and where they *actually* are developmentally (known as their Developmental Orientation).



*Figure 11: Intercultural Development Continuum*

## Outputs of the IDI® Assessment Process.

The IDI® tool generates profiles of an individual's and a group's capability for shifting cultural perspective and adapting behavior toward cultural differences and commonalities – that is, it measures their level of intercultural competence. The IDI® tool also produces developmental plans for individuals who complete the assessment, which is aligned with their Developmental Orientation, or where they actually are, developmentally.

### Completion rate

#### Peel Regional Police Leaders

In total 23 out of 23 Peel Regional Police Leaders invited to participate did complete the IDI® assessment questionnaire and subsequently completed their individual Debrief and Coaching session. Most of the PRP Leaders attend the half-day developmental session on September 14, 2017.

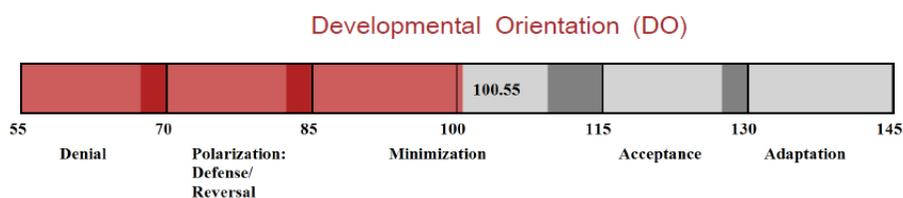
#### Peel Regional Police Services Board

Five of the seven PPSB members completed their IDI® assessment questionnaire. Three of the seven PPSB members completed their individual Debrief and Coaching sessions. Two PPSB Board members participated in the half-day developmental session on September 14, 2017, and two staff members of the PPSB were also in attendance.

### Aggregate findings from IDI assessments of PRP leaders and PPSB members.

#### Peel Regional Police Leaders

The majority of the Peel Regional Police leadership team is operating from a minimization mindset as assessed by the IDI®. The chart below provides the group aggregate results of the 23 PRP leaders who were assessed using the IDI®.



*Figure 12: Aggregate combined IDI-assessed developmental level of PRP Leadership team*

The predominant mindset in the group is Minimization, with 56% of the group in Minimization. 8.7% of the PRP Leadership were assessed to be on the cusp of Acceptance, which means they are in high Minimization transitioning into Acceptance. 13% of the PRP Leadership were Assessed in Acceptance. Figure 13 shows the range of developmental levels within the PRP Leadership team.

It is important to note that 17.3% of the leadership team are in polarization or high polarization, on the cusp of minimization.

The implications of each of these mindsets are discussed in the next section.

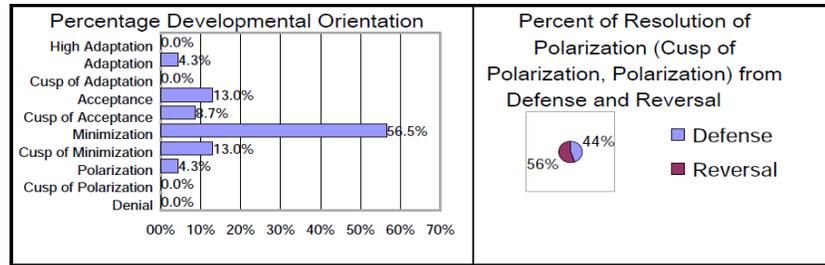


Figure 13: Range of IDI-assessed developmental levels of PRP Leadership Team (n=23)

### Peel Regional Police Services Board Members

The PPSB members who completed the IDI assessment were, as a group, assessed to be in high Minimization, on the cusp of Acceptance.

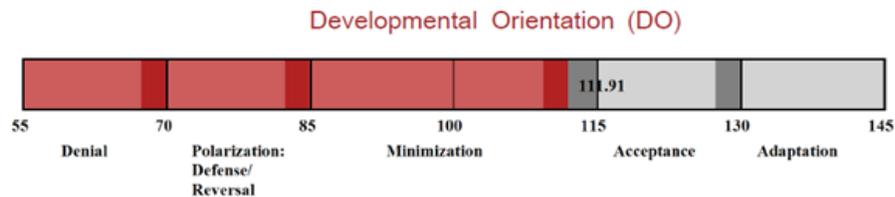


Figure 14: Aggregate combined IDI-assessed developmental level of PPSB members

Of the Board members who completed the assessment, there were a range of developmental levels from Minimization to Adaptation. The chart below shows the range of developmental levels of the Board members as assessed by the IDI.

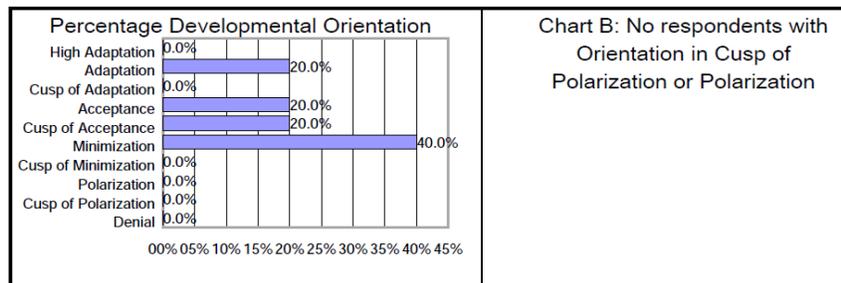


Figure 15: Range of IDI-assessed developmental levels of PPSB members (n=5)



**FINDING 1.10 – A number of Peel Regional Police Leaders are operating from a Polarization mindset which may create issues in the work environment for minoritized individuals.**

### Polarization

Polarization is an evaluative mindset that views cultural differences from an ‘us versus them’ perspective. Polarization can take the form of Defense (i.e., “My culture is superior to other

cultures”) or Reversal (i.e., “Other cultures are better than mine”). Within Defense, cultural differences are often seen as divisive and threatening to one’s own way of doing things.

Reversal is a mindset that values and may idealize other cultural practices while denigrating one’s own culture group. Reversal may also support the cause of an oppressed group, but this is done with little knowledge of what the cause means to people from the oppressed community.

**Effect:** When Polarization is present in an organization, diverse groups or individuals can feel uncomfortable.

Individuals in Polarization are typically judgmental of those who are different. Given their developmental level, their behaviour and comments related to race and culture may be polarizing and denigrating to racial and culture groups other than their own. This behaviour will have a serious detrimental effect on the people who report to them and the direction they give to their subordinates about how to deal with the public and how to deal with issues of diversity, equity and inclusion.

Their approach and behaviour may create an unsafe work environment for minoritized individuals because the leader may make comments and engage in behaviours that are inappropriate, or even outright violations of human rights codes and organizational codes of conduct. Further, leaders in this mindset may be more likely to dismiss complaints of inappropriate behaviour in their ranks, and/or condone the actions of others who make inappropriate comments. At the very least, there is unlikely to be consequences for inappropriate behaviour when the leader is in a Polarization mindset.



**FINDING 1.11 – The majority of Peel Regional Police Leaders are operating from a Minimization mindset which overemphasizes similarities instead of acknowledging and valuing differences and may be undermining diversity and inclusion efforts.**

### **Minimization**

Minimization is a transitional mindset between the more Monocultural orientations of Denial and Polarization and the more Intercultural/Global worldviews of Acceptance and Adaptation.

Minimization highlights commonalities in both human Similarity (basic needs) and Universalism (universal values and principles) that can mask a deeper understanding of cultural differences.

Minimization can take one of two forms: (a) the highlighting of commonalities due to limited cultural self-understanding, which is more commonly experienced by dominant group members within a cultural community; or (b) the highlighting of commonalities as a strategy for navigating the values and practices largely determined by the dominant culture group, which is more often experienced by non-dominant group members within a larger cultural community. This latter strategy can have survival value for non-dominant culture members and often takes the form of “go along to get along.”

**Effect:** When Minimization exists in organizations diverse groups or individuals often feel “not heard.”

This is important because, as discussed in the PRP leaders’ and PPSB board members understanding of inclusive leadership, cultural intelligence and cognizance of bias are two essential traits of inclusive leaders.

When the majority of a leadership team is in minimization, they may not place enough value on difference and may tend to maintain the status quo. They may also dismiss or reject feedback from minority group members because it is not the view of the majority.

As an example of this, our Leadership Growth leader interviews showed that approximately about 1/3 of the leadership team do not believe there is racism, sexism or homophobia in the organization, and a further 1/3 of the leadership team see racism, sexism, or homophobia as individual acts of meanness, rather than recognizing the systemic nature of such oppressions.

Many of the PRP leaders who are in minimization say they are supportive of diversity, equity and inclusion, and can cite the policies and programs they have in place that are dedicated to diversity, equity and inclusion, without recognizing the impact that their minimization mindset has on the effectiveness of those policies and programs. A common refrain from speaking with leaders in the police service was “we are doing so much, and people don’t recognize it.”

Yet, the mindset of minimization plays out in day-to-day behaviours and manifests as a lack of understanding of the experiences of minoritized individuals in the police service. This leads some members of the police service and some members of the public to suggest that the leaders do not “walk the talk”, as will be discussed in subsequent sections of this report.

**FINDING 1.12 – Twenty-six percent of PRP Leaders are assessed in Acceptance or Adaptation. However, leaders who are operating from an Acceptance or Adaptation mindset may be experiencing frustration, disengagement and possibly reprisals for challenging the status quo.**

### **Acceptance and Adaptation**

With an Acceptance orientation, individuals recognize and appreciate patterns of cultural difference and commonality in their own and other cultures. An Acceptance orientation is curious to learn how a cultural pattern of behavior makes sense within different cultural communities. This involves contrastive self-reflection between one’s own culturally learned perceptions and behaviors and perceptions and practices of different cultural groups. While curious, individuals with an Acceptance mindset are not fully able to appropriately adapt to cultural difference. Someone with an Acceptance orientation may be challenged as well to make ethical or moral decisions across cultural groups. While a person within Acceptance embraces a deeper understanding of cultural differences, this can lead to the individual struggling with reconciling behavior in another cultural group that the person considers unethical or immoral from their own cultural viewpoint.



**Effect:** When Acceptance is present in organizations, diverse groups or individuals are likely to feel “understood.”

When leaders are in Acceptance, they are more likely to value difference, to seek out different perspectives, and to recognize and accept that other people are having experiences different than their own. Individuals in acceptance are more likely to recognize the importance and impact that their own cultural identity has on the way they experience the world and are more likely to be aware of the oppressions and barriers faced by others.

An Adaptation orientation consists of both Cognitive Frame-Shifting (shifting one’s cultural perspective) and Behavioral Code-Shifting (changing behavior in authentic and culturally appropriate ways). Adaptation enables deep cultural bridging across diverse communities using an increased repertoire of cultural frameworks and practices in navigating cultural commonalities and differences.

An Adaptation mindset sees adaptation in performance (behavior). While people with an Adaptation mindset typically focus on learning adaptive strategies, problems can arise when people with Adaptation mindsets express little tolerance toward people who engage diversity from other developmental orientations. This can result in people with Adaptive capabilities being marginalized in their workplace.

**Effect:** When an Adaptation mindset is present in the workplace, diverse groups or individuals tend to feel “valued and involved.”

Leaders in Adaptation will generally be excellent leaders, adept at listening to and acting on different perspectives and adapting their leadership and communication style to be most effective in different contexts. Individuals in Adaptation are likely to be very aware of the importance of difference between people, and the experiences of others who are not like them.



**RISK:** It should be noted that given that there are few leaders in the PRP who are in Acceptance or Adaptation, some of these individuals expressed frustration and/or may feel stymied or obstructed in discussions about diversity, equity and inclusion with other members of the leadership team. Research shows that a team where the majority of are in minimization will tend to maintain the status quo. A common outcome of this type of situation is that those leaders who are in Acceptance or Adaptation may feel that they are silenced by the majority, and may possibly experience reprisals because they have potentially been labelled as ‘troublemakers’ or ‘an obstacle to getting things done’.

## II. Organizational culture.

This section provides information regarding workplace demographics, feelings of inclusiveness, findings around the organizational culture, and issues raised by employees related to experiences of particular groups at PRP. The information is provided as finding statements with proof points from multiple data collection techniques, and provides information grouped into the following sections:

- » Documentary Review and SWOT analysis.
- » Demographics of the employee base.
- » Perceptions of inclusiveness of the workplace.

### Formal Organizational Culture

#### Workforce Growth: Documentary Review

From a diversity, equity and inclusion perspective, CCDI's Documentary Review is designed to ensure that the overall framework or infrastructure of PRP does not pose any unintentional formal barriers or discriminatory practices. Policies serve several important functions:

- » Communicate values and expectations of how things are done.
- » Keep the organization in compliance with legislation and provide protection against employment claims.
- » Document and implement promising practices appropriate to the organization.
- » Support consistent treatment of staff, fairness and transparency.
- » Help management to make decisions that are consistent and predictable.
- » Protect individuals and the organization from the pressures of expediency.

For Peel Regional Police, a sample of 77 key operational and human resources directives were reviewed both on an individual level and as a collective, in terms of how they work together as a systemic framework for the organization. In each section, we summarize the essence of the policy, and then table examples of areas that can be improved from a diversity, equity and inclusion lens.

#### Background

The Peel Regional Police has a comprehensive set of directives in the following categories:

- » Administrative and Organizational
- » Policing and Enforcement

They are contained in two separate manuals: an office manual and a field manual. One key document that guides the creation of the directives is the *Ontario Policing Standards Manual*.

The convention for each policy statement is suggested in the Standards Manual as: "It is the policy of the Service..."

The content of many of the directives is also guided by the Standards and the *Police Services Act* and its regulations, with specific sections being referenced in the directives as appropriate.

Overall, the policy framework and content demonstrate a large and comprehensive volume of directives covering a broad range of topics.

The directives are available to the Peel Regional Police employees through its intranet site and the policies are managed in the following way:

- » Risk Mitigation manages the overall policy framework and the process of developing and keeping policies up to date and compliant, including evaluating format, risk and continuity overall.
- » Policy content / review is solicited from subject matter experts in the field and / or department or functional leaders. There are several rounds of review / approval, including a posting period for review by all, including the Police Association and the Senior Officers Association.
- » Once policies are approved by the Chief, they are placed on a review cycle based on risk, where low risk policies are reviewed on a 3-year cycle and high risk on an annual basis.
- » A print out of the full schedule of policies was provided with effective date, re-evaluation date, re-evaluation frequency, policy owner and the corresponding member of Risk Mitigation assigned to that policy.

## **FINDING 2.1: Documentary review identified opportunities to increase effectiveness in the policy infrastructure (compliance and accessibility) of Peel Regional Police.**

### **Regular review/updating:**

- » Scheduling and completing reviews regularly is a good practice, if applied consistently and Peel Police has a strong system in place.
  - Effective Date is indicated on the first page of every policy, as well as a re-evaluation date.
- » A random sampling from the schedule of policies indicated some discrepancies in terms of the re-evaluation frequency and the actual effective date and re-evaluation date.
  - Generally, for example, a policy on a tri-annual review frequency showed a gap of 6 years between effective date and re-evaluation date. Another one with a bi-annual frequency, showed a 5-year gap.
  - As a specific example, *I-B-101 (O) Complaints Against Police* was slated for re-evaluation in June 2018. The effective date of the current directive is 2013/10/01. The frequency for review is Annual.

### **Ease of navigation:**

- » Directives have been added over time on an as needed basis, sometimes required in

response to legislative / regulatory changes, leading to a large volume of documents to search and navigate.

- » There are some inconsistencies in format and presentation of content. This is particularly the case in older documents that are, in some cases, overdue for re-evaluation according to the Schedule.
- » There is no indication in the documents that they are available in alternate formats.
- » Each directive has a consistent cover page with the following boxes:
  - Directive Type
  - Issue Number
  - Distribution
  - Subject
  - Replaces
  - Effective Date
  - Next Scheduled Re-evaluation
  - Applicable Standards
  - Special Instructions
  - Originator
  - Table of Contents
- » Each directive includes the following sections consistently:
  - Purpose
  - Policy

The above sections are generally followed by definitions. However, there are exceptions. For example, in *I-B-509 (F) The Laying of Charges*, there are no definitions. In *I-A-217 (F) Hazardous Exposure Monitoring Program – Isocyanate Levels*, there is no definition of “Isocyanate”.

- The proceeding section is usually entitled “General,” and describes the overall scope of the directive but the amount of details may vary.
- » There are no page numbers. This could be because the documents are in HTML on the intranet site, but this may hinder access and ease of use, particularly if printed in hard copy for any purpose.
- » There is a search function available to search the Directives that allows for searches using All Words; Any Word; Exact Phrase; Partial Match. This is not a Boolean based search which allows for greater accuracy in search results.
- » Several searches were conducted using the Search function to view the relevant of the results, including the following keywords:
  - Harassment
  - Bullying
  - Sexual; “report sexual harassment”
  - Accommodation or disability
  - Respect
  - Racial or race
  - Diversity
  - Workplace violence
  - Inappropriate
  - Comments
  - Bullying

These searches revealed some variance in results that demonstrated that there may be some high variability on results depending on what keyword is used to search. Search results are not categorized in any way that would indicate the application of the policy, i.e. if it is a workplace policy or an operational policy. For example, “harassment” pulled up 28 different documents ranging from a policy entitled *Auxiliary Police* to one entitled *Workplace Discrimination and Harassment*.

### **Accountabilities:**

- » There is a significant variation in how roles and responsibilities are delineated.
  - There is not always a section devoted to roles and responsibilities and these can often be found interspersed throughout the policy.
  - This appears to be clearer in more recent directives, particularly in those originating in Human Resources.

### **Scope and application**

- » It is not always clear to whom the directive applies.
  - The scope or intended audience for each directive is either not included or is confusing. It would be helpful if the scope and application were to appear upfront as is common practice.
  - While each directive is distributed to “All Members”, it is not always clear who the intended audience is.
  - In the Purpose section of each directive, the opening sentence sometimes addresses all members but not always. Other terms are also used, for example, in *I-B0504 (F) Ontario Court of Justice Procedure*, the opening sentence states that the purpose of said directive is, “to familiarize all personnel...” In another instance, there were separate directives for “Sworn Members” and “Civilian Members”.
  - In a more recent document, distribution was indicated to “All Employees”, for example, *I-A241 (F) Psychological Safeguarding Program*.
- » There appears to be a discrepancy in application for different employee groups. For example, in *I-A-204 (F) Code of Ethics, Conduct and Discipline – Sworn Members* and *I-A-218 (F) Code of Ethics, Conduct and Discipline – Civilian Members*, there is no section on Ethics for Civilian Members. Even if Civilian Members do not swear or take an oath, a code of ethics is important for all employees.
  - In the above example, the focus should be on ethics and conduct rather than discipline as the latter is addressed extensively elsewhere.
  - To garner and promote respect, the directive should focus on expectations rather than discipline or corrective action.
  - It may be helpful to establish a directive on discipline specifically with cross-references to other directives as appropriate. It will make it more easily accessible.
  - A code of ethics should be included in the directive addressed to “Civilian Member”.

- » Some key subjects, such as Conflict of Interest and Discipline, merit their own directive, with cross-references to other directives pertinent to the subject.
- » Another key directive, *I-B-102 (F) Use of Force*, originates in the Training Bureau. Given the seriousness of the topic, it merits accountability at the highest levels of the organization.

**FINDING 2.2: Documentary review identified specific opportunities to address inclusion with respect to diverse individuals and groups both internally and externally.**

- » Directives that have been revised recently have more up-to date information for persons with disabilities. This is particularly true of directives related to compliance with the *Accessibility for Ontarians with Disabilities Act* (“AODA”) and the *Ontario Human Rights Code* (the “Code”).
  - In *I-B-102 (F) Use of Force*, cross-reference to *I-A-238 (O) Accommodation of Pregnant Officers and Special Constable* should be made as the former addresses training and accommodation must be provided to pregnant Officers and Special Constables. The latter directive references all pertinent legislation in its policy statement.
  - In *I-B-159 (F) Interacting with Deaf and Persons who are Hard of Hearing*, which has been effective since 2015/07/09, there are no references to the AODA, the Code or other directives dealing with accessibility or accommodation.
- » In *I-A-205 (F) Workplace Discrimination and Harassment*, several types of harassment are defined but there is no definition of discrimination. This is a critical omission in the directive.
- » Several directives having to do with discrimination and bias are not cross-referenced. These include:
  - *I-B-136 (F) Diversity Relations and Anti-Discrimination Policy*
  - *I-B-130 (F) Hate/Bias Motivated Crime*
  - *I-B-158 (F) Racial Profiling/Bias Based Policing*
  - *I-B-706 (F) Collection of Identifying Information*
- » Directives that affect PRP’s relationship with the public are not always inclusive of the diversity of the populations served.
  - For example, there is no direction on interaction with and services for Indigenous Peoples or LGBTQ2+ populations.
- » Given the large racialized and religiously diverse populations in Peel Region, there are very few instances where procedures are specified for these populations.
  - For instance, even with the existence of the AODA, needs of people with disabilities are not always recognized, especially in directives that may be overdue for re-evaluation.

## Strengths, Weaknesses, Threats and Opportunities (SWOT)

A SWOT analysis is a technique used by organizations to look ahead and plan. It is intended to specify objectives and identify the internal and external factors that are favorable and/or unfavorable to achieving those objectives.

- » Strengths: characteristics of the organization that give it an advantage over others.
- » Weaknesses: characteristics of the organization that puts it at a disadvantage relative to others.
- » Opportunities: avenues in the environment that the organization could utilize to its advantage.
- » Threats: factors in the environment that could cause risks for the organization.

The following is a SWOT analysis based on the policies reviewed:

### Strengths

- » The Mission of the PRP is:
  - To protect the lives, property and rights of all through service excellence and community engagement.
- » Core values include:
  - Respect for the rights and dignity of all.
  - Transparency at all times.
- » The policy “manuals” are completely digitized and accessible through a link on the main page of the Corporate Directives portal or through the Risk Mitigation section of the intranet. The search engine for the directives has been placed in Favourites for internet browsers.
- » All police officers have access to this digitized site through their work computer or through the devices found in patrol cars. Most recently, Peel Police implemented an access app for mobile devices such as phones that allows police officers who are not at a computer or in a patrol car to access the Directives using this app.
- » Topics related to diversity, human rights, anti-harassment, anti-discrimination, accessibility, accommodation of needs of a diversity of groups and individuals, and health and safety in the workplace are covered, with some exceptions.
- » Many directives exist to cover a range of topics to inform PRP members about the policies and procedures governing their work and service to the public.
- » Recent directives are more inclusive and clearer in their articulation of the roles and responsibilities of members of the PRP.
- » Peel Police has implemented a fairly sophisticated system through SharePoint that permits the Risk Mitigation department to push out communications about changes to policies to all members, or specific members depending on the topic, and requires that the recipient of the communication actively acknowledge that the policy change has been received. This allows Risk Mitigation to monitor compliance.

## Weaknesses

- » There is no explicit statement in the PRP Vision, Mission and Core Values about diversity, equity and inclusion.
- » There are some inconsistencies in format and content of the directives. This could be because there are varied originators. This is particularly true for the scope and application statements and delineation of roles and responsibilities. This could also be impacting the consistency or relevance of keyword searches.
- » Even though there is a re-evaluation date established for each directive, there are inconsistencies which may contribute to risk or omissions that would be more inclusive.
- » There is a lack of directives related to specific populations, particularly Indigenous Peoples and LGBTQ2+ individuals and groups.
- » Because of a lack of regular review or re-evaluation, cross-referencing to related directives is not always possible or evident.

## Opportunities

- » There is an opportunity to build on PRP's strengths, improve on its current policies and procedures, and fill gaps where they exist.
- » The PRP is committed to community engagement and there is an opportunity to engage Peel Region's diverse populations in the development and revision of its diversity, equity and inclusion policies and procedures.
- » Further improve the process around re-evaluation, particularly addressing those policies that indicate a gap of more than 3 years between effective date and re-evaluation date.
- » Easy-to-fix issues may provide for quick wins and demonstrate to employees and the public that the PRP is serious about diversity, equity and inclusion.
  - An example would be ensuring that documents are available in alternate formats and adding language to the documents that indicates alternate formats are available.
  - Further improve the consistency in format and layout to improve the ability of members to be able to find relevant information quickly.
  - Further refine the search functionality, possibly by reviewing how the policies are keyed with meta tags or other keyword indicators to produce more relevant results when searched.

## Threats

- » There are multiple demands on the PRP to develop new directives and revise existing ones as legislation/regulations and external factors change.
- » A lack of consistency in format and adherence to a review/re-evaluation schedule could lead to confusion and prevent access to current and valuable information.

## Informal Workplace Culture - Overall Representation and Feelings of Inclusion

Outside of the formal policy framework, CCDI has identified a sense of the organizational culture of Peel Regional Police from the comments made by employee and leadership respondents throughout the process.

From the research on police culture<sup>13</sup> as well as CCDI's experience conducting assessments with dozens of organizations, we know that discrepancies can exist between official rhetoric and practice, where the leadership expectations that are constructed at a certain policy level differs from how it is actually experienced. These discrepancies can present a potentially barrier for change initiatives, such as a focus on diversity, equity and inclusion.

At the same time, research shows that evidence of diversity initiatives does not translate directly into equity and inclusion, nor that racism, sexism, homophobia and other 'isms' have been overcome. In fact, diversity initiatives can conceal institutional disparities if they are not implemented with substantial individual and organizational commitment.

This means that diversity, equity and inclusion documents and initiatives can function as statements of commitment; however, such statements of commitment might work to block rather than enable action, if the mindsets of the implementors have not actually changed.

The next section will show findings related to demographic representation within the Peel Regional Police as well as employees' perceptions of the organizational culture and gaps between employees' perceptions and leaders' perceptions.

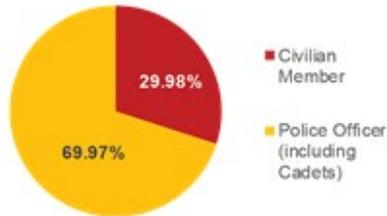
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<sup>13</sup> Haake, U., Rantatalo, O., & Lindberg, O. (2017). Police leaders make poor change agents: Leadership practice in the face of a major organisational reform. *Policing and Society*, 27(7), 764-778.

# Demographic Representation

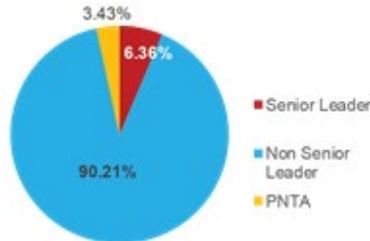
## Snapshot: workplace demographics at Peel Regional Police.

### Role

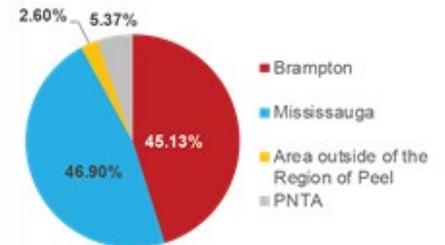


Note that Auxiliary Members were included in the survey, but the number of Auxiliary Members who responded is below the privacy threshold for reporting (5).

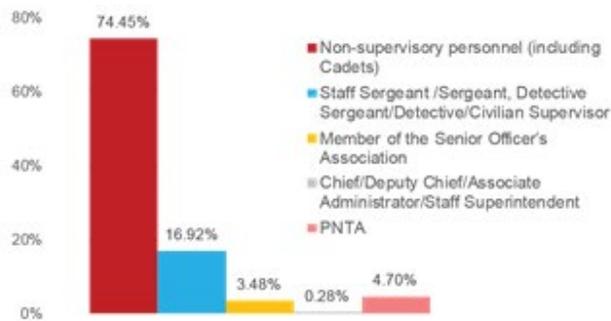
### Senior Leadership Status



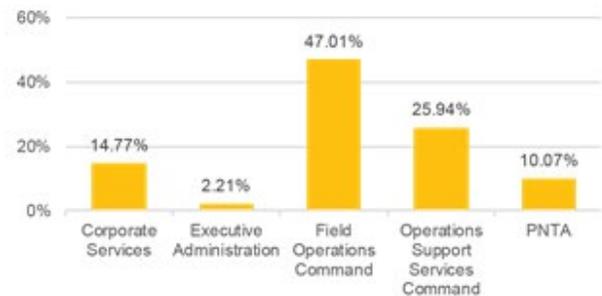
### Location



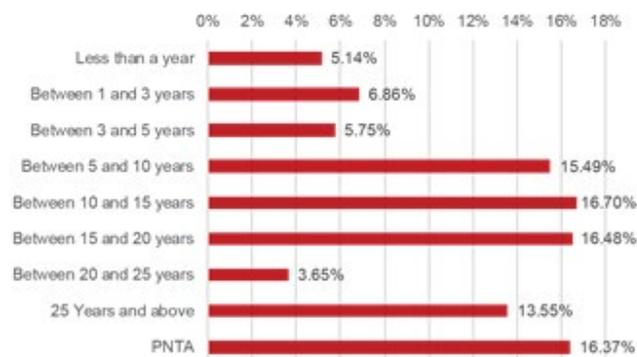
### Duties



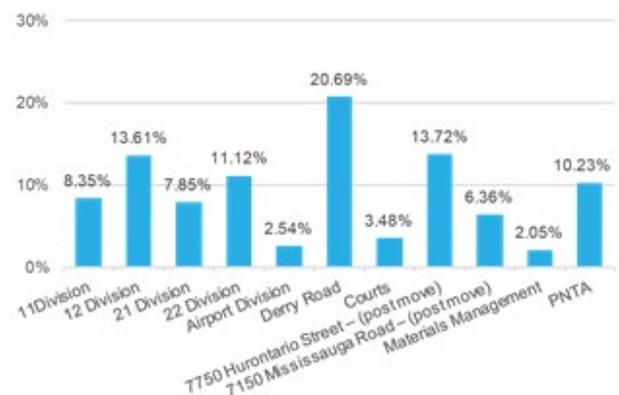
### Organizational Group



### Length of Employment



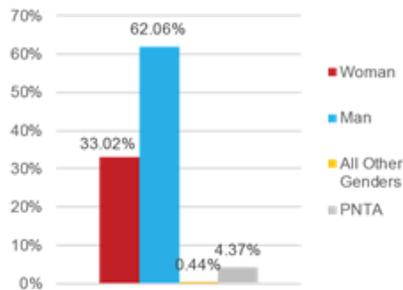
### Division



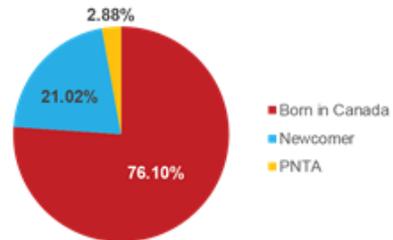
\*PNTA refers to "Prefer Not to Answer". Note that categories with 0.00% or less than 5 Respondents have been removed from charts.

# Snapshot: personal demographics at Peel Regional Police.

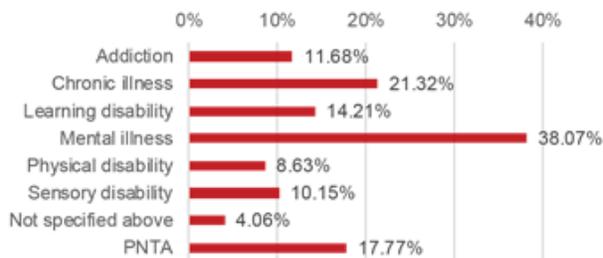
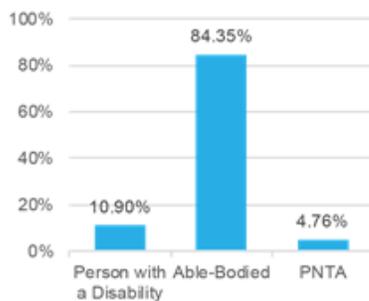
## Gender



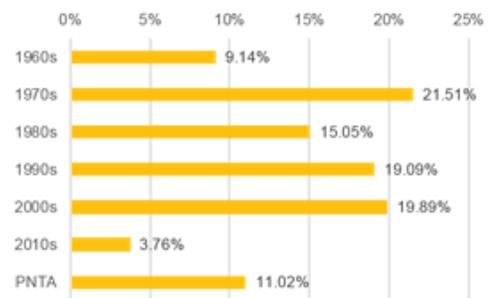
## Place of Origin



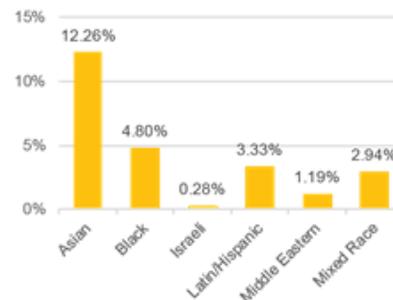
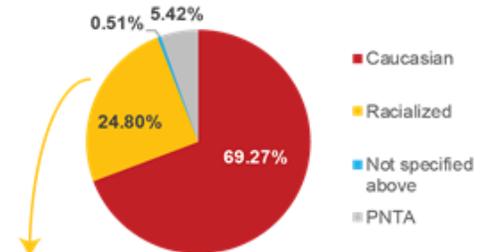
## Disability Status and Type



## Year of Arrival of Newcomers



## Race

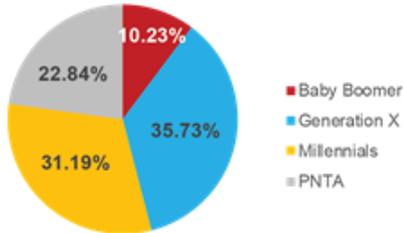


**13.71%** of Persons with a Disability receive accommodation.

**64.47%** of Persons with a Disability would request accommodation if needed.

# Snapshot: personal demographics at Peel Regional Police.

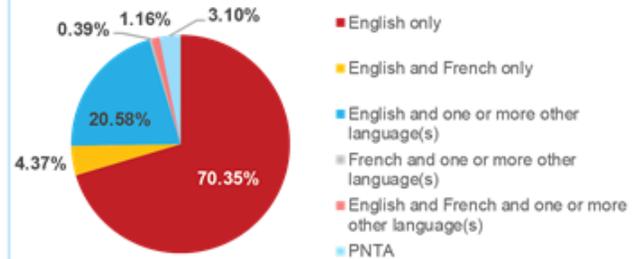
## Generation



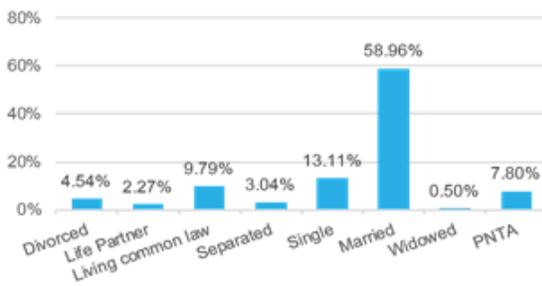
## Aboriginal Status

**2.10%**  
identify as  
Aboriginal.

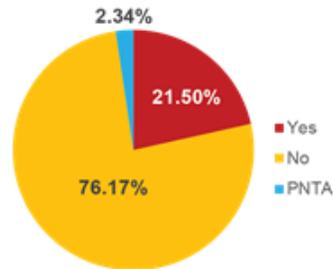
## Language



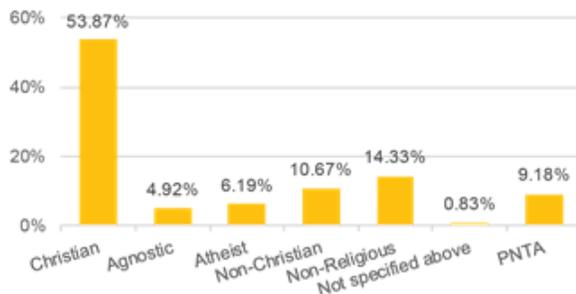
## Relationship Status



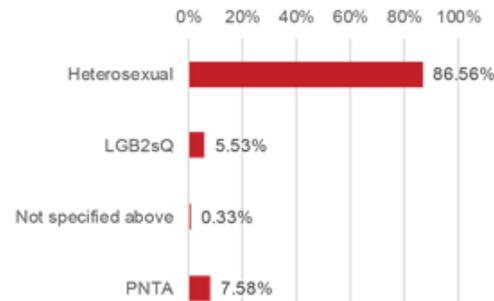
## Are you in a relationship with someone in policing?



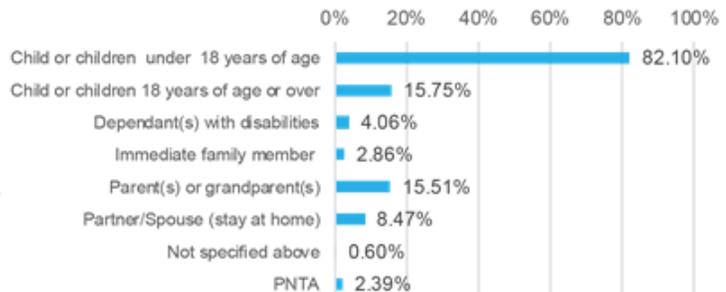
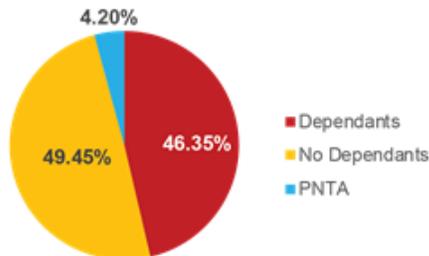
## Religion



## Sexual Orientation



## Dependant Status and Type



**FINDING 2.3: Peel Regional Police demographics demonstrate a lower representation of Racialized persons, Newcomers and Women compared to Peel Region overall.**

- » As we see in Table 5, Racialized persons, Newcomers, and Women all have low representation at Peel Regional Police when compared to Peel Region’s population.
- » Persons with a Disability have slightly lower representation than in the Canadian Labour Force.
- » On the other hand, Aboriginal and LGBTQ2+ persons are strongly represented when compared to Peel Region’s population and the Ontario population, respectively.

Demographic Group	Peel Regional Police	Peel population
<b>Racialized</b>	24.80%	62.26%
<b>Newcomers</b>	21.02%	51.49%
<b>Women</b>	33.02%	50.81%
<b>Persons with a Disability</b>	10.90%	13.1% (Canadian labour force) <sup>14</sup>
<b>Aboriginal</b>	2.10%	0.66%
<b>LGBTQ2+<sup>15</sup></b>	5.53%	5.1% (Ontario population) <sup>16</sup>

*Table 5: Representation by demographic group of PRP employees overall*

The findings from overall representation in the Peel Regional Police indicate that the PRP workforce does not reflect the population of Peel Region with some significant gaps.

<sup>14</sup> This figure comes from the 2012 Canadian Survey on Disability (“CSD”). This survey uses a different definition than used on the Peel Regional Police census; however, this is the best comparator available. The CSD defines disability as “the relationship between body function and structure, daily activities and social participation, while recognizing the role of environmental factor. In keeping with this definition, the CSD targeted respondents who not only have difficulty or impairment due to a long-term condition or health problem, but also experience a limitation in their daily activities. The CSD definition includes not only people who reported being “sometimes,” “often” or “always” limited in their daily activities due to a long-term condition or health problem, but also those who reported being “rarely” limited if they were also unable to do certain tasks or could do them only with a lot of difficulty.”

In comparison, a Person with a Disability on the Peel Regional Police census is defined as those that have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment that has been medically diagnosed. These include disabilities that impact work and disabilities that are managed through medical treatment. Examples of disabilities include, but are not limited to, Addiction, Chronic Illness, Developmental Disability, Learning Disability, Mental Illness, Physical Disability, and Sensory Disability.

<sup>15</sup> Note that we do not include Transgender in our survey question on Sexual Orientation, but do include Two-Spirit, Queer, and other identifications. This is because Transgender is a Gender Identity and not a Sexual Orientation. However, the Forum Research (link given below) includes Transgender in its own categorization.

<sup>16</sup> Forum Research, Inc., “News Release: One twentieth of Canadians claim to be LGBT”, last modified June 28, 2012, [https://www.forumresearch.com/forms/News%20Archives/News%20Releases/67741\\_Canada-wide\\_-\\_Federal\\_LGBT\\_\(Forum\\_Research\)\\_20120628\).pdf](https://www.forumresearch.com/forms/News%20Archives/News%20Releases/67741_Canada-wide_-_Federal_LGBT_(Forum_Research)_20120628).pdf).

## Perceptions of Organizational Culture

### FINDING 2.4: Employees use the terms hierarchical, change-averse and traditional to describe the Peel Regional Police work culture.

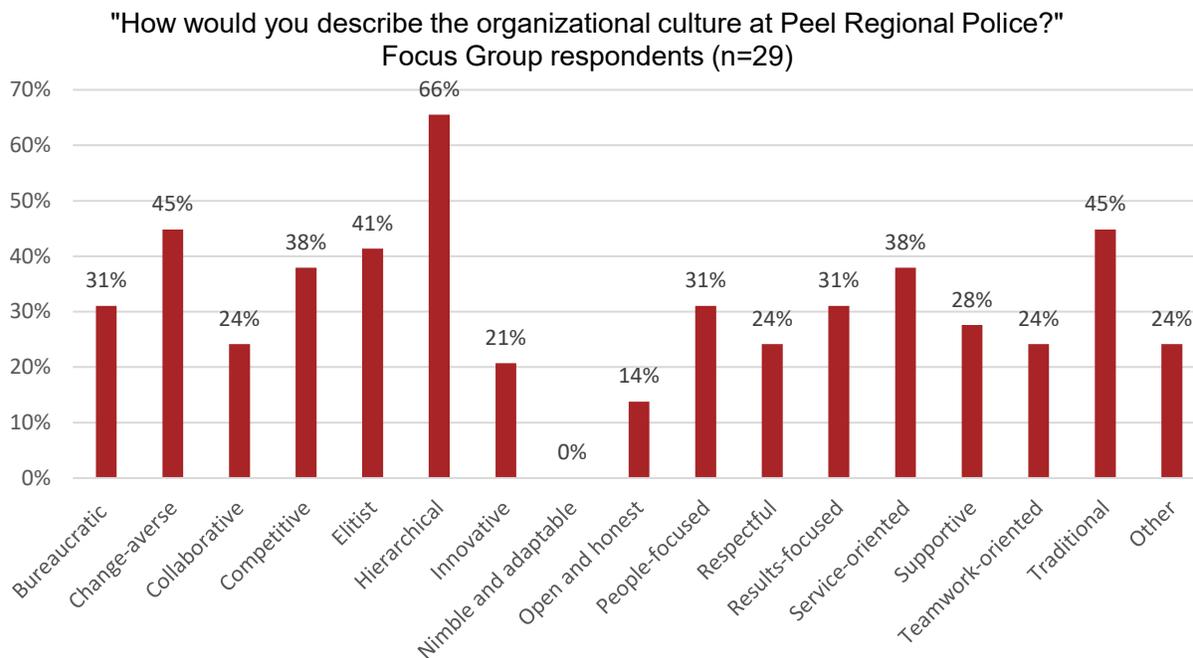


Figure 16: Descriptors of Organizational Culture. Voting Results<sup>17</sup>

**Highest rated descriptors:** Hierarchical, Traditional, Change-averse and Elitist

**Lowest rated descriptors:** Nimble and Adaptable, Open and Honest.

#### Key Themes Raised in Comments:

##### Hierarchical:

In the Culture Meter Focus Groups, the largest number of respondents indicated that they view the organizational culture as hierarchical in nature.

- » More than 65% of the respondents believe that the hierarchal model contributes to the disconnect from top to bottom as leadership may not be aware of challenges found in front line positions.
- » Employees perceived that the organization's hierarchy is a "boys/girls club" which is impenetrable and minority groups are not part of it.

<sup>17</sup> Note: this question allowed respondents to select more than one option, therefore the results will not total to 100%. Figures are the percentage of respondents who selected that option.

- » Occurrences of nepotism were also reported by respondents.
  - Participants cited that climbing the ranks into leadership roles, without adequate training and experience, can be achieved through nepotistic ways.

### Traditional and Change Averse:

The focus group respondents described the interconnection between perceptions of a Traditional and Change-Averse culture.

- » Respondents have expressed that the organization's traditional functioning drives their aversion for change.
- » Focus group respondents (45%) felt that there is a need to move away from traditional ways of thinking and make changes to create a more diverse and inclusive culture.
  - Some participants report that hiring policies and protocols could be amended to enhance the ability for those minority groups to grow within their roles and the ranks of the PRP, through equal access to education and training.
  - Some respondents indicated their perception that the culture of PRP is very conservative and has been slow to change, citing that many of the most influential members of the organization are long-term employees who are part of the dominant culture, and that they do not believe that there is a real problem beyond the occasional "bad apple."
- » Alternatively, some respondents find that the Peel Regional Police has already made changes toward becoming a more diverse and inclusive organization, based on direct or indirect experience.
  - These respondents also believe that great strides are being made for change through Advisory Committees, recruiting forums, and other programs and initiatives.

### Elitist:

Many focus group respondents indicated that they perceive the culture to be elitist.

- » Respondents expressed the sentiment that only few individuals are developed into leadership positions, regardless of knowledge, skills, and abilities.
- » At the same time, although 41% of respondents feel that the system is geared toward "their own people", there are some respondents who have been offered further training and education within their respective fields, not necessarily tied to an opportunity for promotion.

### Competitive:

- » Some focus group participants noted that if you are not showing results then you might be perceived as not actively working.
- » Some noted that there is competition around transfers and promotional opportunities, as transfers are based on established criteria, past performance, and competencies.
- » Some stated that promotion and advancement require officers who are motivated.



**FINDING 2.5: Overall, low positive response rate on one half of inclusion questions which suggests low feelings of inclusion by a portion of the workforce.**

Of the twelve Diversity Meter Inclusion Survey questions, six received a positive response rate of less than 60.00%.

- » The question that received the **highest positive** response was “I am aware of my rights and responsibilities to ensure a respectful and accessible workplace environment”, at 83.40%.
- » The questions that received the **lowest positive** response rates were:
  - “At my organization, my unique value is known and appreciated” (48.42%); and
  - “I am aware that I can request a flexible work option at Peel Regional Police” (48.81%).

Table 6, below, shows the positive response rates of Diversity Meter Inclusion Survey questions. Questions that received a positive response rate of less than 60% are highlighted in red.

Question	Positive Response
My organization is committed to and supportive of diversity.	73.16%
At my organization, I am treated fairly and with respect.	67.68%
At my organization, my unique value is known and appreciated.	48.42%
At my organization, I feel included.	59.27%
Senior Leaders of Peel Regional Police support measures to increase fairness and respect.	50.14%
I feel that my work at Peel Regional Police is valued by my supervisor.	68.46%
I am aware that I can request a flexible work option at Peel Regional Police.	48.81%
I am aware of my rights and responsibilities to ensure a respectful and accessible workplace environment.	83.40%
Employees at Peel Regional Police are encouraged to take ownership over their own work.	68.40%
At Peel Regional Police, I have confidence that we are building a more inclusive workplace.	57.00%
If I had a disability that prevented or hindered my participation in the workplace, I would know how to seek accommodation.	60.99%
At Peel Regional Police, everyone benefits from equal access to resources and opportunities.	50.30%

*Table 6: Inclusion Survey Question Responses overall*

These findings suggest the workforce at Peel Regional Police may not feel included, based on a number of different issues. Therefore, these areas would be important for diversity, equity and inclusion initiatives to focus on.

We invite you to consider several of these response rates in comparison to the positive view of the PRP leaders and PPSB Board members. This comparison will be further articulated in section 3 of this report.



**FINDING 2.6: Racialized persons indicate higher negative response rates to inclusion questions compared to their Caucasian counterparts.**

When looking at the Diversity Meter Inclusion Survey results by Race, we see that Racialized persons have a higher negative response rate than Caucasians for Question 1, “My organization is committed to and supportive of diversity”.

- » Of Racialized persons, 13.44% disagree or strongly disagree, which is more than three times the negative response rate shown for Caucasians (3.75%, as shown in table 7).

Response Type	Racialized	Caucasian
Positive	59.68%	81.16%
Neutral	23.46%	10.44%
Negative	13.44%	3.75%
PNTA	3.42%	4.57%

*Table 7: Inclusion Survey positive response rates.*

Looking at more granular racial groups shows us that Asian and Black persons have low positive response rates to this question compared to other groups.

Of the Black subgroup, 17.65% disagree or strongly disagree. Of the Asian subgroup, 16.13% disagree or strongly disagree (Table 8).

Response Type	Asian	Black	Latin / Hispanic	Middle Eastern	Caucasian	Israeli	Mixed Race
Positive	54.84%	43.53%	81.36%	85.71%	81.16%	60.00%	71.15%
Neutral	25.81%	34.12%	8.47%	4.76%	10.44%	20.00%	21.15%
Negative	16.13%	17.65%	6.78%	9.52%	3.75%	20.00%	3.85%
PNTA	3.23%	4.71%	3.39%	0.00%	4.57%	0.00%	3.85%

*Table 8: Inclusion Survey Question 1 by Racial subgroups*

Black persons also have much lower positive response rates than overall for two other Inclusion Survey questions.

- » For Diversity Meter Inclusion Survey Question 10, “At Peel Regional Police, I have confidence that we are building a more inclusive workplace”, Black persons have the lowest positive response rate of 42.35%, and a negative response rate of 21.18%. (Table 9).

Response Type	Asian	Black	Latin / Hispanic	Middle Eastern	Caucasian	Israeli	Mixed Race
Positive	50.69%	42.35%	66.10%	76.19%	60.52%	60.00%	59.62%
Neutral	27.65%	34.12%	20.34%	14.29%	27.08%	20.00%	26.92%
Negative	18.43%	21.18%	10.17%	9.52%	9.79%	20.00%	7.69%
PNTA	3.23%	2.35%	3.39%	0.00%	2.53%	0.00%	5.77%

Table 9: Inclusion Survey Question 10 by Racial subgroups

- » Further, for Diversity Meter Inclusion Survey Question 12, “At Peel Regional Police, everyone benefits from equal access to resources and opportunities”, Black persons disagree or strongly disagree at a rate of 30.59% (Table 10).

Response Type	Asian	Black	Latin / Hispanic	Middle Eastern	Caucasian	Israeli	Mixed Race
Positive	46.08%	32.94%	62.71%	61.90%	53.10%	60.00%	57.69%
Neutral	28.11%	32.94%	27.12%	23.81%	27.57%	20.00%	28.85%
Negative	23.04%	30.59%	10.17%	14.29%	17.46%	20.00%	11.54%
PNTA	2.76%	3.53%	0.00%	0.00%	1.79%	0.00%	1.92%

Table 10: Inclusion Survey Question 12 by Racial subgroups

- » On the Diversity Meter Inclusion Survey, rates of disagreement on several inclusion survey questions were higher for black respondents than the average of all other respondents.

	Average Disagreement	Black Disagreement	Difference
At my organization, I am treated fairly and with respect.	11.16%	17.91%	1.6X
At my organization, my unique value is known and appreciated.	18.47%	29.98%	1.6X
At my organization, I feel included.	14.45%	25.85%	1.8X
My organization is committed to and supportive of diversity.	6.79%	30.28%	4.5X

Table 11: Inclusion Survey Question disagreement rates

**FINDING 2.7: Discrimination or bias against Racialized persons was one of the most common themes in the open-response comments on the Diversity Meter Census and Inclusion Survey.**

On the inclusion survey, of the 187 comments, 26 (13.90%) discussed the theme of discrimination or bias against racialized persons. Specifically, comments focused on lack of racialized persons in leadership, the need for more awareness about diversity, equity and inclusion, and a lack of recognition for racialized persons’ experiences. Some sample comments include:

“More needs to be done in order to be reflective of the communities we serve, it is apparent that those such as myself have to work way harder to be recognized, I have faced quite a bit of racism and looked at differently because of what I stand for and look like. Our Senior officers needs to be more accountable and reflective of what they preach.”

“Peel Regional Police are openly racist and sexist with transfers to bureaus, community events and promotions. Our hiring practice is openly racist, leaving unqualified people behind based on their race.”

“Peel Regional Police does not support coloured officers in promotional and internal transfers. Officers of colour are required to [put in] three times more the effort in order to maintain some sort of competitiveness. Officers of colour also experience many inappropriate comments from peers and are given the perceptions that they only were hired based on their ethnic backgrounds and not their abilities.”

**FINDING 2.8: Employees indicated that they perceive favoritism in the processes at Peel Regional Police.**

This finding was a trend found in several data collection points. In the Diversity Meter Census and Inclusion Survey, of 187 comments, 15 (8.02%) discussed perceptions that processes are subject to individual bias and favouritism, and that those who have more connections are advantaged at work, particularly in terms of promotional processes.

This theme was validated by low positive response rate for the Diversity Meter Inclusion Survey question “At Peel Regional Police, everyone benefits from equal access to resources and opportunities”, where only 50.3% of respondents agreed or strongly agreed.

In the Culture Meter Focus Groups, less than a quarter of respondents (24%) had a positive response to the question about fairness and consistency in applying for jobs and promotions. No respondents strongly agreed with the

“In my experience, everyone is treated fairly and consistently when applying for a job or promotion at Peel Regional Police.”  
(n=29)

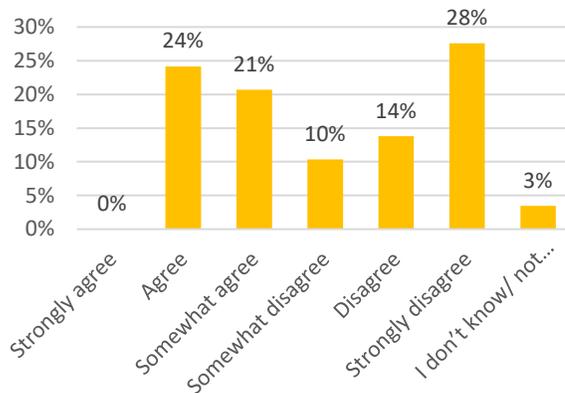


Figure 17: Focus group respondents’ perceptions of fairness in hiring and promotions

statement (Figure 17, previous page). Additionally, only 36% of respondents indicated that they believe that training and development opportunities are distributed fairly and consistently (Figure 18).

Responses were divided along demographic lines, specifically Women and Straight, White, Able-bodied Men more likely to agree with the questions on perceptions of fairness and consistency. Racialized and Newcomer respondents were the most likely to disagree with both statements around fairness and consistency in talent management processes.

In addition, many focus group respondents discussed concerns about favouritism in the allocation of developmental opportunities as well as promotions.

Some sample comments from the Diversity Meter Census and Inclusion Survey, which relate to this finding, are presented below.

"In my experience, everyone is treated fairly and consistently when requesting training or developmental opportunities at Peel Regional Police." (n=30)

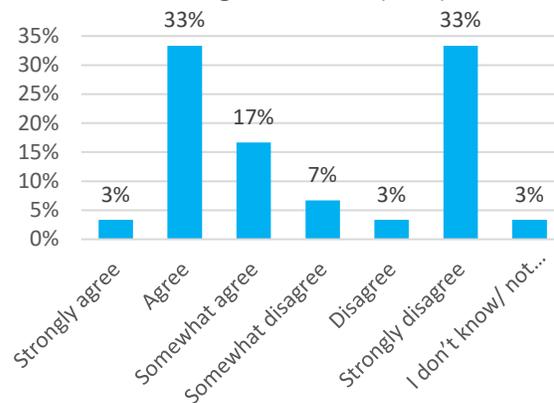


Figure 18: Focus group respondents' perceptions of fairness in developmental opportunities

"PRP has always operated as a private club. Officers with certain connections, and background are being promoted based on their association with those who are privileged and connected. PRP should be hiring officers in the same ratio as the community make up the promotional process needs to be objective not subjective as it has been.

"Senior leadership doesn't acknowledge the unique lived experiences of people who are non-white, non-cis, not male and not straight. Racism, sexism and homophobia are institutionalized and unrecognized and there is no desire to look at how PRP enforces these negative values and white privilege. I am constantly in despair about how badly PRP refuses to recognize white privilege and how it permeates our corporate culture."

"We have a number of diverse members in supervisory positions, but few are in special bureaus which remains predominately white. Similarly, getting course to better place yourself into a position to compete for a supervisor position is at the control of others and favoritism is often shown. this happens with job competitions and promotions."

"Job advancements and opportunities have always been given to family members, spouses of employees, girlfriend/boyfriend of employees or favoritism, not based on qualifications. It is difficult to believe that Peel Regional Police will change the way they conduct business. Peel Regional Police need to re-evaluate their hiring practices and see if they really believe a Police Bureau comprised of 50% or more members who are related to another member in some form is the way to be inclusive and diverse."

**FINDING 2.9: Some employees perceive what they believe to be reverse discrimination based on their identity.**

The most common theme in the comments in the Diversity Meter Census and Inclusion Survey was employees' perception that diversity, equity and inclusion is creating discrimination against socially advantaged groups like Caucasian men.

They also perceive that employees from minority groups are not qualified for their jobs and are receiving special advantages. Of 187 comments, 59 or 31.55% discussed this perception.

Perceptions of reverse discrimination mean that employees from socially advantaged groups may not understand why diversity, equity and inclusion is important, nor that minority groups may face disadvantages in the workplace. They are also expressing biased sentiments in suggesting that minority employees are not qualified.

In fact, these comments contrast with the results we have seen above, i.e. over-representation of socially advantaged groups in leadership and racialized persons and Persons with a Disability feel less included than Caucasians and Able-Bodied persons, respectively.

This suggests that employees making claims of reverse discrimination may not understand how minority groups experience the workplace differently than they do or accept that this may be the situation for some of their colleagues.

Some examples of these comments include:

“Promotion and hiring practices are now based on race and gender, not the best and most qualified person for the job. Human Rights commission and the provincial government have given power and ordered police services to hire based upon race and gender which in effect is reverse discrimination.”

“While I believe that diversity and inclusion are important I feel that the scales are often being tipped too far in one direction. Under[-]qualified individuals who happen to be a minority are being given opportunities over more qualified ones. This is seen primarily at the hiring of recruit constables. High quality candidates should be the number 1 priority.”

“As special interest groups have forced their racist viewpoints through the media (BLM) the politicians have caved into a minority public viewpoint that is promoting race to be more valued than qualifications. Recently within the organization, if you are considered a minority, then you are being promoted or given more opportunities simply to appease public pressure. The most qualified person should [be] obtaining the position. Enough of the race/religion/gender being a major contributing factor.”

**FINDING 2.10: Some comments indicate a potential misunderstanding or lack of knowledge concerning objectives of diversity, equity and inclusion.**

The following comments from the Diversity Meter Census and Inclusion Survey demonstrate a lack of understanding as to why diversity, equity and inclusion is important in policing. Of 187 comments, 13 (6.95%) brought up this theme. Some sample comments include:

“We must caution ourselves to not forget the core principals of policing. We deviate every year from focusing on crime prevention and enforcing the laws to community support events, diversity training and attending functions. Senior management has, at times, lost focus of the true meaning of policing.”

“There is too much emphasis placed on diversity of Police Services...the best person for the job should be the person getting the job and it should not be based on what a person looks like; color [sic], sex, religion or sexual orientation. We as a Police Service should not be forced to "look" a certain way based on what the community "looks" like. We should not be influenced by politics or politicians.”

“I feel that the service is more concerned with hiring/promoting visible minorities than choosing the best person for the job. They should be more focused on keeping their employees happy and motivated than having a diverse public image.”

“What ever happened to police officers just upholding the law. Now we have to be worried about all the political stuff and it is a distraction from what are [sic] responsibilities to society are.”

These statements suggest a lack of cultural competence, a lack of understanding of the importance of diversity, equity and inclusion in policing, a lack of understanding of the importance of addressing issues of favouritism and unfairness, and of gaining public trust.

The statement that diversity issues are “a distraction” suggests a lack of understanding about the job of policing in the twenty-first century. Being culturally competent and understanding issues of diversity, equity and inclusion are essential skills for any public-facing institution. When police officers do not think diversity, equity and inclusion is important, or worse, think that it is racist to discuss issues of equity, their behaviour and commentary may have a negative impact on the public and on public perception of the Peel Regional Police.



**FINDING 2.11: Some employees indicated that they have a positive perspective on Peel Regional Police’s commitment to diversity, inclusion, accessibility and accommodation.**

In contrast to the issues discussed above, another common theme in the Culture Meter Focus Groups and the open-response comments from the Diversity Meter Inclusion Survey were positive sentiments about diversity, equity and inclusion at Peel Regional Police.

For example, in the Culture Meter Focus Groups, some respondents across groups – including women, SWAMs, Newcomers and religious communities – described a flexible workplace, and other accommodations:

- » “The one thing I will say we do right is that we truly accommodate officers who need accommodation.”
- » “If they do one thing right, they do their best to help people with health issues or family issues, but again, if they like you, if they don't, you are screwed”.
- » “Disabilities are one area that the service does try to accommodate.”
- » “I have heard from individuals who have found their needs met – such as for child care, computer accommodations.”

- » “There is some flexibility within the workplace to accommodate flex hours for family and personal needs and flex schedules to help work/life balance.”
- » “Chief’s Suggestion Box; internal Audit processes where employees are asked for their input in to how to make processes more efficient; courses such as the LPO course (Leading a Police Organization) whose goal is to have all PRP members, including civilians, take this course”.
- » “We actually do a very good job supporting people with physical/intellectual disabilities. We are extremely poor at supporting those with mental illnesses however”.

The findings of the Culture Meter Focus Groups can be validated through the analysis of the Diversity Census and Inclusion Survey comments. The sentiments expressed above were often also raised in the survey. These findings give weight to the results above, as well as elucidate them further.

In the inclusion survey, specifically, of 187 comments, 15 (8.02%) expressed that Peel Regional Police is doing a good job in diverse representation and inclusion of its members. Some sample comments include:

“PRP is very inclusive! Senior Managers of this organization are doing everything possible to have a diverse organization which reflects that of our community. There are many variables that make this a difficult task. More space is required if you want true open dialog on diversity and inclusion in society and the workplace.”

“I have been employed with PRP for [over 20] years. As a visible minority ... officer position I believe this organization and CMG have made diversity and inclusivity a priority. I believe it may appear we are not working at the pace or rate that reflects the community. Peel is an [sic] unique diverse and growing Region. PRP has implemented and committed to initiatives to deal with diversity and inclusion through opportunities and training.”

“I think the question that needs to be asked is what we are doing not to include people. I can only speak from an officer perspective, but I think the Service does a fine job, almost to excess, to promote diversity and inclusion.”

“Peel Regional Police is one of the only few Police services always hiring individuals from all ethnicity and backgrounds. Statistically, not many services are reaching out. At Peel, everyone is included and welcomed.”



**FINDING 2.12: Half of employees in the focus groups perceive barriers to advancement at Peel Regional Police.**

Half of respondents in the Culture Meter Focus Groups (51%) perceive that there are barriers for certain groups at PRP.

A common theme among respondents is that senior ranks are not representative of the diversity in the Peel Region and the comments from community members indicated that they can not relate to PRP.

Some respondents feel that mentorships and developmental opportunities are offered to specific groups and those who have formed friendships with higher ranks and minority officers are not included.

Respondents who were more likely to disagree that there are barriers were Women and Straight, White Able-bodied Men. Respondents who were more likely to agree that there are barriers for Racialized respondents and Newcomers. This finding aligns with previous findings on the differences in sentiment between Racialized and Caucasian employees on fairness and inclusion.

There are barriers for certain groups at different levels in the organization at Peel Regional Police.

Focus Group respondents (n=27)

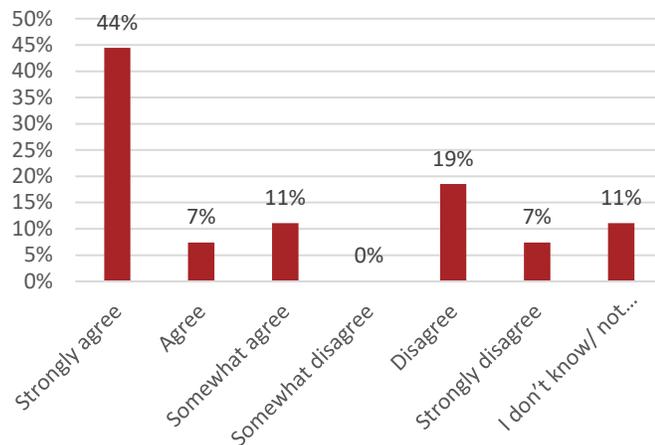


Figure 19: Focus group respondents' perceptions of barriers



**FINDING 2.13: Most employees in the focus groups have experienced or witnessed harassment or discrimination in the workplace.**

More than three quarters of Culture Meter Focus Group respondents (79%) state that they have experienced harassment or discrimination. A significant majority of respondents (90%) stated that they have witnessed harassment or discrimination within PRP.

- » Most respondents cited that when either discrimination or harassment is experienced by them or other people, the preference is to work through the problem one-on-one or ignore it.
- » Respondents indicated that the option to report it is generally not considered for fear of reprisals.
  - Individuals indicated that those who report will be “marked” and harassed even further either by peers or supervisors, managers, etc.
- » Respondents cited that racist, sexist, bullying, and homophobic language is used toward peers.
  - Some respondents stated that when this takes place, they don't feel that they can report, as in many cases the “culprit” is someone in a more senior position.
- » Many respondents have the perception that there are no safe escalation channels.
- » A few respondents stated that these accusations are taken very seriously, and it is not condoned as mandatory training has taken place regarding the *Workplace Harassment and Discrimination Act*.

"Have you ever experienced harassment or discrimination at Peel Regional Police?" (n=30)

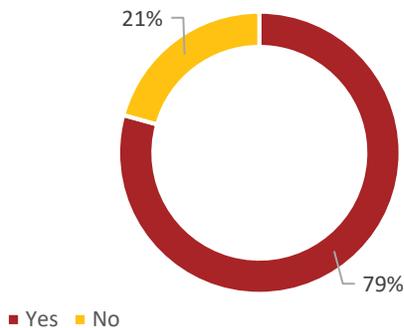


Figure 20: Focus Group participants reports of experiencing of harassment or discrimination

"Have you ever witnessed another employee at Peel Regional Police experiencing harassment or discrimination?" (n=30)

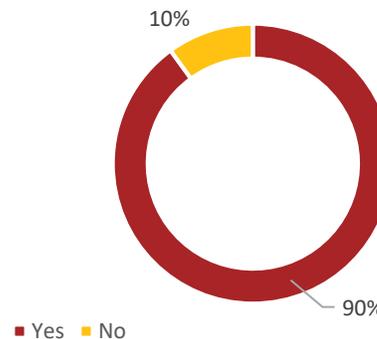


Figure 21: Focus group participants reports of witnessing harassment or discrimination



### **FINDING 2.14: Employees report reprisals, retaliation, or negative consequences for reporting harassment or discrimination at Peel Regional Police.**

41% of Culture Meter Focus Group respondents indicated they had witnessed or experienced reprisals, retaliation, or negative consequences for reporting harassment or discrimination.

Among Racialized and Newcomer respondents, 82% indicated they had experienced or witnessed reprisals or negative consequences for reporting. None of the respondents in the Straight, White Able-bodied Men focus group indicated they were aware of anyone experiencing negative consequences for reporting harassment or discrimination.

Some pertinent feedback from focus group respondents:

- » Respondents indicate that people who have witnessed or reported their own or others' harassment to a superior officer have been ostracized by their peers, experienced violence, been demoted, overlooked for promotion, and other negative consequences.
- » In some cases, Culture Meter Focus Group respondents report that employees have been forced to leave the Peel Regional Police after reporting harassment or discrimination because of the negative consequences or reprisals for doing so.
- » Some respondents mentioned that as a consequence of the inability to speak up, it is causing a poor work environment, high stress and anxiety, and effects on mental health and wellbeing.

**RISK:** This may pose significant risk for the Peel Regional Police. Reprisals against a person who reports harassment or discrimination are illegal under the *Ontario Human Rights Code*. Further, employees indicate there is an overall fear of reporting these incidents, which can

cause severe mental health and other health effects to employees who are enduring abusive behaviour but are unable to speak up for fear that it will get worse.



### **FINDING 2.15: Employees in the focus groups hear and witness homophobic, sexist, and anti-immigrant language**

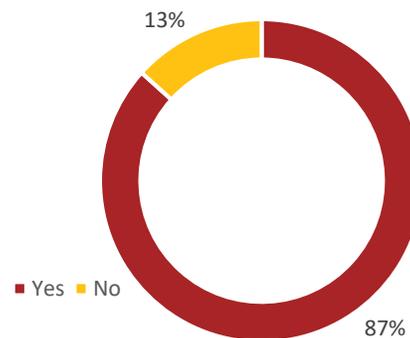
A significant majority (87%) of Culture Meter Focus Group respondents stated that it is common to hear and witness homophobic, sexist, and anti-immigrant language at PRP.

Further, several respondents indicated that these target groups are often overlooked for education, training, and promotion opportunities.

Of the employees who reported witnessing this inappropriate commentary, some indicated it was a daily, weekly, or monthly occurrence, with 23% of respondents indicating it was happening at least weekly. A further 39% of respondents said it was happening monthly or a few times a year.

Respondents stated that they feel that existence and acceptance of such negative commentary against these groups, combined with the fear of speaking up due to negative consequences for doing so, creates a toxic work environment for employees and impacts employees' careers and wellbeing.

"Have you ever witnessed a colleague saying something sexist, ageist, racist, homophobic, transphobic, anti-immigrant, or ableist (negative commentary about people with disabilities)?"  
(n=30)



*Figure 22: Focus group respondents' witnessing of inappropriate language*

### **FINDING 2.16: Employees report that some Peel Regional Police officers refer to the communities in which they police in derogatory terms.**

Several Culture Meter Focus Group respondents indicated that some leaders and some Peel Regional Police officers and civilian members speak about the City of Brampton and its citizens in a negative way.

Some examples of respondents' commentary are provided below. (Note: some quotes have been adjusted to protect anonymity of the respondents.)

- » "The organization say they support diversity, but they do not...They talk badly about people who live in Brampton. Many of the newcomers in the service live locally...Many of the top leaders live out of the region."
- » "I have heard officers say Brampton is a shit hole."
- » "Sad to hear them talk badly about Brampton every day...I note they see Mississauga in a different light, and I suspect that is because Brampton looks like it is filled with more newcomers. Same crime can happen in Mississauga, but it is viewed differently".
- » "I have heard many leaders say they would never live in Brampton."



**RISK:** These results are potentially very concerning as they may indicate that some leaders and officers in Peel Regional Police do not have respect for the community in which they are policing which could present serious ramifications.

If this is the case, a lack of respect and negative commentary against the community may play out in interactions with community members and could lead to severe negative consequences for individuals in the community, as well as a tremendous effect on the public reputation of the Peel Regional Police in Brampton.

### III. Disconnect between employees' and leaders' perceptions

In this section, we provide a comparison of key findings across leaders' and employees' reported perceptions to further illustrate the opportunity for a level set among organizational leaders and all employees on the issues present in the organization.

The comparison is important to highlight the difference in how the workplace is perceived by different people and illustrates the need for education and awareness building for those who are unaware of how some people are experiencing the organization.

We emphasize that organizational culture is generally determined and driven by the senior leadership team of an organization. Their preferences and biases determine the organization's unwritten rules. Some notable differences were found between leaders and employees on the following issues:

- » Leader representation;
- » Leadership commitment;
- » Inclusion;
- » Flexibility, consistency and fairness; and
- » Perceptions toward 'isms' and barriers.

#### **FINDING 3.1: Employees have a lower positive response rate than leaders about PRP's commitment to diversity and inclusion.**

Both quantitative and qualitative findings from different data collection sources indicate that many employees do not share PRP leaders' and PPSB board members' positive outlook of the Peel Regional Police's commitment to diversity, equity and inclusion.

As shown in Figure 23, respondents in the Culture Meter Focus Groups showed a different perception of the organization's commitment to diversity, equity and inclusion than leaders and board members who were interviewed.

A total of 93% of PRP leaders and PPSB board members indicate they believe that Peel Regional Police is

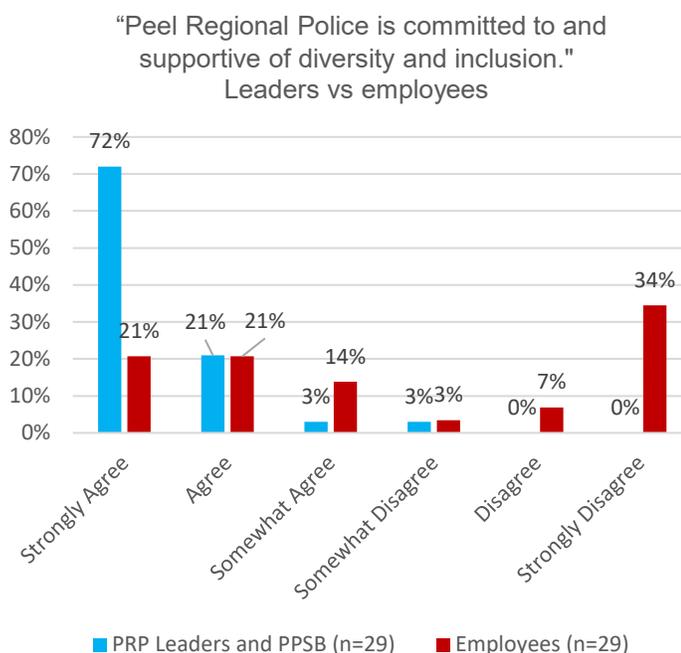


Figure 23: Comparison of Leaders' vs Employees perceptions on commitment to diversity and inclusion

committed to and supportive of diversity, equity and inclusion, with 72% of them strongly agreeing.

In contrast, only 41% of focus group respondents had a positive response to this question. Respondents that were most likely to agree were Women and Straight, White, Able-bodied Men. None of the Racialized or Newcomer respondents responded positively.

Additionally, in the Diversity Meter Census and Inclusion Survey, only 57% of all respondents had a positive response to the statement: “At Peel Regional Police, I have confidence that we are building a more inclusive workplace.”

Employees’ commentary in both the Culture Meter Focus Groups and the Diversity Meter Census and Inclusion Survey also put forth perceptions that leadership does not appear to support diversity, equity and inclusion initiatives at Peel Regional Police. Many employees expressed cynicism that anything would change as a result of this project and many of the comments in the Culture Meter Focus Groups related to this.

Of 187 comments from the Diversity Meter Census and Inclusion Survey, 13 comments (6.95% of comments received) specifically expressed issue of cynicism and pessimism that PRP will not act on the results of this audit. Some sample comments of this theme include:

“I appreciate the task that CCDI is involved in. This organization has been against change and has been forced to make changes never of their own desire. Do I have any confidence in this organization changing, NO, not with its current leadership. Carding and this audit were opposed by the leadership and both associations while saying they favour it.”

“Senior management (SM) does not reflect the community. SM excludes succession planning opportunities for minorities. SM avoids the systemic discrimination issues. SM needs to embrace diversity and create a Cultural Advisory Group, that allows members to raise internal issues without fear of reprisal. SM needs to listen and respect its diverse officers, embrace thinking outside of white privilege our community deserves better.”

“Peel Regional Police on the outside makes it look like we are an inclusive place and value diversity. From my experiences, senior management believe quite the opposite. They pose for pictures, say all the right things but then behind closed doors, actions are very different.”

These findings point to an opportunity for leadership to close the gap in employee perception and improve trust by truly acknowledging the issues that exist in the PRP, improving their own awareness and cultural competence, and making changes to ensure that employees see a demonstrated commitment in daily behaviours and decisions.

**FINDING 3.2: Some groups of employees (based on demographics) may not positively perceive PRP’s commitment to diversity, equity and inclusion.**

Different demographic groups of employees at Peel Regional Police have different perceptions of the organization’s commitment to diversity, equity and inclusion. As noted in the previous section, racialized persons have a higher negative response rate than Caucasians for the question, “My organization is committed to and supportive of diversity”.

Of Racialized persons, 13.44% disagree or strongly disagree (as shown in Table 12). When looking at the racial sub-groups, the Black subgroup, 17.65% disagree or strongly disagree. In the Asian subgroup, 16.13% disagree or strongly disagree.

Response Type	Asian	Black	Latin / Hispanic	Middle Eastern	Caucasian	Israeli	Mixed Race
<b>Positive</b>	54.84%	43.53%	81.36%	85.71%	81.16%	60.00%	71.15%
<b>Neutral</b>	25.81%	34.12%	8.47%	4.76%	10.44%	20.00%	21.15%
<b>Negative</b>	16.13%	17.65%	6.78%	9.52%	3.75%	20.00%	3.85%
<b>PNTA</b>	3.23%	4.71%	3.39%	0.00%	4.57%	0.00%	3.85%

*Table 12: Inclusion Survey Question 1 by Racial subgroups*

54.84% and 43.53% of Asian and Black subgroups respectively, responded in contrast to the 73% of all PRP employees who agree and strongly agree that the organization is committed to diversity, equity and inclusion.

We also note that this question was a polarizing question during the Culture Meter Focus Groups. In responding to the statement: “Peel Regional Police is committed to and supportive of diversity and inclusion,” responses were starkly divided along demographic lines.

Straight-White-Able-bodied Men, Women and Persons with a Disability were more likely to answer positively. Some respondents who strongly agreed or agreed, stated that measures are in place to hire and promote diverse cultures, that programs and policies are in place, that the organization is trying to balance the “old thinking with the new”, and has implemented diversity through outreach programs.

No Racialized or Newcomer respondents had positive responses to the statement that PRP is committed to and supportive of diversity, equity and inclusion.

Those respondents who strongly disagreed and disagreed raised some concerns:

- » Several respondents stated that they have witnessed and experienced situations where some Caucasians have applied for supervisory/leadership positions, with little to no qualifications for the role, been granted promotions faster and easier than those visible minorities who were declined the promotion, despite being better qualified and having more years of experience.
- » Some respondents indicated that senior leadership has stated their support for diversity, equity and inclusion during public relations opportunities, but do not demonstrate a commitment through every day behaviours and decisions.
- » Several respondents expressed their belief that Racialized people in leadership are used as tokens to demonstrate the PRP’s commitment, however none of the non-Caucasian leaders are in the top decision-making ranks.
- » Many respondents indicated that the organization pays lip service to diversity. They indicate that front-line officers do not embrace the concept of diversity or accept that implicit bias against racial groups exist.

- This perception is validated by comments discussed in the previous section in the Diversity Meter Inclusion Survey.

This is a pattern we saw throughout data collection.

In short, Peel Regional Police employees and leaders who are not experiencing any barriers, appear to be unaware of the barriers faced by others, and many have stated that they do not believe any barriers exist.

From an organizational behaviour perspective, there is a tendency – in society and in our organizations – by majority group members to reject the experiences of minority group members. This suggests an opportunity for all employees of PRP to better understand the issues of diversity, equity and inclusion and to acknowledge experiences that are different from their own.

**FINDING 3.3: Some employees do not share the positive perceptions of leaders with respect to fairness, consistency, and equal opportunity.**

As noted earlier in the Leadership section of this document, the majority of PRP leaders and PPSB Board members agree or strongly agree that policies are applied consistently and fairly, and that hiring and promotion is fair and consistent at Peel Regional Police.

However, this positive perception was not shared by employees in the Culture Meter Focus Groups or the Diversity Meter Census and Inclusion Survey.

When looking at focus group results, where employees were asked about fairness, a few questions showed differences between employees’ and leaders’ perceptions.

When responding to the statement: “Peel Regional Police Managers, Inspectors, Directors, Superintendents, Supervisors, Sergeants, Assistant Managers and Staff Sergeants, apply policies consistently and fairly,” 76% of leaders and board members agreed, while only 31% of employees responded positively (Figure 24).

All of the Straight, White, Able-bodied Male respondents in the Culture Meter Focus Groups agreed with this statement, while all other groups had more mixed responses.

When responding to the statement, “Everyone is treated fairly and consistently when applying for a job

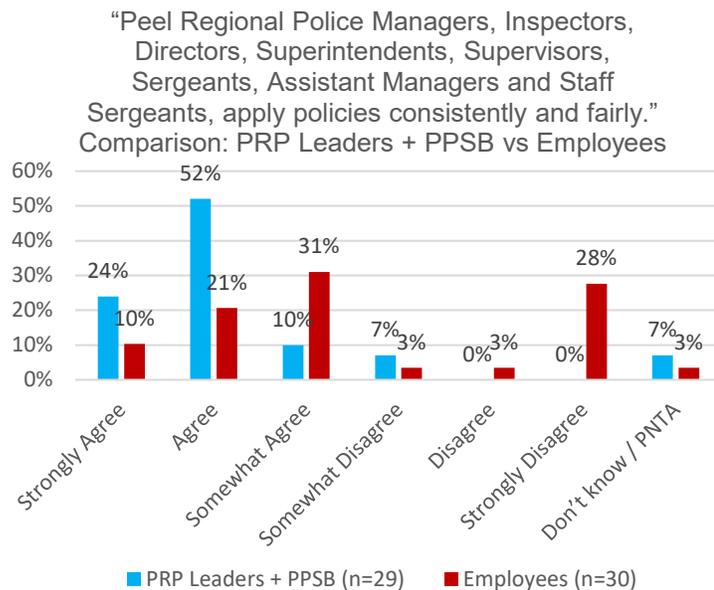


Figure 24: Comparison of perceptions of fairness and consistency

or promotion at Peel Regional Police,” none of the focus group respondents strongly agreed and only 24% agreed (Figure 25).

In contrast, 62% of PRP Leaders and PPSB Board members agreed or strongly agreed. In consideration of levels of disagreement with this statement, only 13% of leaders and board members had a negative response, whereas 42% of employees disagree or strongly disagree, with most of those leaning toward strongly disagree.

Among focus group respondents, those more likely to agree were Women and Straight, White, Able-bodied Men. Those least likely to agree with the statement were Racialized persons and Newcomers.

In response to both questions, employees and leaders who agreed stated that there are clear policies and processes, and in their perception, people managers at PRP were following them.

Employees who disagreed cited favouritism and inconsistency. Some respondents indicated that promotion and opportunities for development are given based on favouritism, and that some officers who are valued more than others receive courses first.

While the Culture Meter Focus Groups were a small sample size, a similar disconnect was seen when comparing leaders’ responses on questions of fairness and consistency to employee responses on the Diversity Meter Census and Inclusion Survey.

“Everyone is treated fairly and consistently when applying for a job or promotion at Peel Regional Police.”

Comparison of PRP Leaders + PPSB vs Employees

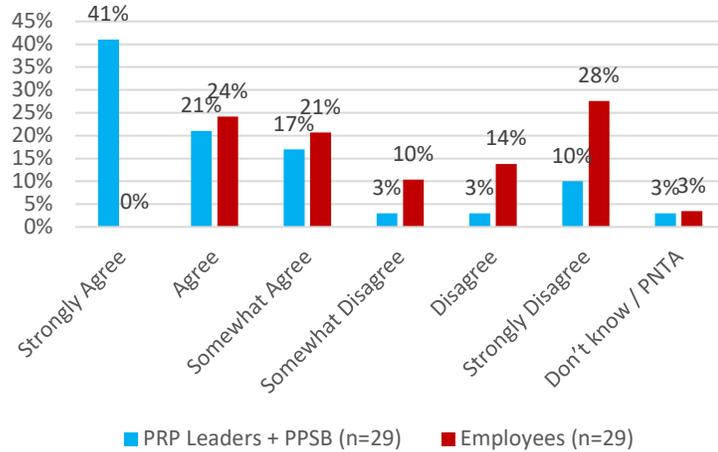


Figure 25: Perceptions of fairness and consistency in hiring and promotions

PRP Leaders and PPSB members	Employees in Diversity Meter Survey
76% of leaders agree or strongly agree: “Peel Regional Police Managers, Inspectors, Directors, Superintendents, Supervisors, Sergeants, Assistant Managers and Staff Sergeants, apply policies consistently and fairly.”	50.14% of employees agree or strongly agreed: “Senior Leaders of Peel Regional Police support measures to increase fairness and respect.”
62% of leaders agree or strongly agree: “Everyone is treated fairly and consistently when applying for a job or promotion at Peel Regional Police,”	50.30 % of employees agree or strongly agree: “At Peel Regional Police, everyone benefits from equal access to resources and opportunities.”

Table 12: Comparison between Leaders and Employees perceptions of fairness and equal opportunity

These are substantial differences in perception, potentially pointing to a lack of understanding among leaders of how employees are experiencing the organization. The majority of leader perceive that there is fairness and equal opportunity, while fully half of the workforce does not.

In CCDI's experience, when we identify these kinds of disconnects between leaders' and employees' perceptions, it suggests that leaders may not be fully attuned to the feedback from employees in the organization, or that employee feedback may not making it to the top ranks. This suggests an opportunity for leaders to truly listen to their employees and better understand the experiences of employees in the organization.

This finding is also exemplified by this quote from the Diversity Meter Inclusion Survey:

"While policy is impressive and exhaustive, implementation is lacking due to an autocratic culture strongly supported by the Management. Observations, suggestions and complaints against members of the management or supervisory staff are systematically discouraged. Retaliation is not only tolerated but encouraged when directed against someone who questions or challenges authority, the Management and/or a "connected" person."



It is noteworthy that in multiple data collection sources – Interviews, Focus Groups and Diversity Meter - the employees who were more likely to agree with questions on fairness are Caucasian, and that those most likely to disagree were Racialized.

This points to the potential for racial discrimination in the organization that Caucasian employees do not see or experience. Additionally, commentary from Caucasian employees around reverse discrimination suggests a need to further educate those in the PRP about how different groups are having different experiences in the PRP workplace.

Many employees' comments indicate their perception that the current leaders have been beneficiaries of privilege and favouritism to get where they are. Yet some of those same leaders cite that the processes by which they got their positions are fair, and that there are no barriers.

This may point to a disconnect between the understanding of the impact of processes, policies and programs, and the mindset or cultural competence of those implementing them.

The processes and policies are only as good as the people implementing them. When those people have unexamined and unchecked biases, the execution of the best policies and processes will be impacted by bias.

### **FINDING 3.4: Employees indicate less agreement than leaders with respect to workplace flexibility.**

In the interviews with PRP Leaders and PPSB members, 82% of Leaders and Board members agree or strongly agree that the work environment is flexible and accommodating to people with different needs or abilities.

For this question, there was a gap between leaders' responses and employees' responses in the Culture Meter Focus Group, where 64% of employees agree or strongly agree with the statement, and 18% disagree or strongly disagree. This finding corresponds with the positive comment made by employees in the Culture Meter Focus Groups and Diversity Meter Census and Inclusion Survey that Peel Regional Police has an accommodating workplace environment.

"Peel Regional Police's work environment is flexible and accommodating to people with different needs or abilities."

Comparison of PRP Leaders + PPSB vs Employees

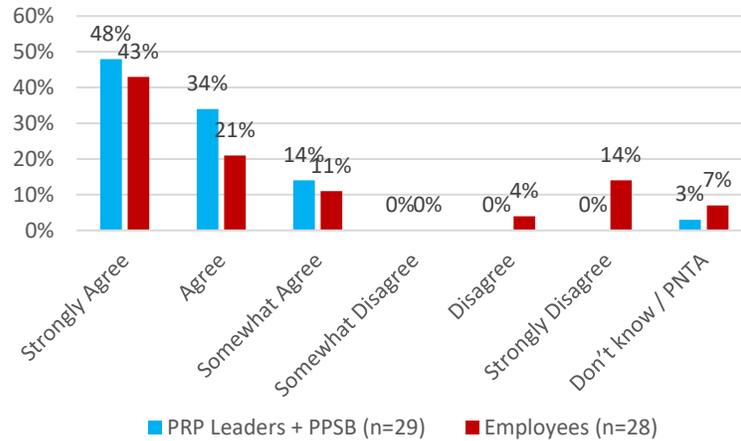


Figure 26 – Comparison of Perceptions of Flexibility

However, when comparing this result to employees' responses in the Diversity Meter Census and Inclusion Survey, only 48.81% of respondents agreed that "I am aware that I can request a flexible work option at Peel Regional Police."

**FINDING 3.5: There is a divide between leaders and employees about the existence of racism, sexism, and homophobia in the Peel Regional Police workplace.**

As noted previously, in general, service leaders and Board members believe that 'isms' do not, or rarely exist at Peel Regional Police. However, in general, the responses from the employees in the Culture Meter Focus Groups and comments in the Diversity Meter Census and Inclusion Survey suggest a different reality.

We present sample comparisons below of PRP Leaders and PPSB members responses vs employee's responses to articulate the differences. This is not an exhaustive list of all comments received, and those presented are to provide a snapshot of the types of comments leaders and employees made during the data collection phases.

The comments provided below paint a picture of an environment in which employees report that they are experiencing racism, sexism, homophobia, along with a lack of awareness on the part of leadership when incidents occur, and most disturbingly retribution or reprisals for voicing concerns, especially for reporting incidents of racism.

(Note: comments from employees are not verbatim. They have been anonymized for projection of confidentiality without distorting the point of the commenter).

## Racism

### PRP Leaders + PPSB responses re: Racism

#### Comments from leaders who do not believe that racism exists in the organization:

- » "Haven't seen it; in the early days going back 1990s, there was; nowadays past 10-15 years, personally no."
- » "Have I seen it? No. Have I read about it? Yes. Has anyone ever told me? No. Do I think there is? I have never personally felt it. I have read about it in HR complaints. More publicized than hearing first hand."
- » "Racism is hidden. Never experienced it myself. The kind of nonsense tolerated 30 years ago, is not tolerated. Doesn't exist - if it does, it is enclosed."
- » "No not that I have seen but I think people can be biased."

### Employees Experiences and Perceptions of Racism

#### Jokes and comments

- » I've heard officers talk negatively about the Black and South Asian community.
- » Lots of bad comments over the years, such as: "I know why you got promoted".
- » Comments are being made now that diverse officers are getting promoted and guaranteed promotions, but that perception is not accurate.
- » There are specific examples of CMG members (past and current) mocking and making fun of minority officers.
- » Comments about south Asian officers (calling them cab drivers).
- » Senior officer said all south Asian officers are corrupt.
- » Comments like coloured people sit at the front of the class.
- » Throughout my career have been called the N word by another officer, and I've heard them use the N word.
- » The institutionalized racism is blatant. Every time a person of colour is promoted, the comments are rampant. Visible minorities are not seen as being competent but as tokens who are promoted to fill quotas.
- » If there's 30% minority promotions during a process and there's an outcry that "if you're male white don't bother applying", despite 70% successful applicants being white male/female.
- » When there is a special project or major investigation on cultural group – management's reluctant to use officers from same culture, noting that they "don't know who to trust" (the same "distrust" is not applied to white officers investigating in white communities).
- » I feel like an outsider even with more than 15 years on the job. It's a white person's organization; I'm not in the hockey or beer club.
- » The make-up of the service is a clear that racialized persons even when qualified are not provided a fair opportunity for advancement or entry to the specialized bureaus. The nepotism in this organization is obvious to everyone, yet no one does anything about it.
- » Two years ago, the N word was used during a training course for police by the instructor. No response when it was brought up.
- » There have been racialized officers who have been discriminated against, women mistreated; yet much is hidden depending on the relationship of the involved officers to the executive.
- » They expect us to do translations, to help other officers in their case. But that translation doesn't mean anything for your development.
- » Many of the supervisors socialize away from work but you are at a disadvantage if you are not going to do that. If you are a newcomer, it is unlikely that you will be invited.
- » I reported it. Management tried to prevent me from pursuing it, saying that the person didn't mean it. It was a racist comment made by another supervisor. He refused to apologize, terrible.

#### Negative perception of Brampton

- » I have heard many say they would never live in Brampton. Sad to hear them talk badly about Brampton every day. I note they see Mississauga in a different light, and I suspect that is because Brampton looks like it is filled with more newcomers. Same crime can happen in Mississauga, but it is viewed differently.
- » There is lots of negative talk about "Brampton." Anything to do with Brampton is considered negative, and the Largest Sikh population is there.

- » Brampton is home to the largest Sikh population. Comments such as “it’s dirty,” “it’s like India,” “it’s a third-class place,” “the people are low class,” “the people can’t drive.”

**Fear of Reprisal / perception that nothing will change**

- » Just the fact that there is hesitation in doing this focus group shows that there is a culture of fear to reporting discrimination. [referring to focus group participants’ reluctance to speak out loud]
- » I know of an officer now facing reprisal because he spoke up.
- » Racist/sexist jokes. No, I didn’t report – fearful of repercussions and being treated as an outcast.
- » I dealt with a race issue and I was treated terribly.
- » I have been called names, when I brought it forward, I got no support, from the organization and the association; they are in bed together.
- » Intimidated, name calling. They bully people, they use tactics for people to be quiet and if you speak up - they make your life hell. This has led to stress at work at home, has ruined relationships.
- » I never raised concern because of fear of reprisal.
- » You may win a battle, but not the war. They will punish you in lateral and promotional processes.
- » Supervisors that take issue with an individual don’t schedule them for developmental hours or opportunities.
- » We all see the unfairness of what happens but if you complain, you risk being treated badly.
- » Not ONE member of Chief’s Management Group (CMG) went to the Association of Black Law Enforcers (ABLE) association dinner this year (2017). PRP looked bad and it sent a huge signal to everyone. Every other department had their CMG there representing.

**Sexism**

**PRP Leaders + PPSB responses re: Sexism**

As discussed in the previous section:

- » 1/3 of leadership respondents said there is no sexism.
- » 1/3 of leadership respondents see it as isolated individual acts
- » 1/3 of leadership respondents were aware of sexism.

**Employees Experiences and Perceptions of Sexism**

- » It more like what Donald Trump would say “locker room talk” so I guess that makes it okay...
- » PRP acts as if the service is made up of homogeneous individuals who all think, feel and act like white males. Any commitment to supporting individuals with their unique needs is superficial at best. There is no internal support for members of minority cultures or identities. Things like sexism are routine and treated as normal and expected.
- » Women who take time off for their children are seen as not committed to the service and unfit to be police officers.
- » It was sexism-based harassment. I didn’t report it because no one would care or do anything. I’ve seen enough people get treated as the problem for reporting things – and with no consequences to the perpetrator at all, including them being promoted!
- » My coworkers do their best to be respectful to me however the comments that are made about women (of the public) are disturbing and degrading. For example, I’ve overheard individuals suggest a woman was making a false allegation of sexual assault because as a group they found her unattractive.
- » Supervisors are inclined to focus their attention on male coworkers.
- » I’ve heard men and women officers suggest officers returning from maternity leave are not equal to those that have been on the road and they’ll just get pregnant again. I do not know a man that has taken leave for a child so; I’m unaware if it’s an issue for them as well.
- » In my experience being called a pw (police women) by my fellow officers is divisive and degrading as they are, and maybe unintentionally, reminding me, them and those we are working with there is a difference between us although we are both constables.

## Homophobia

PRP Leaders + PPSB
<p><b>As discussed in the previous section:</b></p> <ul style="list-style-type: none"> <li>» Half of leader &amp; board respondents do not believe homophobia exists in the PRP.</li> <li>» Approximately one quarter of leader and board respondents unsure or see it as isolated individual acts.</li> <li>» Believe homophobia exists as a systemic problem.</li> </ul>
Employees' Perceptions
<ul style="list-style-type: none"> <li>» Black Lives Matter was demonized merely for wanting the Toronto Pride Parade to be a safe space for LGBTQ people to celebrate. There was no discussion on how PRP could work with them to be more inclusive or understanding of their perspective.</li> <li>» There was a suggestion made to have an internal group for LGBTQ officers, which was denied because 'we don't need it since they're not treated differently.' Upper management will often 'ask for the opinion of the front line' through surveys and focus groups, but then completely ignore what's said and make it obvious it was all smoke and mirrors.</li> <li>» A colleague would make constant homophobic comments in front of me and our supervisor. He didn't stop because 'it was a joke' even when I called him up on it. When I told our supervisor, he said that the colleague was retiring soon, so just deal.</li> <li>» People drawing penises on someone's personal items, referring to someone's sexual preferences.</li> </ul>

### FINDING 3.6: Employees may perceive barriers to a higher degree than leaders for certain groups in the organization.

While we saw in the previous section that 72% PRP leaders and Board members do not believe that barriers exist, or rarely exist, the employee experience is different, with 51% of respondents agreeing that there are barriers. This disparity is articulated in Figures 27 and 28 below.

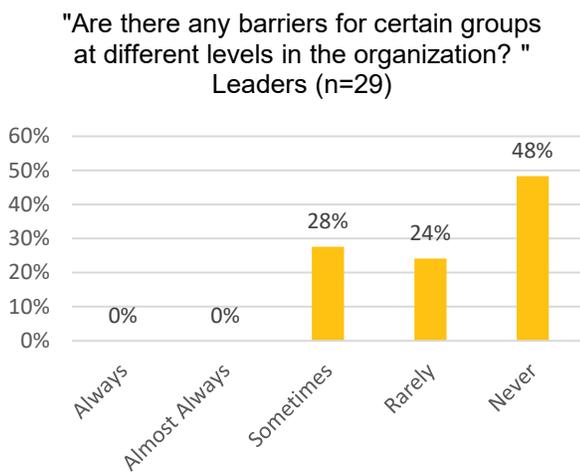


Figure 27: Leaders' & Board's perceptions of barriers

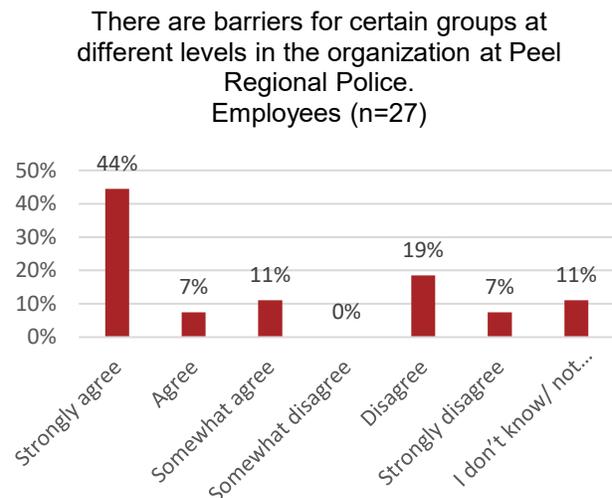


Figure 28: Employees' perceptions of barriers

In describing the reasons why, leaders and employees had distinctly different perceptions of the organization. These are compared and contrasted below. Note some responses below have been anonymized or edited to remove potentially identifiable details.

Perceptions of Barriers: Proof Points from Leaders	Perceptions of Barriers: Proof Points from Employees
<ul style="list-style-type: none"> <li>» Never or Rarely</li> <li>» Never - Comes down to working to do all the steps to get promoted; get promoted based on your work. Must become competitive and make your area better</li> <li>» Never - some areas have not been as diverse as others. For example, Guns and Gangs. Diverse candidates are not applying. We did some lunch and learns and asked for diversity in some of the units. We need to educate people and provide them with more information. The pool sometimes needs some work, so we can change it.</li> <li>» Never - Civilian are more women and police officers are more men, but I don't see any barriers</li> <li>» Never - the promotional process gives you marks for certain areas, this balances out.</li> <li>» Never - Reality is that as much as we can try to identify barriers that exist from our own eyes, need to try to identify through the perspectives of the people who experience the barriers, processes don't create barriers knowingly</li> <li>» Rarely - If you have qualifications to get a job, fair chance of being evaluated to do the job. For new people, barriers could be chain of command. We are a part of a military structure. Becoming better. You have to go through chain of command. It is more of a learning curve not barrier.</li> <li>» Rarely - People with some disabilities have difficulties advancing within police structure due to occupational requirements.</li> <li>» Rarely - Hard to get beyond subjective interpretations of policy. Personal experience is never. I have to be realistic. They do it sometimes with best intentions. That comes into play with promotional process. You have to be able to afford opportunity to people who are much younger.</li> <li>» Nature in this area is that uniform position will oversee (i.e. If civilian employee couldn't be manager of recruitment because don't have uniform background).</li> <li>» More promotions of females - into management &amp; director positions. Racial diversity getting there- don't have senior Sergeant or constables- it will take time to get racial diversity- more in lower ranks will slowly get there.</li> </ul>	<p><i>Favoritism/Structural Barriers</i></p> <ul style="list-style-type: none"> <li>» Promotion and opportunities are not applied the same to minorities.</li> <li>» Huge barriers, if you are of color, you are having to fight harder to get noticed and there is an "either you join us, or you are against us" mentality.</li> <li>» Formal mentorship is given to friends (white or likeminded) and not to minorities.</li> <li>» Everything is a barrier; the system is created to make everything difficult to hide what they are doing: from being hired, getting into bureaus, promotion, courses. For example, they play hockey, go on vacation...are you going to promote your friend or the newcomer?</li> <li>» There is a huge barrier in how certain groups are treated. There is, more than ever, a feeling of a lack of understanding by senior officers on how unfairly treated some groups within the department feel. It is apparent that the Chief doesn't really get the true picture because mid managers skew the message on the way up.</li> <li>» As a minority, you experience barriers from day one, and you are treated differently by management.</li> <li>» Specialized bureaus and leadership positions are most staffed by white individuals. Racialized individuals lack relationships and role models to help them get promotions.</li> </ul> <p><i>Lack of support / refusal to change</i></p> <ul style="list-style-type: none"> <li>» Barrier is a lack of support among frontline employees and from the leadership team. The organization will pay lip service to the concept of diversity but there will be no change in individual behaviour.</li> <li>» The major barrier is acceptance. There are still some senior officers around that don't want to accept change. They view it as losing their privileged position within the department. They use negativity to bring people of ethnic groups, women, LBGTQ+ members down - unless you are specifically in their circle of friends.</li> <li>» There is a lack of leadership on this issue, as most of our leaders don't believe that there is a problem with diversity, equity and inclusion in our organization and as a result will see this as an exercise for a minority of disgruntled employees to vent.</li> </ul>

Perceptions of Barriers: Proof Points from Leaders	Perceptions of Barriers: Proof Points from Employees
<ul style="list-style-type: none"> <li>» Rarely, maybe with language skills. When in recruiting, had a lot of applicants from south Asian communities who didn't have sufficient language skills.</li> <li>» Uniform has access to many jobs. Civilians feel more locked in for opportunities as there aren't as many Civilian roles.</li> <li>» Every data point seen would suggest that there is not a proportionate representation when it comes to senior leadership positions; government appointments sometimes need to be based on experience; there is disproportionate representation</li> <li>» Barriers are in the person's own mind. Ex. a couple of officers that are not fully engaged and feel that opportunities are not there for them or that they don't have the personality for opportunities and were just sitting back waiting for opportunities to hit them over the heads. Important for senior people to recognize talent and support and encourage it.</li> <li>» Need to expect more of Board members; so how do you cast a wide enough search that you make sure that you get great candidates with the relevant experience who also represent the community? We live in the GTA and there are excellent candidates from every diverse community; just need to get to them.</li> <li>» I think we just want the best person. The person that didn't get the position could say they didn't get the job because they are Chinese, but they may have had ties to something else.</li> <li>» Sometimes - Barrier being uniform to civilian, uniform side Senior management held in higher regard, mindset that you don't have uniform background, can't contribute to whatever project/process; sometimes feel it should be flipped.</li> <li>» Sometimes - if a candidate has not been a volunteer they would be disqualified; if a candidate was other than female or male, they could not make it in; someone who is differently gendered or whose first language is not English would likely not become a member.</li> <li>» Sometimes - on the uniform side. Most cases it is operationally – mandated requirement, i.e. Peel is very good at its internal hiring process. But not so good at getting everyone the same training to get qualifications; for officers who do a lot of arrests and have to do a lot of court time, not enough time for courses; there should be specific courses at each level that everyone is required to do. Everything</li> </ul>	<ul style="list-style-type: none"> <li>» There is no commitment to even looking at our institutionalized issues with racism, sexism and homophobia. Because that would mean that there was a problem, and PRP has no problems.</li> <li>» It's great these surveys and focus groups come out, but honestly, I have been doing these once a year since I was hired a while back. Nothing ever changes, in fact things get worse.</li> <li>» I want to laugh at this question. I have LOTS of suggestions, but not a single thing you put in your report will be acted on. I'm sorry that you're wasting your time (and mine too, I guess) but unless this survey says we're doing a great job, the results will be ignored and swept under the rug. Nothing will come of your work. Sorry about that, but I've filled in dozens of surveys and nothing ever changes. Until our Chief is willing to actually take her blinders off and LOOK at the organization, nothing will be fixed. She was a cadet with our service, which means she practically grew up in uniform. Asking her to be critical of PRP is like asking her to accept criticism of her family. It just won't happen.</li> </ul> <p><i>Retribution</i></p> <ul style="list-style-type: none"> <li>» If you dare complain, you are enemy number one.</li> <li>» The organization will accommodate you if they must (i.e. human rights) but you risk being left behind if you are accommodated when it comes to promotion</li> <li>» Retaliation is the norm; being singled out, comments made in front of groups.</li> <li>» If you are sick, peers and even management will punish you in sneaky ways.</li> </ul>

Perceptions of Barriers: Proof Points from Leaders	Perceptions of Barriers: Proof Points from Employees
<p>should be consistent courses (curriculum) for everyone at the same level.</p> <p>» Sometimes - most of barriers are systemic. Been in org for [over 20] years, and when started there was some overt card-carrying racists. We don't hire those people anymore. We haven't for a good 10-15 years. Can't vouch for before that. Overt bias, racism, bigotry, is not the problem that it used to be. Systemic bias, based on gender, race, orientation. Everyone is willing to say bias exists, but acknowledging the bias exists is only part of the issue. The other part of the issue is not everyone has power. Shared bias is shared by the group that makes the decisions over the course of entire history. The decision makers have shared a similar bias. Decisions have been made by groups of similar biases- organization has biases have built in. Systemic bias not going to acknowledge it exists, overt bias we have reduced. Leadership is not trying to be biased. Trying to be open, transparent for the most part. Organization built on systemic bias over 40 years. We have to face that and take steps to address it. We are struggling to admit there is bias.</p> <p>» Yes - There will be barriers: simply because organization does not have the understanding or capacity based on its membership to progressively move forward in developing a more diverse portfolio</p>	

*Table 14: Comparison of Leaders and Employees perceptions of barriers*

**FINDING 3.7: Most leaders indicated that they had experience dealing with harassment or discrimination claims.**

Nearly all the PRP leaders interviewed had either dealt with or been aware of complaints of harassment and discrimination within the service.

A sample of responses from leaders to the question “Have you ever had to deal with a complaint of harassment or discrimination?” include:

- » “Yes - I have put forward a complaint in my career; issue got shoved under the rug.”
- » “Yes - happens with relative frequency. Would bring forward to HR to file complaint and act as an advocate during the process. Some cases not recommended taking that path and taking it to Human Rights Tribunal instead.”
- » “Yes - A member filed HR complaint that supervisor was racist towards them. It was several years ago and there was a settlement in the end.”
- » “Yes - Handle it according to policy in each case.”
- » “Yes - Depends on severity or nature to handle formally or informally.”
- » “Yes - A couple of complaints against a supervisor.”

- » “Yes - Had allegation made by a subordinate; all have been formalized and gone through normal processes.”
- » “Yes - Give everyone involved the opportunity to explain the situation; then decide if it can be handled with parties involved or if it needs to be a divisional issue.”

Considering the above-mentioned findings, where most leaders self-reported that they had direct experience dealing with complaints of harassment and discrimination, it is concerning that many leaders reported there is no racism, sexism, or homophobia in the service. This seems like a contradiction, and potentially suggests that leaders either do not believe the complaints, do not think they are important, or do not connect such complaints to the systemic issues of racism, sexism, homophobia, etc.

## IV. Organizational maturity.

In reviewing Peel Regional Police's previous D&I overview presentation as well as a review of Peel Regional Police's self assessed maturity according to the Global Diversity and Inclusion Benchmarks, we identified several opportunities.

### Global Diversity and Inclusion Benchmarks (“GDIB”) Self-Assessment

For this section, Peel Regional Police leadership were asked to self-assess the organization based on the GDIB.

The *Global Diversity and Inclusion Benchmarks: Standards for Organizations Around the World* is a comprehensive educational and measurement tool that provides standards and promising practices on D&I for organizations across all sectors. The GDIB is a free tool that is sponsored and produced by the Centre for Global Inclusion, a charitable organization that engages with a global think tank of diversity and inclusion experts representing different geographies, sectors, and approaches to the work of diversity and inclusion around the world.

The GDIB helps organizations:

- » Realize the depth, breadth, and integrated scope of D&I practices;
- » Assess the current state of D&I in their organizations;
- » Determine strategy, and;
- » Measure progress in managing diversity and fostering inclusion<sup>18</sup>.

We use the GDIB here because it provides a recognized set of standards against which to measure your development as you implement and integrate D&I initiatives for different parts of your organization, i.e. your workforce, policies, leadership, etc.

The GDIB presents 268 benchmarks in 4 major groups, comprising 14 categories of operations within all types of organizations. The GDIB presents these benchmarks at 5 levels within each of the 14 categories. This provides organizations with the opportunity to assess where they currently are and set goals to move up to a well-defined next level of achievement.

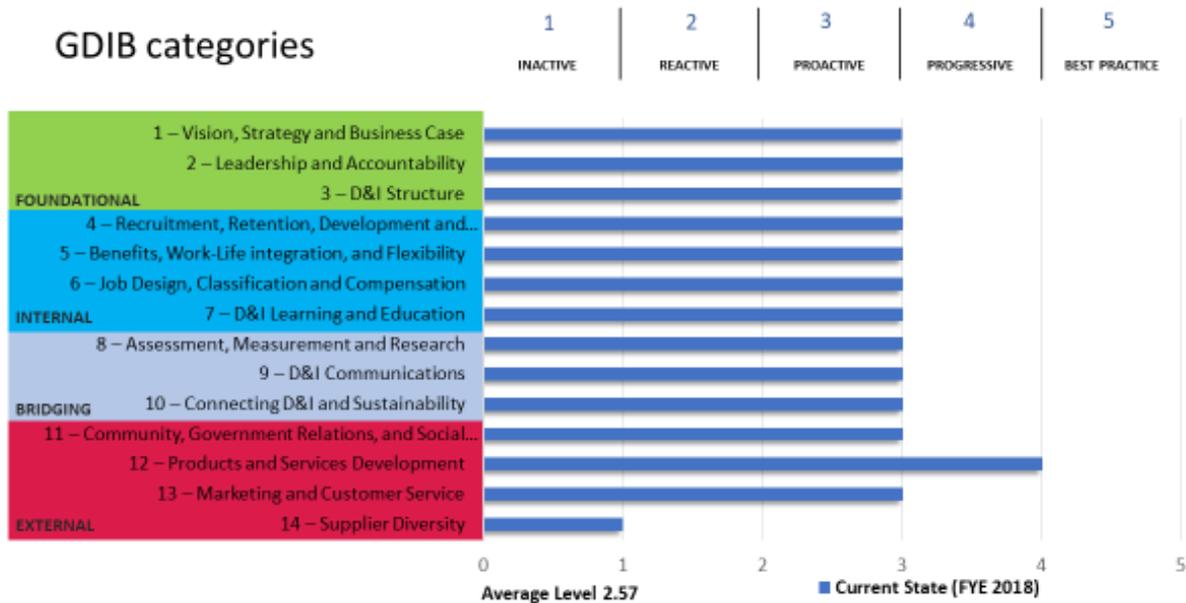
#### **FINDING 4.1: The maturity of Peel Regional Police's diversity and inclusion initiatives is rated at the Proactive level for most of the GDIB benchmarks.**

The GDIB achievement levels listed below are self-rated by the Peel Regional Police. These have not been validated by employees. However, in our gap analysis in each section, we invite readers of this report to consider these self-ratings in context of feedback received from Board members, leaders, and employees as outlined in the previous sections. In some cases, the self-ratings presented seem overly optimistic or aspirational in comparison to the actual findings from the data already presented in this report.

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<sup>18</sup> O'Mara, J., & Richter, A. (2016).

# Peel Police: GDIB Benchmarks



## Foundation group of benchmarks

It is important to note that the basis for a successful Diversity and Inclusion Strategy lies in the Foundation group of the Global Diversity and Inclusion Benchmarks, consisting of three elements. These elements include:

1. Diversity and Inclusion vision, strategy, and business case.
  - » developing a strong rationale for diversity and inclusion vision and strategy and aligning it to organizational goals.
2. Leadership and accountability.
  - » holding leaders accountable for implementing the organization's diversity and inclusion vision, setting goals, achieving results, and being role models.
3. Diversity and inclusion structure and implementation.
  - » providing dedicated support and structure with authority and budget to effectively implement diversity and inclusion.

Without these foundational elements, addressing any of the other GDIB categories (internal, external, and bridging elements) will likely be ineffective. While this section references these other categories because they relate to the key findings in the CSIA, the GDIB foundational elements are imperative for any successful diversity and inclusion strategy.

## Peel Regional Police's Accomplishments from Foundation Group.

### GDIB Category 1 - Vision, strategy and business case

Peel Regional Police's self-rated achievements on GDIB Category 1 are as follows.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input type="checkbox"/> 1.1 D&amp;I is embedded in organizational culture and is not seen as an isolated program but rather as a core value, a source of innovation, and a means to growth and success.</p> <p><input type="checkbox"/> 1.2 All the major components of D&amp;I work, including vision, strategy, business case or rationale, goals, policies, principles, and competencies, are regularly reviewed.</p> <p><input type="checkbox"/> 1.3 The D&amp;I strategy contributes to specific accomplishments and the organization's overall success in observable, measurable ways.</p> <p><input type="checkbox"/> 1.4 The organization is known as a leader in D&amp;I and is frequently acknowledged, cited, and benchmarked for its pioneering D&amp;I accomplishments.</p> <p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input type="checkbox"/> 1.5 The organization's D&amp;I vision and goals, as well as the requirement to embed equity, prevent harassment, and reduce discrimination, are fully supported and rewarded.</p> <p><input checked="" type="checkbox"/> 1.6 The majority of stakeholders acknowledge that D&amp;I is important for contributing to the success of the organization.</p> <p><input type="checkbox"/> 1.7 D&amp;I competencies that help achieve the D&amp;I strategy are demonstrated by a majority of employees.</p> <p><input checked="" type="checkbox"/> 1.8 D&amp;I is well integrated into the organization's strategy.</p> <p><b>LEVEL 3: PROACTIVE</b></p> <p><input checked="" type="checkbox"/> 1.9 The organization has examined its systems, practices, requirements, and organizational culture and created strategies to reduce barriers to inclusion.</p>	<p><input type="checkbox"/> 1.10 A compelling D&amp;I vision, strategy, and business case has been developed and communicated to all employees. It describes the multiple ways that individuals, teams, and the organization benefit from D&amp;I.</p> <p><input type="checkbox"/> 1.11 D&amp;I is defined broadly to include dimensions beyond gender, age, disability, and other characteristics.</p> <p><input type="checkbox"/> 1.12 D&amp;I qualitative and quantitative goals that include input from a variety of internal and external stakeholders are being developed.</p> <p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 1.13 If a D&amp;I strategy exists, it is limited only to human resource functions.</p> <p><input type="checkbox"/> 1.14 D&amp;I is narrowly defined, referring only to some underrepresented groups. The focus is primarily on numbers of people from various groups represented at different organizational levels.</p> <p><input type="checkbox"/> 1.15 Equal opportunity, disability access, age discrimination, or other diversity-related policies have been adopted primarily to meet compliance requirements and prevent damaging legal action or publicity.</p> <p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 1.16 There is no D&amp;I vision, strategy, imperative, business case, goals, policies, principles, or program.</p> <p><input type="checkbox"/> 1.17 There is no linkage of D&amp;I to the vision, mission, and goals of the organization.</p>
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Table 15: Peel Regional Police Self-rated level of achievement on GDIB Category 1

For Category 1, PRP indicate that the majority of stakeholders acknowledge the importance of D&I, and that D&I is well integrated into the organization's strategy. Further, the PRP indicated that it has examined its systems, practices, and culture to reduce barriers to inclusion.

### Gap Analysis

When considering feedback received by both leaders and employees all sources,

- » There is consensus that many leaders and stakeholders do publicly discuss the importance of diversity equity and inclusion for the organization, as indicated in benchmark 1.6.

However, when we analyze results specifically from the leaders and employees:

- » Many leaders believe policies and processes are fair and bias free, and many of these leaders indicate they don't believe there are any barriers.
- » Yet, employee comments indicate that there may be barriers.

This suggests that there may be a gap between what is supposed to happen according to the policies and processes, and what is actually happening. We would recommend Peel Police continue to examine the intercultural mindset of the individuals who develop and implement the

processes and to focus on developing the intercultural competence of leaders, in particular, their understanding of the barriers faced by minoritized groups in the police service, especially their understanding of those barriers that they may not experience themselves.

### GDIB Category 2 - Leadership and accountability

Peel Regional Police's self-rated achievements on GDIB Category 2 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input type="checkbox"/> 2.1 A large majority of employees across an array of diversity dimensions rate their leaders as treating them fairly and inclusively.</p> <p><input type="checkbox"/> 2.2 Management performance, pay, bonuses, and promotions are tied to a variety of D&amp;I indicators.</p> <p><input type="checkbox"/> 2.3 Leaders are seen as change agents and role models and inspire others to take individual responsibility and become role models themselves.</p> <p><input checked="" type="checkbox"/> 2.4 Leaders and board members publicly support internal and external diversity-related initiatives, even if they are perceived to be controversial.</p> <p><input type="checkbox"/> 2.5 Leaders and board members understand that D&amp;I is systemic. They are fully committed to holding people at all levels accountable for achieving the D&amp;I objectives.</p> <p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input type="checkbox"/> 2.6 Leaders are involved in D&amp;I initiatives, communicate the D&amp;I strategy, and provide recognition for D&amp;I champions and advocates.</p> <p><input type="checkbox"/> 2.7 Leaders hold themselves and others responsible for achieving the D&amp;I goals and objectives.</p> <p><input type="checkbox"/> 2.8 The board of directors is diverse, is engaged in D&amp;I issues, and holds the leadership team accountable for achieving the D&amp;I strategy.</p> <p><input type="checkbox"/> 2.9 Managing D&amp;I is an essential leadership competency and leaders are rated on it.</p>	<p><b>LEVEL 3: PROACTIVE</b></p> <p><input checked="" type="checkbox"/> 2.10 Leaders are knowledgeable about D&amp;I and accept managing D&amp;I as one of their responsibilities.</p> <p><input checked="" type="checkbox"/> 2.11 Leaders willingly write and speak internally and publicly about the organization's D&amp;I efforts.</p> <p><input checked="" type="checkbox"/> 2.12 Leaders engage in D&amp;I issues important to employees and are actively involved in diversity networks.</p> <p><input checked="" type="checkbox"/> 2.13 To increase their knowledge and competence, leaders seek coaching in D&amp;I and provide coaching and mentoring to others.</p> <p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 2.14 Leaders are generally unfamiliar with D&amp;I and require instructions or scripts to discuss it.</p> <p><input type="checkbox"/> 2.15 Although leaders accept some responsibility for D&amp;I, the focus is mainly on compliance.</p> <p><input type="checkbox"/> 2.16 Leaders consistently avoid or are reluctant to address challenging D&amp;I situations.</p> <p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 2.17 There is little or no leadership involvement or accountability for D&amp;I.</p> <p><input type="checkbox"/> 2.18 Leaders consistently see differences primarily as problematic rather than as opportunities for enrichment, progress, and success.</p>
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Table 16: Peel Regional Police Self-rated level of achievement on GDIB Category 2

For Category 2, PRP indicate that leaders are knowledgeable about D&I and accept managing D&I as one of their responsibilities, that they speak publicly about it, and engage in issues important to employees.

### Gap analysis:

As noted in the Gap analysis for Category 1, there appears to be a gap between what is said about how things are supposed to be done and how things actually get done. More specifically,

- » Leaders' own self-reported levels of understanding of 'isms' and barriers in the organization during the Leadership Growth leader interviews, showed that not all leaders and board members are fully knowledgeable about the actual issues facing the organization.
- » Leaders' perceptions appear generally more favourable than employees' perceptions of the leaders' knowledge and commitment.
- » Further, the Leadership Growth leader interviews and IDI® debrief and coaching sessions suggest that not all leaders fully accept managing D&I as one of their

responsibilities, and/or that their understanding was limited in terms of what “managing D&I” actually means.

Furthermore, PRP has rated itself as having achieved benchmark 2.4: “Leaders and board members publicly support internal and external diversity-related initiatives, even if they are perceived to be controversial.” The results from our assessment indicated that:

- » A number of leaders and board members indicated they do not believe there is racism, sexism, or homophobia in the organization.
- » Employee commentary and inclusion results suggest that they are experiencing issues related to these barriers in the workplace.

### GDIB Category 3 - Diversity and inclusion structure and implementation

Peel Regional Police’s self-rated achievements on GDIB Category 3 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input type="checkbox"/> 3.1 The most senior D&amp;I professional is an equal and influential partner on the senior leadership team.</p> <p><input type="checkbox"/> 3.2 Leaders at all levels lead the organization’s D&amp;I initiatives and are regarded as D&amp;I champions.</p> <p><input type="checkbox"/> 3.3 Diversity networks serve as partners and advise on recruitment, communications, risk management, product and service development, community engagement, and other organizational issues.</p> <p><input type="checkbox"/> 3.4 D&amp;I is well integrated into core organizational systems and practices.</p> <p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input type="checkbox"/> 3.5 The organization provides adequate resources, staffing, and support to help ensure implementation of its D&amp;I strategy.</p> <p><input type="checkbox"/> 3.6 The D&amp;I function is headed by an influential leader who is knowledgeable about D&amp;I.</p> <p><input type="checkbox"/> 3.7 D&amp;I councils/committees are composed of line and staff leaders representing the diversity of the organization.</p> <p><input checked="" type="checkbox"/> 3.8 Diversity networks are recognized as credible, valued resources to the organization.</p> <p><input type="checkbox"/> 3.9 Departments or divisions have D&amp;I councils/committees in alignment with the organization’s strategy.</p> <p><b>LEVEL 3: PROACTIVE</b></p> <p><input type="checkbox"/> 3.10 There is a D&amp;I champion/leader and staff with responsibility for D&amp;I</p>	<p><input checked="" type="checkbox"/> 3.11 A few diversity networks with budget and resources exist.</p> <p><input checked="" type="checkbox"/> 3.12 An organization-wide D&amp;I council/committee is given visible support by leaders, represents internal stakeholders, and impacts D&amp;I efforts.</p> <p><input checked="" type="checkbox"/> 3.13 Some budget has been allocated to cover D&amp;I implementation.</p> <p><input type="checkbox"/> 3.14 The D&amp;I staff are hired for their competence and their ability to bring diverse perspectives to the work and not just because they represent an identity group traditionally labeled as underrepresented.</p> <p><input type="checkbox"/> 3.15 If the organization has labor unions or similar groups, they are engaged in D&amp;I efforts.</p> <p><input type="checkbox"/> 3.16 D&amp;I staff are called upon for advice, counsel, and content expertise.</p> <p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 3.17 D&amp;I is simply an additional duty of the human resources, legal, or other department.</p> <p><input type="checkbox"/> 3.18 Diversity networks and D&amp;I committees may exist, but they have no real power, influence, or resources.</p> <p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 3.19 There is no organizational structure or budget for D&amp;I.</p> <p><input type="checkbox"/> 3.20 No one in the organization has formal responsibility for addressing D&amp;I issues.</p>
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Table 17: Peel Regional Police Self-rated level of achievement on GDIB Category 3

For Category 3, PRP has identified that resources have been allocated and that networks exist for diversity and inclusion.

#### Gap analysis:

With respect to self-assessed benchmark 3.8, feedback from many employees and some leaders suggest that

- » The diversity initiatives are viewed by some as unnecessary, or worse as “reverse discrimination”.

This suggests an opportunity to better understand the degree to which diversity, equity and inclusion initiatives at the police service are truly accepted and valued, and an opportunity to further educate service members and leaders on the value of diversity, equity and inclusion to the police service.

### Internal group of benchmarks

The four categories in the Internal Group focus primarily on strengthening the organization and the effectiveness of leaders and employees. Traditionally, many D&I programs emphasize categories in the Internal Group. One reason is that this group of benchmarks is most often part of the Human Resources function, which traditionally is where D&I has been placed on the organizational chart. However, consideration should be made to positioning D&I as a separate function where it can effectively work with other functions and departments<sup>19</sup>. The four categories of the Internal Group of benchmarks are:

4. Recruitment, retention, development, and advancement.
  - » ensuring that D&I is integrated into recruitment, talent development, advancement, and retention.
5. Benefits, work-life integration, and flexibility.
  - » achieving work-life integration and flexibility.
6. Job design, classification, and compensation.
  - » ensuring that job design and classification are unbiased, and compensation is equitable.
7. Diversity and inclusion learning and education.
  - » educating leaders and employees so they have a high level of diversity and inclusion competence.

### Peel Regional Police’s Accomplishments from Internal Group.

#### GDIB category 4 - Recruitment, retention, development, and advancement

Peel Regional Police’s self-rated achievements on GDIB Category 4 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input type="checkbox"/> 4.1 The organization’s talent development processes have resulted in equitable and accessible recruitment, retention, and advancement and a pervasive feeling of inclusion.</p> <p><input type="checkbox"/> 4.2 The workforce across all levels and functions is generally representative of the organization’s labor markets.</p>	<p><input type="checkbox"/> 4.3 The organization’s reputation for quality D&amp;I efforts enhances its ability to attract and retain employees who contribute to outstanding organizational results.</p> <p><input type="checkbox"/> 4.4 Turnover of members of underrepresented groups is in parity with that of the majority group.</p>
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<sup>19</sup> The section on the Internal Group starts on page 30 of “Global Diversity and Inclusion Benchmarks”, <http://www.diversitycollegium.org/usertools/GDIB-V-03072016-3-2MB.pdf>.

<p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input checked="" type="checkbox"/> 4.5 Recruitment includes advertising on diversity-focused career websites, using social media, and networking with internal and external diversity groups.</p> <p><input checked="" type="checkbox"/> 4.6 Recruitment and selection panels understand how bias enters into recruiting and therefore include members knowledgeable about the diverse population the organization wants to attract and advance.</p> <p><input type="checkbox"/> 4.7 Special efforts are made to place members of underrepresented groups in positions that serve as succession pools for future promotion.</p> <p><input checked="" type="checkbox"/> 4.8 Employees are encouraged to consider development opportunities and positions outside their current functional, technical, or professional area.</p> <p><input type="checkbox"/> 4.9 Development through self-assessment, coaching, mentoring, and participating in projects where accomplishments can become known is open and encouraged.</p> <p><input type="checkbox"/> 4.10 Employees are exposed to a variety of cultures, markets, values, and practices as part of development and retention.</p> <p><input type="checkbox"/> 4.11 High potential talent is provided with internal coaches, mentors, and external coaching opportunities to maximize performance and develop advanced careers.</p> <p><b>LEVEL 3: PROACTIVE</b></p> <p><input type="checkbox"/> 4.12 The workforce is beginning to reflect the diversity found in the organization's qualified labor market, but there is still underutilization of certain groups in mid-level and senior-level positions and some functions.</p>	<p><input checked="" type="checkbox"/> 4.13 Managers are educated in understanding differences and the impact their biases may have on selection, development, and advancement decisions.</p> <p><input type="checkbox"/> 4.14 External search firms are selected based in part on their expertise in diversity recruiting.</p> <p><input type="checkbox"/> 4.15 The organization offers a variety of development programs and encourages employees to take advantage of them.</p> <p><input checked="" type="checkbox"/> 4.16 The organization attempts to remove biases based on personality type; for example, showing or restraining emotions won't be seen as a barrier.</p> <p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 4.17 The hiring focus is based primarily on representation to meet diversity or equity goals or targets.</p> <p><input type="checkbox"/> 4.18 Recruitment practices do not include diverse candidates as a matter of procedure for all positions.</p> <p><input type="checkbox"/> 4.19 Development and advancement systems do not focus on including diverse candidates.</p> <p><input type="checkbox"/> 4.20 Recruitment and development systems do not take into account how people from different cultures and backgrounds may respond to interview questions.</p> <p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 4.21 There is no effort to recruit, select, advance, or retain employees from diverse underrepresented groups at any level.</p> <p><input type="checkbox"/> 4.22 Other than a short statement that the organization has an equal opportunity or similar policy, there is no mention of D&amp;I in the organization's public messaging.</p>
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Table 18: Peel Regional Police Self-rated level of achievement on GDIB Category 4

For Category 4, PRP indicated that they have attempted to remove biases (benchmarks 4.16 and 4.13) through providing limited bias awareness training, that employees are encouraged to seek opportunities to advance their careers in different departments (benchmark 4.8), and that recruitment includes outreach to diverse groups.

**Gap analysis:**

With respect to benchmark 4.6 “Recruitment and selection panels understand how bias enters into recruiting and therefore include members knowledgeable about the diverse population...”, feedback from employees in the Diversity Meter Census and Inclusion Survey and the Culture Meter Focus groups, as well as feedback from some leaders in Leadership Growth leader interviews an IDI® debriefs, suggests that:

- » There is not a strong belief that hiring and promotion decision makers are aware of their own biases, and are therefore able to mitigate their biases in these decisions.

**GDIB category 5 - Benefits, work-life integration, and flexibility**

Peel Regional Police’s self-rated achievements on GDIB Category 5 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input type="checkbox"/> 5.1 Most leaders model work-life integration.</p> <p><input checked="" type="checkbox"/> 5.2 Part-time, job sharing, and other flexible work arrangements are available for all appropriate positions. Their</p>	<p>use, which leaders encourage, does not negatively impact employee performance or advancement.</p> <p><input checked="" type="checkbox"/> 5.3 The organization accepts and recognizes diversity in language and accents, dress, religion, physical appearance, and non-traditional schedules as fully legitimate.</p>
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<p><b>LEVEL 5: BEST PRACTICE (continued)</b></p> <p><input checked="" type="checkbox"/> 5.4 A comprehensive range of flexible benefits and services, including education, health, and counseling, is provided.</p> <p><input type="checkbox"/> 5.5 Based on research and assessment, benefits and services are regularly adapted to changing conditions, technology, and innovative ideas.</p> <p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input checked="" type="checkbox"/> 5.6 Paid leave beyond what is legally required is provided and used. This may include care giving for spouses, domestic partners, children, and adult dependents.</p> <p><input checked="" type="checkbox"/> 5.7 Work-at-home, job-sharing, and part-time work is provided for select positions.</p> <p><input checked="" type="checkbox"/> 5.8 The organizational culture is accepting of those who work flexible schedules.</p> <p><input checked="" type="checkbox"/> 5.9 Health and wellness benefits include education, clinics, fitness centers, employee assistance programs, and preventive healthcare, including mental health issues.</p> <p><input type="checkbox"/> 5.10 Family-friendly services include subsidized childcare and eldercare (on-site or outsourced), lactation rooms, and emergency care.</p> <p><input checked="" type="checkbox"/> 5.11 Accessibility and accommodation for religious practices, persons with disabilities, and other special needs are accepted and do not negatively impact the perception of performance.</p> <p><input checked="" type="checkbox"/> 5.12 Policies and practices guard against favoritism and are applied equitably across the organization in a culturally sensitive way.</p>	<p><input checked="" type="checkbox"/> 5.13 An inclusive concept of family guides determination of benefits and participation in organizational events.</p> <p><b>LEVEL 3: PROACTIVE</b></p> <p><input checked="" type="checkbox"/> 5.14 Paid leave is provided for healthcare, civic responsibilities, bereavement, and so forth.</p> <p><input checked="" type="checkbox"/> 5.15 Religious practices and cultural holidays are mostly accommodated even if they are not the holidays of the majority.</p> <p><input type="checkbox"/> 5.16 Flexibility in personal appearance and one's workspace is allowed for most employees, provided it is done in a culturally sensitive way.</p> <p><input type="checkbox"/> 5.17 Technology support for mobility, disabilities, and flexible work arrangements are available for select employees.</p> <p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 5.18 Benefit programs generally are "one-size-fits-all" and their value or relevance to employees is not monitored.</p> <p><input type="checkbox"/> 5.19 Work schedules are generally traditional, inflexible, and compliance-driven.</p> <p><input type="checkbox"/> 5.20 Flexibility may be misunderstood, applied unfairly, or perceived as favoritism.</p> <p><input type="checkbox"/> 5.21 Language and physical access are accommodated only when legally required.</p> <p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 5.22 Only legally required employee benefits and services are provided.</p> <p><input type="checkbox"/> 5.23 There is little or no provision for childcare and family needs, schedule flexibility, or work leave</p>
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Table 19: Peel Regional Police Self-rated level of achievement on GDIB Category 5

For Category 5, PRP have self-rated a high level of achievement on the benefits and flexibility category. Our review of PRP's policies and procedures suggests that these self-ratings are accurate.

**Gap analysis:**

Overall, less than half of employees (48.81%) agreed or strongly agreed with the statement "I am aware that I can request a flexible work option at Peel Regional Police." This suggests an opportunity to better communicate to service members the options that are available to them.

**GDIB category 6 - Job design, classification, and compensation**

Peel Regional Police's self-rated achievements on GDIB Category 6 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input checked="" type="checkbox"/> 6.1 The organization maintains equitable internal and external compensation and job classification practices.</p> <p><input type="checkbox"/> 6.2 Innovative job design results in employees being paid for performance rather than "putting in time," and enables flexible work options.</p> <p><input type="checkbox"/> 6.3 Inequitable previous compensation systems have been addressed and individuals compensated.</p> <p><input type="checkbox"/> 6.4 Classification and compensation systems have been modified to address conscious and unconscious biases and assumptions.</p>	<p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input checked="" type="checkbox"/> 6.5 The organization adds additional compensation for parental leave beyond what the law requires.</p> <p><input checked="" type="checkbox"/> 6.6 Job requirements and descriptions are clear and not confused by non-job-related factors such as gender, school graduated from, religion, age, sexual orientation, disability, appearance preferences, or culturally specific behaviors.</p> <p><input checked="" type="checkbox"/> 6.7 There is increased acceptance of flexibility and variety in job design to accommodate employee needs for part-time work, working non-standard hours, working remotely, and taking leave for personal or other reasons.</p>
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<p><b>LEVEL 4: PROGRESSIVE (continued)</b></p> <p><input type="checkbox"/> 6.8 The organization ensures that annual compensation gap analyses are conducted to confirm that biases based on age, disability, gender, organizational function, race, and other potential equity issues are dealt with appropriately.</p> <p><b>LEVEL 3: PROACTIVE</b></p> <p><input type="checkbox"/> 6.9 Jobs are designed to align individual needs with organizational needs as much as possible.</p> <p><input type="checkbox"/> 6.10 The organization systematically reviews its job requirements, classifications, and compensation practices for bias and takes action to mitigate adverse impact.</p> <p><input checked="" type="checkbox"/> 6.11 Classification/grading and compensation/ remuneration systems are widely communicated to and understood by employees.</p> <p><input type="checkbox"/> 6.12 An analysis and design of jobs has resulted in some flexibility for groups requiring it.</p>	<p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 6.13 Some written procedures exist for classifying jobs and determining compensation, but these are frequently determined by supervisors' personal preferences.</p> <p><input type="checkbox"/> 6.14 There is a policy on pay equity, but the organization does not conduct an analysis to ascertain if the policy is followed.</p> <p><input type="checkbox"/> 6.15 Pay equity is measured and audited only if required by law.</p> <p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 6.16 The organization lacks systematic methods for classifying jobs or determining employee compensation.</p> <p><input type="checkbox"/> 6.17 Based on stereotypes involving language, gender, age, culture, or disability, some jobs are thought to be "a better fit" for certain groups.</p>
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Table 20: Peel Regional Police Self-rated level of achievement on GDIB Category 6

For Category 6, PRP has self-rated that the organization has equitable compensation and that compensation is well understood and widely communicated. It is acknowledged that parental leave top-up is provided.

**Gap analysis:**

With respect to benchmark 6.7: "There is increased acceptance of flexibility and variety in job design to accommodate employee needs for part-time work, working non-standard hours, working remotely, and taking leave for personal or other reasons", we see that

- » Less than half of employees (48.81%) agreed or strongly agreed with the statement "I am aware that I can request a flexible work option at Peel Regional Police."
- » Some comments made by employees during the focus groups suggest that there is opportunity for greater acceptance by all members of the police service for non-standard work arrangements and leaves such as parental leaves.

This suggests an opportunity to better communicate to police service members the options that are available to them and that these options are supported and encouraged.

**GDIB category 7: Diversity and inclusion learning and education**

Peel Regional Police's self-rated achievements on GDIB Category 7 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input type="checkbox"/> 7.1 D&amp;I is integrated into all learning and advances the organization's strategy.</p> <p><input type="checkbox"/> 7.2 A variety of innovative D&amp;I tools, including both extensive self-directed and instructor-led learning resources, are accessible to all regardless of location.</p> <p><input type="checkbox"/> 7.3 Learning from D&amp;I promising practices leads the way in creating new organizational culture, structures, services, and products that impact performance and sustainability.</p> <p><input checked="" type="checkbox"/> 7.4 Challenging and sometimes controversial issues such as racism, sexism, ageism, classism, heterosexism, religious bias, stereotype threat, and unconscious bias are effectively addressed with sensitivity, fairness, conviction, and compassion.</p>	<p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input type="checkbox"/> 7.5 D&amp;I professionals, experts in learning methods and cross-cultural education, and organizational leaders are involved in the development, delivery, and reinforcement of D&amp;I learning and education.</p> <p><input type="checkbox"/> 7.6 A variety of innovative learning methods are used, including classroom, self-study, experiential, eLearning, assessment, social learning, social media, videos, games, and case studies to meet D&amp;I learning needs.</p> <p><input type="checkbox"/> 7.7 Programs focused on specific dimensions of diversity, such as disability, gender and gender identity, sexual orientation, social class, generations, culture, religion, race, and ethnicity are offered based on identified needs.</p>
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<p><b>LEVEL 4: PROGRESSIVE (continued)</b></p> <p><input type="checkbox"/> 7.8 Employees and, if needed, their families receive cultural competency training and other support when relocating internationally, visiting different locales, returning from international assignments, or when working with international teams.</p> <p><input type="checkbox"/> 7.9 D&amp;I learning and education is an on-going, multi-year, developmental curriculum that takes individuals through graduated stages of learning.</p> <p><b>LEVEL 3: PROACTIVE</b></p> <p><input checked="" type="checkbox"/> 7.10 D&amp;I is integrated into the organization's overall learning and education programs, including employee orientation, customer service, and management programs.</p> <p><input type="checkbox"/> 7.11 D&amp;I learning opportunities are developed in multiple languages if needed, and offered in a variety of accessible formats.</p> <p><input checked="" type="checkbox"/> 7.12 Programs address sometimes-sensitive issues of privilege, stereotypes, bias, and 'isms' and include development of skills to address those issues.</p> <p><input type="checkbox"/> 7.13 D&amp;I experts or learning professionals build D&amp;I into every stage of the learning design and/or conduct the D&amp;I learning programs.</p>	<p><input checked="" type="checkbox"/> 7.14 The organization encourages cultural celebrations and organization-wide activities that combine social interaction with D&amp;I learning.</p> <p><input type="checkbox"/> 7.15 In addition to general D&amp;I education, employees also receive training to implement the D&amp;I strategy. It includes content specific to their level and areas of responsibility.</p> <p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 7.16 D&amp;I learning is brief and focused only on educating employees about policies, meeting legal requirements, or assisting with language use.</p> <p><input type="checkbox"/> 7.17 Persons designing and delivering learning do not have specific expertise in D&amp;I.</p> <p><input type="checkbox"/> 7.18 D&amp;I programs are primarily "off-the-shelf" and not tailored for local needs and issues.</p> <p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 7.19 There are no formal D&amp;I learning or education activities.</p> <p><input type="checkbox"/> 7.20 There is little D&amp;I awareness, knowledge, or understanding.</p>
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*Table 21: Peel Regional Police Self-rated level of achievement on GDIB Category 7*

For GDIB Category 7, Peel Regional Police has self-rated 3 benchmarks at the Proactive level and one at the Best Practice level. Peel Regional Police indicate they have incorporated diversity and inclusion learning into the organization's learning programs (benchmark 7.10) and that challenging and controversial topics are addressed in training (7.4 and 7.12). Through our benchmarking interview, this has been validated.

Peel Regional Police has demonstrated the following accomplishments in diversity and inclusion learning:

- » Every officer has had in-person training on fair and impartial policing.
- » Every officer has completed 1-day collecting of identifying information training re: street checks.
- » Every officer did online training on workplace harassment.
- » Peel Regional police has adopted a 3-week Leadership in Policing Organizations course, which has been completed by over 300 employees.

**Gap analysis:**

Diversity learning is necessary for the employees of any organization, especially an organization that serves the public. We acknowledge the effort to undertake such training by PRP. With respect to benchmark 7.4, we invite readers of this report to consider the effectiveness of the training, especially with regard to tackling challenging and controversial issues.

- » Approximately 1/3 of the leadership team indicated in the Leadership Growth leader interviews that they do not believe there is racism, sexism or homophobia in the organization.
- » One of the most common themes in the comments from PRP employees on the Diversity Meter Census and Inclusion Survey related to feelings that diversity initiatives were unnecessary, a distraction from "real police work," or "reverse discrimination."

This suggests an opportunity for more robust learning for the organization, and for both employees and leaders to gain a greater understanding of the issues facing the organization and the reasons why diversity, equity and inclusion are essential to police work.

### Bridging group of benchmarks

The three categories in this group provide critical linkages that bridge foundational work with the internal and external focus of diversity and inclusion in the organization. It would be difficult for any of the benchmarks in the other groups to be achieved without effective work in the Bridging group. The three categories of the Bridging group of benchmarks are:

8. Assessment, measurement, and research.
  - » ensure that assessment, measurement, and research guide D&I decisions.
9. Diversity and Inclusion Communications.
  - » make communication a crucial force in achieving the organization’s diversity and inclusion goals.
10. Connecting Diversity and Inclusion and Sustainability.
  - » connect Diversity and Inclusion and Sustainability initiatives to increase the effectiveness of both.

### Peel Regional Police’s accomplishments from Bridging group.

#### GDIB category 8 - Assessment, measurement, and research

Peel Regional Police’s self-rated achievements on GDIB Category 8 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input type="checkbox"/> 8.1 In-depth D&amp;I assessments covering behavior, attitude, and perception are regularly conducted for the overall organization and within organizational units and feed into strategy and implementation.</p> <p><input type="checkbox"/> 8.2 D&amp;I measurements are included as part of the organization’s overall performance, linked to the organizational strategy, and tied to compensation, and publicly shared.</p> <p><input type="checkbox"/> 8.3 The organization has demonstrated significant annual improvements in meeting D&amp;I goals consistently over several years.</p> <p><input type="checkbox"/> 8.4 The organization is known for its investment in D&amp;I research and in sharing the findings publicly.</p> <p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input type="checkbox"/> 8.5 Integrated, multiple approaches to monitoring and evaluating D&amp;I goals are conducted to track their impact and effectiveness and make improvements when necessary.</p> <p><input type="checkbox"/> 8.6 Organizational culture is monitored through cultural audits and employee opinion surveys using varied diversity dimensions.</p> <p><input type="checkbox"/> 8.7 The organization invests in research to study D&amp;I for both internal and external purposes.</p> <p><input type="checkbox"/> 8.8 All employees are measured on their performance based on D&amp;I goals set by the organization.</p>	<p><input checked="" type="checkbox"/> <b>8.9</b> The organization can clearly demonstrate organizational improvements from meeting D&amp;I goals.</p> <p><b>LEVEL 3: PROACTIVE</b></p> <p><input checked="" type="checkbox"/> <b>8.10</b> Assessment tools and quantitative monitoring techniques are used to measure progress on recruitment, retention, compensation, and other D&amp;I elements.</p> <p><input type="checkbox"/> 8.11 Information from tools such as 360-degree feedback, focus groups, interviews, and opinion/engagement surveys from employees, former employees, and customers helps to shape future D&amp;I initiatives.</p> <p><input type="checkbox"/> 8.12 Leaders are individually measured on the execution and accomplishment of D&amp;I goals specific to their areas of responsibility.</p> <p><input type="checkbox"/> 8.13 Internal and external promising practices are studied and benchmarking or other credible metrics, both qualitative and quantitative, are used to improve the organization’s D&amp;I efforts.</p> <p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 8.14 Some feedback on D&amp;I is solicited in employee and customer surveys, market research, internal reviews, or climate studies, but there is no follow-up, no rewards, and no consequences for poor performance.</p> <p><input type="checkbox"/> 8.15 Representation of members of groups of some diversity dimensions are monitored, but only if required by law.</p>
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<p><b>LEVEL 2: REACTIVE (continued)</b></p> <p><input type="checkbox"/> 8.16 Measurements are primarily based on past negative indicators, such as turnover, lawsuits, and complaints.</p>	<p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 8.17 There are no assessments to gather information about diverse employee or customer needs and concerns, or about organizational culture or employee engagement.</p> <p><input type="checkbox"/> 8.18 There is no attempt or effort to evaluate or monitor diversity-related issues or D&amp;I progress.</p>
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Table 22: Peel Regional Police Self-rated level of achievement on GDIB Category 8

Peel Regional Police self-assessed their level of achievement on GDIB category 8 with one benchmark in the Proactive level and one in the Progressive level, indicating that the organization does demonstrate organizational improvements from meeting D&I goals.

**Gap analysis:**

The reporting suggests that PRP is currently conducting is based on lagging indicators around diversity, equity and inclusion. We invite PRP to consider more extensive measures of progress on diversity, equity and inclusion by continuing many of the measures begun through this audit.

- » Now that PRP has extensive demographic reporting, we suggest it would be useful to consider tracking all talent management processes for diversity and equity-related metrics.
- » Further, we would suggest implementing a 360° feedback mechanism and regular feedback from employees and the public specifically on diversity, equity and inclusion progress.
- » Ongoing benchmarking with other police services will also be helpful in keeping current on best practices in the sector.

**GDIB category 9 - Diversity and inclusion communications**

Peel Regional Police’s self-rated achievements on GDIB Category 9 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input type="checkbox"/> 9.1 The organization has branded its D&amp;I initiative internally and externally enhancing the organization’s reputation.</p> <p><input type="checkbox"/> 9.2 D&amp;I topics are easily and quickly located on the organization’s internal and external websites. Information is thorough, fully accessible, and regularly updated.</p> <p><input type="checkbox"/> 9.3 D&amp;I communication is frequent, ongoing, innovative, and contributes to an enhanced reputation for the organization.</p> <p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input type="checkbox"/> 9.4 Communications professionals and speechwriters are educated about D&amp;I and include D&amp;I messages in general organizational communications.</p> <p><input checked="" type="checkbox"/> 9.5 The organization’s communication functions – community affairs, employee communications, public relations, and marketing communications – consistently promote D&amp;I.</p> <p><input type="checkbox"/> 9.6 Although employees are expected to access information on D&amp;I on the organization’s website, information is also sent frequently and systematically to employees.</p> <p><input checked="" type="checkbox"/> 9.7 Leaders share D&amp;I information with stakeholders, including survey results, and successes and failures.</p>	<p><input type="checkbox"/> 9.8 All internal and external communication is fully accessible and available in multiple formats and languages if needed by stakeholders.</p> <p><b>LEVEL 3: PROACTIVE</b></p> <p><input type="checkbox"/> 9.9 The organization encourages employees to discuss D&amp;I and provide input to the organization.</p> <p><input checked="" type="checkbox"/> 9.10 Through a variety of methods—a website, newsletter, email, social media, and events—employees learn about the D&amp;I vision, strategy, and goals.</p> <p><input checked="" type="checkbox"/> 9.11 The organization integrates D&amp;I into many aspects of communication by aligning D&amp;I with organizational goals and issues.</p> <p><input checked="" type="checkbox"/> 9.12 Translations and other accessible formats are provided when needed. Communication is location-sensitive across countries and languages.</p> <p><input checked="" type="checkbox"/> 9.13 Communication reflects awareness and knowledge of diversity, including recognition of cultural influences, to enhance inclusion.</p> <p><input type="checkbox"/> 9.14 The organization’s external website features information about its D&amp;I vision, strategy, goals, and results.</p>
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<p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 9.15 D&amp;I communication is done solely to remind or educate employees about adhering to policy and compliance requirements.</p> <p><input type="checkbox"/> 9.16 The majority of D&amp;I communication is disseminated by councils/committees or diversity networks rather than through regular organizational channels and thereby seen as not officially endorsed by the organization.</p>	<p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 9.17 There is no explicit communication about D&amp;I.</p> <p><input type="checkbox"/> 9.18 Discussions on D&amp;I are perceived to be risky and are avoided.</p> <p><input type="checkbox"/> 9.19 Organizational communication is not analyzed or adjusted for appropriateness regarding D&amp;I</p>
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*Table 23: Peel Regional Police Self-rated level of achievement on GDIB Category 9*

For GDIB Category 9 Peel Regional Police rated itself with 4 benchmarks at the Proactive level as well as two benchmarks at the Progressive level. Based on our review, Peel Regional Police has extensive communications about diversity and inclusion both internally and externally with the public and stakeholders.

**Gap analysis:**

While some limited information is provided on the Peel Regional Police’s external public-facing website regarding the Diversity Relations Bureau, we invite PRP to consider:

- » expanding public reporting about the PRP’s commitment to diversity, equity and inclusion by sharing high-level results of this report as well as the PRP’s plans to address issues identified in this audit.
  - » Introducing formal training on inclusive communications for all members of the PRP who are drafting and disseminating communications on behalf of the PRP
  - » conducting an accessibility audit of all communications vehicles (online, print, etc.) to ensure communications are accessible to all constituents served by the Peel Regional Police.
  - » Requiring further development for leaders and those communicating on diversity and inclusion on understanding of diversity, equity and inclusion issues, and ongoing cross-cultural competence and inclusive leadership development.
- Although leaders do share D&I information as indicated in benchmark 9.7, the quality and authenticity of their communications will be impacted by their mindset and understanding of diversity, equity and inclusion issues.

**GDIB category 10 - Connecting Diversity and Inclusion and Sustainability**

Peel Regional Police’s self-rated achievements on GDIB Category 10 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input type="checkbox"/> 10.1 D&amp;I is integral to the overall and long-term success and sustainability of the organization and all its stakeholders. Sustainability is fully integrated into the D&amp;I strategy and vice versa.</p> <p><input type="checkbox"/> 10.2 The organization takes a leadership role in influencing and supporting the connection of D&amp;I and sustainability initiatives locally and globally.</p> <p><input type="checkbox"/> 10.3 D&amp;I and sustainability progress are regularly measured, externally verified, and publicly reported.</p>	<p><input type="checkbox"/> 10.4 The organization has evidence that its sustainability and D&amp;I initiatives benefit from their alignment with each other and show more meaningful impact than if they were separate and unconnected initiatives.</p> <p><input type="checkbox"/> 10.5 D&amp;I results reflect actions in at least three of the following aspects of sustainability as defined by the United Nations—People, Planet, Prosperity, Peace, or Partnership.</p> <p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input type="checkbox"/> 10.6 D&amp;I leaders participate actively in the organization’s sustainability initiative. Likewise, sustainability leaders participate actively in the D&amp;I initiative.</p>
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<p><b>LEVEL 4: PROGRESSIVE (continued)</b></p> <p><input checked="" type="checkbox"/> 10.7 The organization adapts its sustainability strategy, policies, and practices with input, consultation, and collaboration of diverse stakeholder groups.</p> <p><input type="checkbox"/> 10.8 D&amp;I results reflect actions in at least two of the following aspects of sustainability—People, Planet, Prosperity, Peace, or Partnership.</p> <p><input type="checkbox"/> 10.9 The organization reports to all stakeholders on its progress regarding D&amp;I aspects of sustainability.</p> <p><b>LEVEL 3: PROACTIVE</b></p> <p><input type="checkbox"/> 10.10 The organization has a sustainability strategy, which recognizes the linkage between D&amp;I and sustainability.</p> <p><input checked="" type="checkbox"/> 10.11 The organization is involved publicly, supports financially, and advocates for one or more D&amp;I and sustainability initiatives, whether global, regional, or issue-specific.</p>	<p><input type="checkbox"/> 10.12 The organization makes a concerted effort to integrate diverse voices and perspectives early and often in all sustainability efforts.</p> <p><input type="checkbox"/> 10.13 D&amp;I results reflect actions in at least one of the following aspects of sustainability: People, Planet, Prosperity, Peace, or Partnership.</p> <p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 10.14 There is some effort to connect D&amp;I with organizational goals relating to sustainability, such as community development partnerships, volunteerism, or peace-building activities.</p> <p><input type="checkbox"/> 10.15 There is some involvement in incorporating D&amp;I in organizational and societal goals, such as including a diverse array of external stakeholders in assessing how the organization's practices affect its wider community.</p> <p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 10.16 There is no organizational connection between D&amp;I and sustainability.</p>
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Table 24: Peel Regional Police Self-rated level of achievement on GDIB Category 10

For GDIB category 10 PRP has identified achievement on two Progressive benchmarks: 10.7 and 10.11, as indicated above. As a public-facing organization, sustainability is important for Peel Regional Police.

**Gap analysis:**

Although environmental sustainability initiatives were not technically within the scope of this assessment, connecting sustainability with diversity, equity and inclusion is a key category on the Global Diversity and Inclusion Benchmarks, as it connects two areas of organizational endeavour that are often in disconnected silos. We would suggest that any sustainability initiatives by the PRP should be viewed through a diversity, equity and inclusion lens, and external community support initiatives may increase their effectiveness and impact when considered through a diversity, equity and inclusion lens, as well as a sustainability lens.

**External Group of Benchmarks.**

The four categories in the External Group of benchmarks relate to how the organization offers its products and services and interacts with its customers and other stakeholders. The External Group is critically important because it is through an emphasis on these categories that the most direct results of the organization's D&I rationale/business case will be shown. These categories include:

- 11. Community, government relations, and social responsibility.
  - » advocate for diversity and inclusion progress within local communities and society at large.
- 12. Products and services development.
  - » embed diversity and inclusion in products and services development to serve diverse customers and clients.

13. Marketing and customer service.

- » integrate D&I into marketing and customer service.

14. Supplier diversity.

- » promote and nurture a diverse supplier base and encourage suppliers to advocate for diversity and inclusion.

**Peel Regional Police's Accomplishments from External Group.**

**GDIB category 11 - Community, government relations, and social responsibility**

Peel Regional Police's self-rated achievements on GDIB Category 11 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input checked="" type="checkbox"/> 11.1 Employee time and labor are provided for a wide variety of community projects; employees may receive additional compensation or rewards recognizing their community involvement.</p> <p><input type="checkbox"/> 11.2 Organizational facilities serve and promote economic growth of the whole community, particularly communities that have been historically denied access to resources, or are presently in the greatest need.</p> <p><input type="checkbox"/> 11.3 The organization leads in supporting and advocating for diversity-related interests in government and societal affairs.</p> <p><input checked="" type="checkbox"/> 11.4 The organization is generous in supporting and assisting other organizations in their D&amp;I initiatives and in promoting the advancement of D&amp;I and social responsibility in the community.</p> <p><input type="checkbox"/> 11.5 The organization's D&amp;I initiatives in the community are treated as more than philanthropy. They are perceived as a core function mainstreamed into organizational strategy.</p> <p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input type="checkbox"/> 11.6 The organization expresses support for the principles enshrined in the UN's Universal Declaration of Human Rights and the Global Compact and reflects this in both intent and in action.</p> <p><input checked="" type="checkbox"/> 11.7 Community involvement reflects long-range planning and supports most segments of the population.</p> <p><input checked="" type="checkbox"/> 11.8 The organization supports scholarship and internship programs for underrepresented populations that have a positive impact on both the community and the organization's future labor force.</p>	<p><input checked="" type="checkbox"/> 11.9 Employees are encouraged to volunteer in their community. In some cases, the organization "loans" them to work for nonprofit organizations.</p> <p><input type="checkbox"/> 11.10 The organization connects D&amp;I goals with ethics and integrity initiatives, and supports social justice, social cohesion, and economic development.</p> <p><b>LEVEL 3: PROACTIVE</b></p> <p><input checked="" type="checkbox"/> 11.11 The organization partners with other organizations that work to advance the rights of vulnerable groups in the community.</p> <p><input type="checkbox"/> 11.12 The organization publicizes its social responsibility policy.</p> <p><input checked="" type="checkbox"/> 11.13 Long-range community development plans are formulated with diverse groups, including local governments and community leaders.</p> <p><input type="checkbox"/> 11.14 Community heroes from underrepresented groups and/or champions for D&amp;I issues are celebrated by the organization.</p> <p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 11.15 There is some minor involvement in or support for societal D&amp;I issues but only if considered non-controversial.</p> <p><input type="checkbox"/> 11.16 There is some minor involvement with the community, schools, and/or local government projects, primarily for public relations purposes.</p> <p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 11.17 There is no involvement or support provided to community or government initiatives related to D&amp;I.</p> <p><input type="checkbox"/> 11.18 The organization is not willing to take a stand or adopt a firm position about D&amp;I.</p>
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*Table 25: Peel Regional Police Self-rated level of achievement on GDIB Category 11*

For GDIB Category 11 PRP has rated itself a number of achievements at the Proactive and Progressive level, as well as 2 achievements at the Best Practice level. These are commendable efforts of the PRP to support local charities and community organizations. We acknowledge that the PRP does have 6 community advisory committees, and PRP indicated that their input helps shape PRP's long range goals and response to current issues:

- » Black Advisory Group
- » Chinese Advisory Group

- » Sikh Advisory Group
- » Muslim Advisory Group
- » Youth Advisory Group
- » LGBTQ2+ Advisory Group

**Gap analysis**

To improve upon existing community relations, we would suggest the PRP consider expanding community advisory groups to include more demographic groups and ensure more frequent communications back to the groups, as well as the public at large, about how their feedback is being incorporated into Peel Regional Police’s community engagements.

**GDIB category 12 - Products and services development**

Peel Regional Police’s self-rated achievements on GDIB Category 12 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input type="checkbox"/> 12.1 The product, service, and policy development cycle recognizes diversity and accessibility from the outset. It doesn’t merely adapt products first developed for the dominant group or culture.</p> <p><input type="checkbox"/> 12.2 Almost all teams involved in the ongoing development of products and services are diverse and likely include customers, stakeholders, and community representatives.</p> <p><input type="checkbox"/> 12.3 The organization shows the link between diversity and innovation, consistently leveraging D&amp;I to increase product and service innovation.</p> <p><input type="checkbox"/> 12.4 Culturally-sensitive services, such as engaging a traditional healer in a hospital or serving foods only enjoyed by one culture, are provided even though that practice may not be accepted or enjoyed by others.</p> <p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input checked="" type="checkbox"/> 12.5 Changes in demographics, values, and consumer behaviors are researched, anticipated, and served.</p> <p><input checked="" type="checkbox"/> 12.6 Product, service, and policy adaptations for people from various groups are made. These include, for example, sharia-compliant financial products, products for left-handed users, and adaptations for persons with disabilities.</p> <p><input checked="" type="checkbox"/> 12.7 The organization is sensitive to the religious views, values, and cultural norms of various countries and communities and develops products, services, and policies that are considered appropriate for those customers or stakeholders.</p> <p><input checked="" type="checkbox"/> 12.8 The organization successfully leverages diverse teams, believing it will improve the quality and innovation of products, services, and policies.</p>	<p><b>LEVEL 3: PROACTIVE</b></p> <p><input type="checkbox"/> 12.9 Products, services, and policies are analyzed for their value to current and potential customers and are tailored appropriately.</p> <p><input type="checkbox"/> 12.10 Staff and/or consultants with expertise in D&amp;I are involved in product and services development.</p> <p><input type="checkbox"/> 12.11 Diverse and culturally competent product-development and service analysis teams are encouraged to develop innovative ideas that enhance products and services.</p> <p><input type="checkbox"/> 12.12 Research and product testing help analyze how different customer/stakeholder groups and cultures may use the organization’s products and services.</p> <p><input checked="" type="checkbox"/> 12.13 Accessibility for persons with disabilities is often considered in the development and delivery of products, services, and policies.</p> <p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 12.14 There is limited interest in developing or altering products and services based on customer preferences or demographics.</p> <p><input type="checkbox"/> 12.15 There is no adaptation of products, services or policies for accessibility for persons with disabilities, unless required by law.</p> <p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 12.16 No effort is made to adapt products, services or policies for diverse customers or stakeholders.</p> <p><input type="checkbox"/> 12.17 Development teams and focus groups do not include a diverse population of employees, potential customers, or other stakeholders.</p>
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*Table 26: Peel Regional Police Self-rated level of achievement on GDIB Category 12*

For GDIB Category 12 the PRP has self-assessed mostly at the Progressive level, indicating that the Peel Regional Police are responding to changing demographics in the delivery of services, and that accessibility for persons with disabilities is considered in the development of policies and services.

### Gap analysis:

Given feedback from the leader interviews, some service members in the Diversity Meter Census and Inclusion survey, and some commentary from the Culture Meter Focus Groups, we invite readers of this report to consider these benchmarks as aspirational.

- » While some members of the PRP certainly do take these diversity issues into consideration, feedback from our data collection suggests that not all service members embrace these ideals, nor the need to adapt what they are doing to the community.
- » Some service members referred to diversity considerations as a distraction from “real” police work.
- » Some members report that some service members and leaders speak disparagingly about different communities in Peel Region and different demographic groups within those communities.

### GDIB category 13 - Marketing and customer service

Peel Regional Police’s self-rated achievements on GDIB Category 13 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <p><input type="checkbox"/> 13.1 The organization uses sophisticated analysis techniques on an ongoing basis to understand and respond to its diverse customer base.</p> <p><input checked="" type="checkbox"/> 13.2 The organization is keenly aware of the needs, motivations, and perspectives of diverse customer and stakeholder groups and successfully adapts marketing, sales, and distribution strategies to meet these needs.</p> <p><input type="checkbox"/> 13.3 If the organization uses a systemic marketing and customer service approach it ensures that it can be customized or adapted within and across countries, regions, cultures, languages, and other diversity dimensions.</p> <p><b>LEVEL 4: PROGRESSIVE</b></p> <p><input checked="" type="checkbox"/> 13.4 Diverse groups of customers and potential customers are surveyed on needs and satisfaction. The results shape marketing, sales, distribution, and customer service strategies.</p> <p><input type="checkbox"/> 13.5 While outside D&amp;I expertise may also be sought, the organization leverages the marketing, distribution, and customer service expertise of its diverse staff.</p> <p><input type="checkbox"/> 13.6 Marketing, advertising, public relations, and all customer contact methods do not perpetuate stereotypes, but rather promote positive role models and challenge assumptions.</p> <p><input type="checkbox"/> 13.7 The marketing and sales force has intercultural competence and can adapt and work effectively with customers of many backgrounds.</p> <p><input type="checkbox"/> 13.8 All marketing and customer service processes are fully accessible, and accessibility is built into the process of design and development of marketing materials and customer service.</p> <p><input type="checkbox"/> 13.9 Agencies and consulting services with expertise in diversity regularly provide advice.</p>	<p><b>LEVEL 3: PROACTIVE</b></p> <p><input checked="" type="checkbox"/> 13.10 Some attempt is made to reach a diverse range of customers by using market-specific media.</p> <p><input type="checkbox"/> 13.11 Test groups are diverse and encouraged to evaluate marketing and service strategies and techniques for various groups and cultures.</p> <p><input checked="" type="checkbox"/> 13.12 Marketing, advertising, and public relations groups in the organization reflect diversity and are positioned to reach diverse markets.</p> <p><input checked="" type="checkbox"/> 13.13 Accessibility for persons with disabilities is routinely a consideration in marketing and customer service.</p> <p><input checked="" type="checkbox"/> 13.14 When needed, customer service is provided in languages other than those required by law.</p> <p><b>LEVEL 2: REACTIVE</b></p> <p><input type="checkbox"/> 13.15 The organization only recognizes broad differences among its customers, such as young and old, without exploring generational differences.</p> <p><input type="checkbox"/> 13.16 Even if products and services are marketed somewhat differently to different groups, the advertising is not adapted to be culturally sensitive.</p> <p><input type="checkbox"/> 13.17 Customer service and marketing are accessible for persons with disabilities only where required by law.</p> <p><b>LEVEL 1: INACTIVE</b></p> <p><input type="checkbox"/> 13.18 Advertising and publicity may perpetuate stereotypes and traditional roles and do nothing to counter them.</p> <p><input type="checkbox"/> 13.19 Customer service, distribution, and communications consistently ignore differences in customer needs.</p>
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Table 27: Peel Regional Police Self-rated level of achievement on GDIB Category 13

For GDIB Category 13 the PRP has rated itself primarily at the Proactive level, with one benchmark at the Progressive level (13.4) and one at the Best Practice level (13.2). We

acknowledge PRP is doing an effective job at creating accessible communications, providing more communications in multiple languages where required, and reflecting the diversity of the population in imagery and marketing collateral.

**Gap analysis:**

We invite readers to consider the responses on 13.2 and 13.4 in the context of the feedback received during the data collection for this audit. In the next section of this report, Organizational Reputation, we agree that the PRP is “keenly aware of their needs, motivations, and perspectives.” As discussed previously, feedback from some employees in the Culture Meter Focus Groups also suggests that some members of the PRP leadership and some service members espouse negative views of some members of the community they are serving. These views are likely to have an impact on their formal and informal communications with the community.

**GDIB category 14 - Supplier diversity**

Peel Regional Police’s self-rated achievements on GDIB Category 14 are provided below.

<p><b>LEVEL 5: BEST PRACTICE</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 14.1 The organization’s suppliers are required to have a significant percentage of their business with diverse suppliers and to provide evidence that they are committed to achieving their own D&amp;I goals.</li> <li><input type="checkbox"/> 14.2 The organization’s suppliers reflect the community’s composition across a broad array of diversity dimensions.</li> <li><input type="checkbox"/> 14.3 The organization collaborates with its underrepresented suppliers to improve all aspects of supply management.</li> <li><input type="checkbox"/> 14.4 The supplier diversity function is fully aligned with the broad goals of D&amp;I for the organization.</li> <li><input type="checkbox"/> 14.5 The organization procures both essential and non-essential goods and services from underrepresented suppliers.</li> </ul> <p><b>LEVEL 4: PROGRESSIVE</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 14.6 The organization is proactive in seeking and attracting underrepresented suppliers and in informing new and established suppliers of additional opportunities with the organization.</li> <li><input checked="" type="checkbox"/> 14.7 The organization treats its suppliers with respect and dignity, including simplifying the process of working together and making timely payments.</li> <li><input type="checkbox"/> 14.8 Persons involved in the supplier selection process are knowledgeable about D&amp;I and aware of the potential impact of unconscious bias.</li> <li><input type="checkbox"/> 14.9 Educational assistance and coaching is provided to underrepresented suppliers and potential suppliers to help them be competitive.</li> <li><input type="checkbox"/> 14.10 The organization publishes information about annual expenditures with diverse suppliers.</li> <li><input type="checkbox"/> 14.11 D&amp;I criteria is included in the procurement process and given reference or weight in the decision making process.</li> </ul>	<p><b>LEVEL 3: PROACTIVE</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 14.12 A supplier database includes information about the ownership of organizations that supply goods or services and the diversity of its employees.</li> <li><input type="checkbox"/> 14.13 The organization has a supplier diversity strategy with dedicated resources for implementation.</li> <li><input type="checkbox"/> 14.14 Input from underrepresented suppliers is included in the organization’s supplier diversity program.</li> <li><input type="checkbox"/> 14.15 D&amp;I education specific to supplier relations is provided to all staff who interact with suppliers.</li> <li><input type="checkbox"/> 14.16 The organization regularly participates in trade fairs and advertising and seeks opportunities to inform underrepresented suppliers that the organization welcomes their business.</li> <li><input type="checkbox"/> 14.17 Engaging in D&amp;I is a proposal criterion, but it is not weighted heavily or given preference.</li> </ul> <p><b>LEVEL 2: REACTIVE</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> 14.18 There is some attempt to include a few non-traditional suppliers from diverse groups, but only because it is required and without a strategy to support organizational goals.</li> <li><input type="checkbox"/> 14.19 The organization uses underrepresented suppliers, but only for small, one-time, or low-fee contracts.</li> <li><input type="checkbox"/> 14.20 There is no or very little collaboration between the procurement function, where relationships with suppliers are usually managed, and the D&amp;I function.</li> </ul> <p><b>LEVEL 1: INACTIVE</b></p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> 14.21 No consideration is given to diversity when determining suppliers and no supplier diversity program exists.</li> <li><input type="checkbox"/> 14.22 There is no recognition of the value that diverse suppliers bring to the organization.</li> </ul>
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*Table 28: Peel Regional Police Self-rated level of achievement on GDIB Category 14*

Peel Regional Police has assessed itself at the inactive level on supplier diversity, indicating that: “No consideration is given to diversity when determining suppliers and no supplier diversity program exists.”

*Gap analysis:*

As a public-serving organization, the Peel Regional Police may wish to consider the creation of a supplier diversity program to support local businesses in the Peel community.

**FINDING 4.2: Peel Regional Police allocates comparable Diversity and Inclusion resources to internal staff and external outreach initiatives.**

We conducted interviews with diversity and inclusion professionals from five similarly-sized police organizations across the country. We found that Peel Regional Police allocates similar resources as other police organizations, for diversity and inclusion. They offer an equivalent scope of programming and services, both internally and externally as other police organizations. Other police services have been anonymized as a condition of their sharing internal, private and confidential information with our interviewers.

We note that the Peel Regional Police works with other police services and external organizations to get feedback on how they deal with diversity, equity and inclusion issues. The information collected in this benchmarking study indicated that the Peel Regional Police’s policies, programs and initiatives are comparable or in advance of some of the police services examined.

Police Service	Sworn Officers	Civilian Members	Total
Police Service 1	1327	388.5	1717.5
Police Service 2	1579	623	2202
Police Service 3	2049	726.5	2275.5
Police Service 4	1947	892	2839
Peel Regional Police	2036	877	2913

*Table 29: Size of police services examined*

*Level of resources dedicated to diversity, equity, inclusion and race relations.*

As shown in Table 30, the Peel Regional Police has allocated a comparable level of staff resources to diversity, equity, inclusion and race relations. We note that the Peel Regional Police has their top official responsible for diversity reporting directly to the Chief.

Police Service	Staff dedicated to Diversity	Area	Highest ranking member full-time dedicated to diversity	Levels from the Chief of Police
Police Service 1	10	8 sworn officers and 2 civilian members in the Diversity and Indigenous Relations Section	Inspector	1 (direct report to Chief)

Police Service	Staff dedicated to Diversity	Area	Highest ranking member full-time dedicated to diversity	Levels from the Chief of Police
Police Service 2	11	5 Diversity Cultural Resource Officers, 2 in Hate Crime Unit, 1 staff sergeant, 1 inspector, and 1 Superintendent of Community Services.	Inspector	2
Police Service 3	10	10 officers in Diversity Unit.	Superintendent	2
Police Service 4	6	1 sergeant, 1 constable and 2 civilians in Community Operations Support Unit; 2 civilians with internal focus.	Director (Civilian)	2
Peel Regional Police	10	Across various teams: 7 constables, 1 detective, 1 detective sergeant, and 1 inspector.	Inspector	1 (direct report)

Table 30: Staff resources dedicated to diversity in comparable police services

**Demographic Measurements**

As a result of the CCDI Diversity Meter Census and Inclusion Survey, the Peel Regional Police is now collecting a more robust set of demographic data than most of the police services examined.

	Sex	Visible Minority Status	Ethnicity /Nat'l Heritage	Disability Status	Type of Disability	Aboriginal Status	Sexual Orientation	Gender Identity/ Expression	Religion, Faith, or Spirituality	Marital Status	Parental Status	First Language or other Language	Immigrant Status	Country of Origin	Age	Other
Police Service 1	*	*		*		*				*		*		*	*	
Police Service 2	*	*	*	*	*	*	*	*		*		*	*	*	*	
Police Service 3	*	*	*	*		*	*	*	*	*	*	*	*	*	*	*
Police Service 4	*	*	*	*		*	*					*				
Peel Regional Police	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*	*

Table 31: Categories of demographic information collected at comparable police services

### Internal Measures

In terms of internal measures used to track performance of diversity, equity and inclusion goals within the police service, we note that some comparable police services are tracking one more robust measures compared to PRP.

We would invite PRP to consider asking demographic questions on future employee engagement surveys to provide more data on employee perceptions.

	Employee Census	Representation by job level	Recruit, promotions, & turnover by demographic	Engagement scores by demographic	Inclusion questions on employee surveys	Human Rights/ Harassment Complaints	Training #'s	ERG participation	Inclusiveness of organization
Police Service 1	*					*	*	*	
Police Service 2	*	*	*		*	*	*	*	*
Police Service 3	*	*	*	*	*	*	*	*	
Police Service 4	*		*	*	*	*	*		
Peel Regional Police	*	*	*		*	*	*	*	*

Table 32: Internal/Employee-Related Measurements at comparable police services

### External Measures

	Translators & interpreters	Diversity-related recruiting	Participation community & cultural events	Hate Crimes	Crimes by Demographic	Response times by demographic	Public interactions by demographic	Victim satisfaction by demographic	Public complaints by demographic	Stop & Search rates by demographic
Police Service 1							*			
Police Service 2		*	*	*	*					
Police Service 3			*	*						*
Police Service 4	*	*	*	*						
Peel Regional Police	*	*	*	*						

Table 33: External/public-facing measures in comparable police services

When considering methods of measuring external factors and performance related to diversity, equity, inclusion, we note that some of the comparable police services are conducting more measures that provide them different types of data by which to evaluate performance. Given feedback from the public collected during the data collection for this project, we would suggest that the Peel Regional Police consider collecting the demographic information from those who lodge complaints against the police service to track specific issues with specific demographic groups, and to track resolution of issues and/or improved performance over time.

Our comparison of Peel Regional Police to other comparable police services reveals that PRP has 1) extensive programming and initiatives, 2) extensive measures, and 3) the comparability to other similarly-sized police organizations in Canada.

Thus, Peel Regional Police's approach to diversity, equity and inclusion is comparable to other police services. We would suggest that as the Peel Police Services Board has expressed their ambition for the Peel Regional Police to be a best in class police service in Canada, that the Peel Regional Police might want to consider the allocation of additional resources. While the resources and programs dedicated are comparable to other police services of similar size, no other police service examined in this study has the unique demographic characteristics of the Region of Peel, which we suggest it warrants additional emphasis to be placed on the importance of diversity, equity and inclusion.

## V. Organizational reputation

### Introduction

Since police officers are recruited from the community and depend on the cooperation and acceptance of the community for the legitimacy and effectiveness of their work, the relationship between the community and the police service is at the heart of the policing function. CCDI utilized two of our services to gauge organizational reputation for leaders who aspire to better decision-making, called the Industry Meter and Community Growth. From a variety of data sources used in these services, we can:

- » Focus on the issues that matter most to your reputation.
- » Identify key drivers that have the most impact on creating reputational value.
- » Align strategic objectives with diversity and inclusion activities to tackle reputational issues.

To analyze and ascertain the key issues, and the key drivers to moving forward, as stated earlier, we need to understand the projected reputation, the perceived reputation and the gap in between. In this engagement, we provide Peel Regional Police with a cursory view of the major issues that should be addressed. A deeper subsequent audit and resulting brand strategy would more wholly address the following questions:

- » How do we want/need to be perceived to optimize our performance as related to diversity and inclusion?
- » How are we actually perceived amongst each of their key stakeholder groups (most significantly the wider community)?
- » How big is the gap and what do we need to do to close it?

To understand how Peel Regional Police projects its reputation, we undertook an interview with Inspector Sean Gormley from the Office of the Duty Inspector, as well as D&I professionals at 4 other police services. Through the interview with Inspector Gormley, we learned about the initiatives that service members are offered and are a part of regarding diversity, equity, cultural competence, and/or bias awareness.

We also asked Chief Jennifer Evans to complete the GDIB checklist which also allowed us to understand the level at which diversity and inclusion initiatives are being adopted and implemented.

To understand the public perception of Peel Regional Police's reputation in regard to diversity and inclusion, we conducted a media scan, two townhall consultations and a public survey in spring 2018.

### Projected Reputation

An organization can convey a certain brand personality to internal and external stakeholders through various communication strategies. However, the recipients may interpret the communicated messages through the prism of their own perceptions and thus may respond

differently to a brand message than was intended. As such a reputational analysis attempts to understand both the perceived and projected reputation and the resultant gap.

### **FINDING 5.1: Peel Regional Police publicly demonstrates support for diversity and inclusion through outward facing programming and initiatives.**

This section provides a review of public outreach initiatives currently underway by the Peel Regional Police that speak to the organization's intent to engage with the community and communicate publicly about PRP's diversity, equity and inclusion initiatives.

#### **Community Advisory Groups**

The Chief of Police has a number of Advisory Groups representing different segments of the public served by Peel Regional Police. These include:

- » Black Advisory Group
- » Chinese Advisory Group
- » Sikh Advisory Group
- » Muslim Advisory Group
- » Youth Advisory Group
- » LGBTQ Advisory Group

#### **Public Outreach Initiatives**

Peel Regional Police is involved in a number of community and charitable events and initiatives which they cite as having a positive impact on their public image, including:

- » PRP hosts the annual Race Against Racism charitable fundraising event for community scholarships.
- » PRP hosts an annual diversity scholarship awards dinner, which provides scholarships to racialized students in the community.
- » PRP's basketball team is out in the community at charitable events. They conduct exhibition games with schools and community groups.
- » PRP's Hockey team is also out in the community at charitable and school events.
- » PRP service members participate in the Polar Plunge to support Special Olympics Ontario, annually.
- » PRP service members participate in the Juvenile Diabetes Research Fund walk, annually.
- » PRP has partnerships with Safe City Mississauga.
- » The Diversity Relations Bureau visits places of worship (Sikh, Muslim, Synagogue, etc.), to gain exposure.

#### **Knowledge mobilization**

- » PRP Diversity Relations Bureau produces an annual report on hate crime, which reports on the hate crimes in the region, and what Peel Regional Police is doing to address, prevention, education, etc.
- » Communications on public website about various cultural celebrations.

- » PRP produces an email newsletter called This Week In Peel, which goes to all employees in the PRP as well as several key stakeholders and members of the public who are on the distribution list. The newsletter covers important cultural events.

### Diversifying Recruitment

- » PRP hosts recruitment sessions numerous times a year targeting underrepresented groups, including women, South Asians, Muslim, and African Canadians.
  - At these events, the PRP's brings officers from those communities to speak directly to the communities.
- » The PRP cites the School Resource Office program as a source of recruitment of young people, creating interest in a career in policing among young people.
- » PRP cites several programs for youth and community members, which are also sources of potential recruits:
  - COPS ("Cadet Organization Police School") programs, which is a military-style cadet program. It is a mentorship and learning opportunity for young people who are interested in being police officers.
  - PRP hires civilian cadets and provides mentorship and training to help them pass the provincial Applicant Testing Services requirements.
  - PRP Auxiliary program has volunteers that represent a diverse cross section of the community.
  - The PRP Youth in Policing Initiatives ("YIPI Program") is program where PRP works with students for 8 weeks in the summer, through a partnership with the Ministry of Child & Youth services & Ministry of Community and Correctional Services.

### **FINDING 5.2: Peel Regional Police communicates its Diversity and Inclusion initiatives on its website and on social media.**

On the Diversity Relations Page on the PRP's website, under the heading of Community Support Bureau, the mission and mandate are listed. This mission is as follows, "The Diversity Relation Bureau is dedicated to addressing various needs within our multicultural community by supporting community initiatives, promoting inclusivity, implementing outreach programs, developing relationships by engaging community members, providing educational opportunities, mediating in times of crisis and conducting reviews of all hate/bias motivated crimes and incidents."

The Diversity Relations Bureau works with various groups from the governments and community-based agencies to members of the community to create trusting relationships. This is through "the sharing of information, open communication and dialogue that promotes education of cultures, religions and current events".

#### Outreach/ Hiring diverse people:

- » Under the Jobs and opportunities page, there is a recruiting video.

- » Events in 2016 included: Women's Only Symposium, Asian, Black, Muslim recruitment forums, and discovery policing expo.
- » Provides Women's Only Practise PREP Run Through session.

#### Reports on Diversity, Equity and Inclusion:

- » Strategic Plan 2017-2019: Professional, Diverse and Supportive Workplace.

2017 saw a focus on diversity and inclusion in Peel Regional Police's strategic planning. Peel Regional Police's mission, as stated in the 2017-2019 Strategic Plan is to protect the lives, property and rights of all through service excellence and community engagement. The values of the Peel Regional Police include:

- » Trust is the foundation of all we do.
- » Respect for the dignity and rights of all.
- » Understanding our community.
- » Safety through service excellence.
- » Transparency at all times.

We also note that the 2016 Annual Report includes information about PRP's dedication to diversity, equity and inclusion, including sections on:

- » Innovative Recruiting Initiatives
- » Embracing our diversity

Additionally, the 2016 Equal Opportunity Plan Results report is a public report that provides goals and measures specifically on PRP's initiatives around diversity, equity and inclusion, including:

- » Collection of demographic workforce data and the continued monitoring of progress in hiring, retention, and promotion of individuals.
- » Equal Opportunity Principles:
  - Merit being the basis of hiring and promoting, and other employment practices of this police service, thereby allowing individuals to be judged on their knowledge, skills and abilities.
  - Taking the necessary steps to eliminate barriers to equal opportunity, including systemic barriers.
  - Taking the necessary steps to eliminate discrimination and harassment by effectively preventing it and responding to it in a manner consistent with zero tolerance.
  - Providing employment accommodation in accordance with the *Ontario Human Rights Code*.

These foundational documents are intended to demonstrate publicly the PRPs efforts at diversifying the workforce and engaging with the community to support diversity, equity and inclusion, and to support the PRP's value of transparency.

## Perceived Reputation - Media

The media scan served to understand how Peel Regional Police's actions are perceived by sources outside of the organization.

### **FINDING 5.3: The majority of media stories (71%) represent Peel Regional Police as serving the community.**

This theme was evident in more than two-thirds of the stories (69.92%) in General Media and three in four (73.13%) in South Asian Media

Figure 29 below shows the main themes that were found in the 200 media stories focused on, or that include mention of the Peel Regional Police that were analyzed as part of this activity. A large majority of the representation show Peel Regional Police as Serving the Community (71.00%).

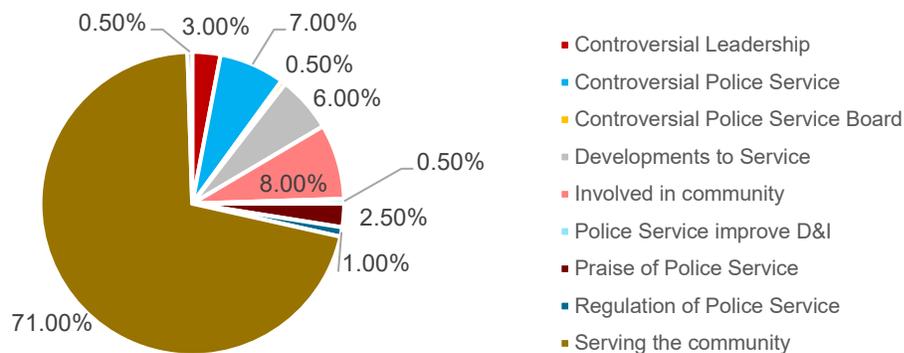


Figure 29: Main themes in media representations of Peel Regional Police.

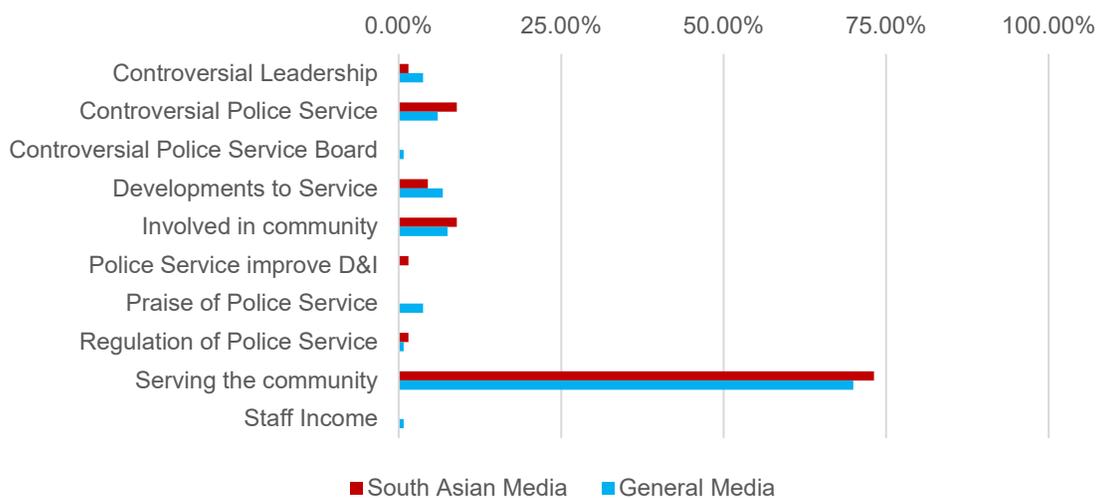


Figure 30: Main themes by Media Type.

To investigate differences in the identified themes by type of media, Figure 30 (previous page) compares the representation of each theme in South Asian Media sources versus General Media sources. Both types of media have Serving the Community as their dominant theme, but this theme is a slightly larger majority in South Asian Media when compared to General Media (73.13% versus 69.92%, respectively).

Though both types of media discuss Peel Regional Police in terms of Controversial Leadership, the General Media has a slightly larger proportion of these stories (3.76% in General Media and 1.49% in South Asian Media).

Another point to note is that both types of media published stories that showcased Peel Regional Police as Involved in the Community. These stories focused on the fundraising that Peel Regional Police does for different charities or volunteering that they do within the community. In General Media, 7.52% of stories showed Peel Regional Police Involved in the Community, while 8.96% of stories in South Asian Media featured this theme.

Because they represent a large portion of the stories gathered on Peel Regional Police, the remainder of the analysis will focus in more detail on stories under the Serving the Community and Controversial themes.

Peel Regional Police are positioned as Serving the Community in a large majority (71.00%) of media stories about the police service. This is an unsurprising finding, as this fits with the function and overall mandate of police services. The first principle in the *Police Services Act* positions the guiding principle for police services as “the need to ensure the safety and security of all persons and property in Ontario”. Many of the stories that are coded as Serving the Community either focus on specific crimes or more general concerns for public safety.

When looking at the proportion of these stories over time (Figure 31), we see that a very large proportion of the Serving the Community stories were featured between 2007 and 2010. The representation shows a downward trend, with a smaller proportion of Serving the Community stories showing with each successive range of years.

In terms of how the articles talk about Peel Regional Police’s Service to the Community, the stories contained two main sub-themes, one focused on Peel Regional Police’s investigation of cases and the other focused on Peel Regional Police’s promotion and/or maintenance of safety within the community.

In terms of sentiment, most of the stories related to serving the community were neutral. This is understandable, given that the stories were focused on Peel Regional Police fulfilling their expected duties for the public (an example is presented in Figure 32, next page).

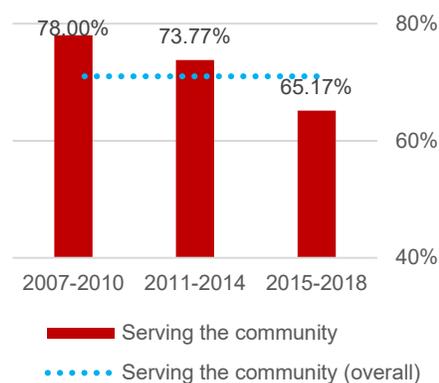


Figure 31: Media coverage of PRP: Serving the Community theme by year.

## Police hunt robbers in Mississauga gas station heist

Clerk uninjured

NEWS Aug 15, 2016 by Louie Rosella Mississauga News



This Petro Canada gas station at the corner of Winston Churchill Boulevard and The Collegeway was robbed Aug. 15. - Photo courtesy of Google Maps

Two men who robbed a Petro Canada gas station in Erin Mills early Monday (Aug. 15) are being hunted by Peel Regional Police.

Figure 32: Example of a Serving the Community media story. Rosella, L. (2016 August 15) Police hunt robbers in Mississauga gas station heist. Brampton Guardian. Retrieved from <https://www.bramptonguardian.com>

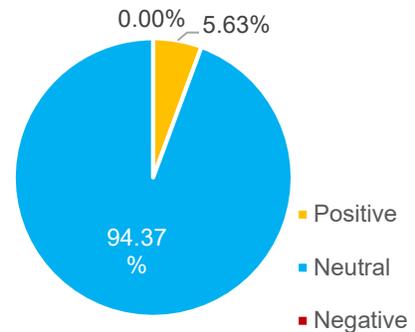


Figure 33: “Serving the Community” sentiment in media reports.

### FINDING 5.4: Peel Regional Police perceived as “controversial” was the second largest theme in media.

- » The controversy in the stories are related to either the organization or leadership, and sometimes both.
- » This theme showed similar representation in General Media and South Asian Media (9.77% versus 10.45%). When focusing on controversial leadership, representation in South Asian Media was slightly less than General Media (1.49% versus 3.76%)

As seen in the Figure 34, these stories relate to either the police service overall (7.00% representation), leadership specifically (3.00% representation), and one story focused on Board controversy (0.05% representation). When adding together these types of stories, approximately 10.05% speak to some form of controversy related to Peel Regional Police. As mentioned, these types of stories focus on the organization as a whole, as well as on leadership, more specifically.

At an organizational level, the controversial stories about Peel Regional Police show a representation of the service that links it to racial discrimination, misconduct, and the need for regulation. Table 34 (next page) provides a more detailed list of the topics within stories that position Peel Regional Police as controversial.

Controversial Police Service
Peel Regional Police accused of racial discrimination
Peel Regional Police three times more likely to stop Black than White people
SIU investigates Peel Regional Police
Peel Regional Police Board approves audit of diversity-equity practices
Peel Regional Police investigation found contrary to internal audit report
Peel Regional Police officer charged and suspended
Peel Regional Police under internal review for misconduct
Resigned Peel Regional Police officer found guilty of misconduct

Table 34: Examples of topics within Controversial Police Service stories.

Some of the stories that discuss the service in terms of controversy link the controversy directly to Chief Jennifer Evans. Most stories related to controversy in leadership focus on the topic of street checks of racialized citizens, while some mention interference in police investigations. Table 35 provides a more detailed list of the topics within stories that position Peel Regional Police leadership as controversial.

Controversial Leadership
Lack of concern for the community
Public opposition and investigation interference lawsuit
Criticized for controversial street checks

Table 35: Examples of topics within Controversial Leadership stories.

When looking over time at trends in stories that position Peel Regional Police as controversial, the sample of news stories shows that a large proportion of these stories were more recent. Figure 34 shows that 10.50% of all of the sampled stories in the last 10 years depict the service as controversial, however they are depicted as controversial in 17.98% of the stories from the year 2015 up to 2018. Stories in this period generally dealt with the topics of street checks and misconduct, while stories before the year 2015 generally dealt with regulation of the police service and misconduct.

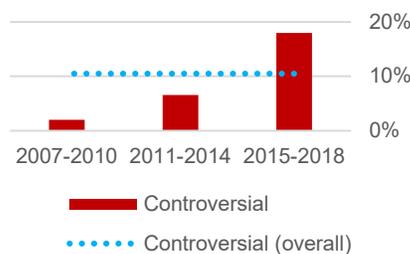


Figure 34: Controversial theme by year.

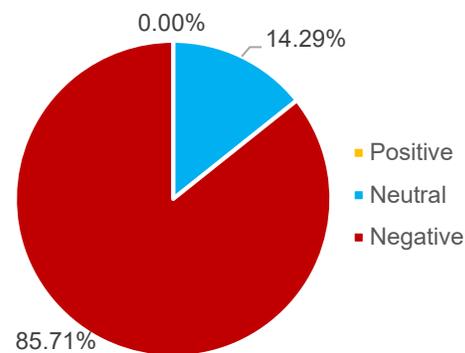


Figure 35: Controversial sentiment.

When investigating the sentiment connected to the stories that position the Peel Regional Police as Controversial, unsurprisingly, almost all of the stories had a negative tone (Figure 34, previous page). To give a sense of the wording used to generate this negative sentiment, representative quotes from articles that were labelled with this sentiment within the Controversial code as listed in the boxes below. Each comes from a major publication in the Peel region, with the circulation of larger media sources having a strong impact on the spread of these representations.

<p>“Evans is also named, along with the police services board, in a \$21-million lawsuit alleging that she interfered in the investigation into a fatal shooting involving several of her officers in 2015.”</p> <p><i>CBC News</i></p>	<p>“Peel Regional Police board moves for sweeping audit of diversity-equity practices.</p> <p>Move comes after scathing criticism of Chief Jennifer Evans by an anti-discrimination group.”</p> <p><i>Toronto Star</i></p>	<p>“Peel Regional Police initially cooperated, but in late July 2010 sent a letter to Scott stating the SIU had no jurisdiction and members of their own Professional Standards Bureau would be taking over the case.”</p> <p><i>Brampton Guardian</i></p>
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What the media has published over the past 10 years shows how an organization’s past behaviour and interactions with the public are understood. It can thus serve as an indicator of perceived reputation. Not surprisingly, the media coverage in this analysis demonstrates that the projected reputation of Peel Regional Police by the various forms of service and outreach it performs largely resonates with the public.

As noted earlier, Peel Regional Police are positioned as Serving the Community in 71% of media stories, which covered specific crimes or more general concerns for public safety. The media contained two main sub-themes: 1) Peel Regional Police’s investigation of cases and 2) Peel Regional Police’s promotion and/or maintenance of safety within the community. The neutral tone of this finding speaks to the Peel Regional Police fulfilling their expected duties for the public. At the same time, the theme of controversy may be linked to the disconnect between what the Peel Regional Police believes it is projecting as an organization as a reputation, and the contending perceptions and experiences of members of the public. For example, as seen earlier, the Peel Regional Police have been criticized for the use of street checks, accused of racial discrimination, officers have been charged, found guilty, and suspended, and the organization has been under review for misconduct and investigation interference.

## Perceived Reputation – Townhall Consultations and Public Survey

As part of the review process, CCDI engaged in public consultations to ensure the views and perceptions of Peel Region residents are considered when analyzing information and data received during the project. In order to dig deeper, and triangulate the findings from the media, we conducted two townhall consultations, and an online public survey, open to residents of Peel Region. Townhall consultations are an important tool in understanding how the community feels in regard to the reputation of Peel Regional Police in relation to diversity, equity and inclusion, and reflecting their concerns in how the Peel Regional Police delivers its services. These results will help target areas of success and improvement with respect to Peel Regional Police's role as a safety organization in a diverse community.

Communications to promote participation in public townhall consultations and the online public survey included extensive social media outreach, direct email to nearly 200 community groups in Peel Region, including school boards, colleges and universities, as well as posters displayed at community centres and libraries throughout Peel Region.

### Response Rate:

Held in Brampton and Mississauga, the public townhall consultations were attended by 38 people in total. The public survey was completed by 70 people.

The sample size was small, and is not representative of the population of Peel Region, however, the two data collection techniques yielded important feedback regarding demographics and sentiments of fairness, trust, confidence, respect and honesty. These viewpoints, in conjunction with CCDI's other data collection techniques, provides a picture of Peel Regional Police's reputation.

As the data collected was received on a voluntary basis, the sentiments expressed should not be considered representative of the Peel Region's sentiment as a whole. The findings should be viewed as positions held by some residents of the region, not all.

### Public Consultation Demographics: Majority of public consultation participants self identified as racialized.

In the two townhall consultations, the majority of participants were racialized, and there was a mix of ages and gender identities, as well as representation from both Mississauga and Brampton citizens.

Geographic distribution tended to align with the location of the townhall consultation session. The majority of participants at the Brampton session identified as residents of Brampton and

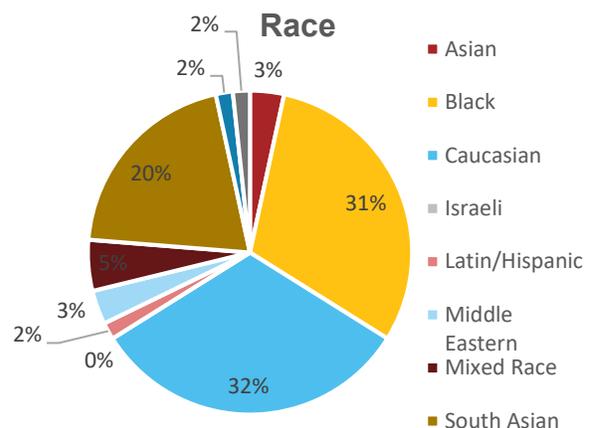


Figure 36: Racial demographics of public survey respondents

the majority of participants in the Mississauga townhall session identified as residents of Mississauga.

Participants in the public townhall consultation sessions engaged in robust but respectful discussions. Many indicated their attendance at the session was motivated by a sincere desire to help the PRP improve in diversity and race relations.

Among respondents to the online public survey, 68% of those who completed the public survey self-identified as non-white (Asian, Black, Latin/Hispanic, Middle-Easter, Mixed Race and South Asian), and 69% of survey respondents were women, whereas 29% were men. This is unsurprising in a community in which almost 70% of residents are racialized.

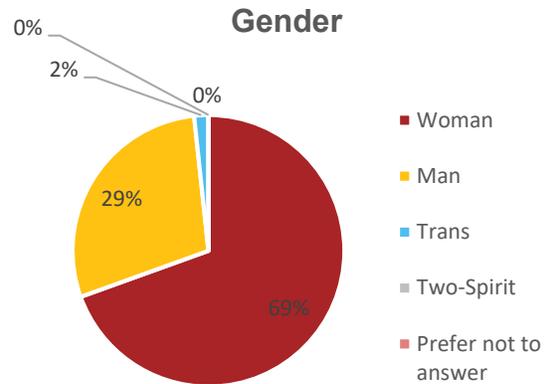


Figure 37: Gender identities of public survey respondents

**FINDING 5.5: Perceptions of fairness, effectiveness, integrity, respect, honesty and trust vary among respondents to the public consultations.**

Survey responses are presented in the aggregate, rather than breaking down the responses by demographic group, as the numbers for some groups are too small to report on.

The results from CCDI’s online public survey demonstrate varied responses in relation to the themes of fairness, effectiveness, integrity, respect, honesty and trust.

- » 46% of public survey respondents agree or strongly agree that PRP officers are respectful when dealing with the community;
- » 39% of public survey respondents felt that PRP officers are honest;
- » 45% of public survey respondents felt that the police act with integrity;
- » 49% of public survey respondents indicated that they trust the police.

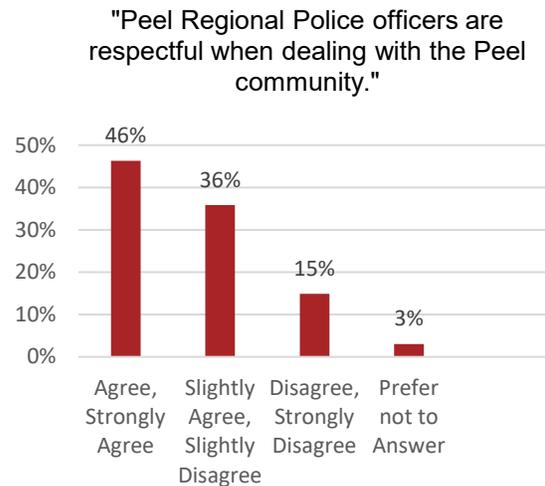


Figure 38: Public survey respondents' perceptions of PRP respect in dealing with public

Some other notable responses:

42% of public survey respondents disagree or strongly disagree that officers act fairly, and 37% of respondents rate the effectiveness of the police in addressing the public's concerns as poor or very poor.

Although this represents a small sample of people, the qualifying comments in the survey as well as discussions from the public townhall consultation sessions present areas of public concern which Peel Regional Police may want to address.

The common responses and discussions from both the public survey and public townhall consultation sessions are grouped below into the following themes:

- » class divides in neighbourhoods;
- » sense of fear or mistrust of the police;
- » resistance;
- » student resource officers; and
- » trust.

**Class divides:**

Class divides were repeatedly mentioned by participants in both townhall consultations. We heard several comments that were similar in nature regarding the difference in treatment perceived to be caused by either socioeconomic differences, or geographic differences.

- » "Mississauga, Ward 1 and Ward 2 are completely different. If you're in Ward 1, you'll only have positive experiences. The complaints of the affluent neighborhoods are heard, whereas the lower-income areas are not".

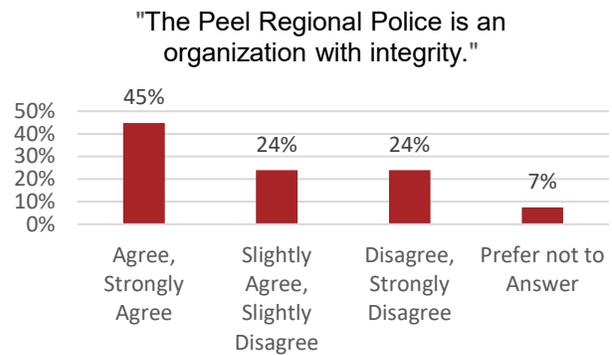


Figure 39: Public survey respondents' perceptions of PRP integrity

"Do you think that the Peel Regional Police treats people fairly?"

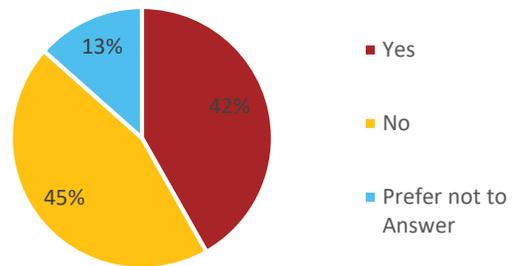


Figure 40: Public survey respondents' perceptions of fair treatment by PRP

"How effective do you think Peel Regional Police is at working with the public to address their concerns?"

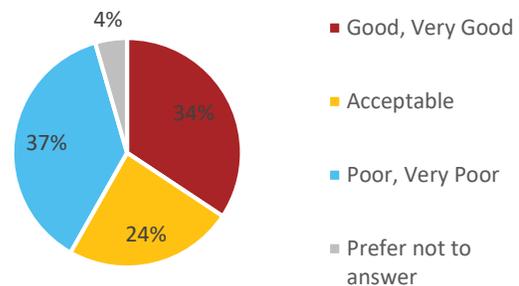


Figure 41: Public survey responses on perceptions of addressing public concerns

- » “I have been told “it’s lucky you live in this neighborhood because if you lived at Collegeway, your son would be in jail.”
- » “Socioeconomic status speaks volumes; there are different interactions in poor/rich neighbourhoods”

**Sense of fear or mistrust:**

This feeling was expressed by multiple townhall participants, which was informed by their direct or indirect experiences with Peel Regional Police. Examples of these comments were common:

- » “They don’t get training on culture and there is very little education on anti-Black racism ...now give them a gun and a badge....”
- » “They exercise their power. At one point I heard a cop say ‘We are a brotherhood. There is nothing you can do against us.’”
- » “Discretion is rarely used when dealing with people of colour”
- » “Most clients at the [community centre name redacted for anonymity] do not trust the police. People fear being asked questions, particularly if they are immigrants, about their status.”
- » “My clients have had very negative experiences; those in the sex trade are bullied, intimidated or coerced into sexual favours so that they do not get into trouble. Men are also intimidated and have experienced physical and verbal assault from the police.”

“Peel Regional Police officers are honest.”

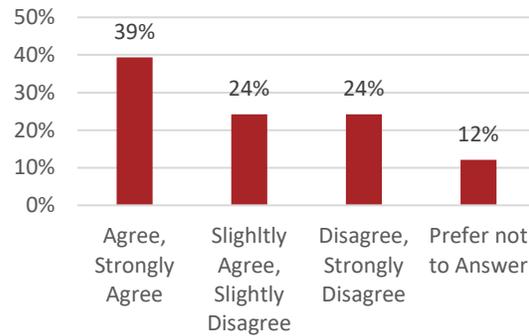


Figure 42: Public survey respondents’ perceptions of honesty of PRP

**Sense of cynicism:**

Participants at both townhall consultation sessions shared that over the last few years there have been five to six public consultations with Peel Regional Police. Participants indicated that:

- » the same stories are told repeatedly at public consultation sessions; and
- » in their perception, the PRP are collecting feedback but not acting on it.

Some respondents cited this sense of cynicism and oversaturation of feedback, with an apparent lack of resulting action as a potential explanation for the low participation rates in our public consultation sessions.

**Mixed perception of School Resource Officers:**

While a few participants had a positive view of the Student Resource Officers, the majority of participants who attended the public townhall sessions did not have a positive view of the program.

Some comments from participants around School Resource Officers are provided below:

- » “Now that they are in schools, there will be higher rates of incidents of students being charged or getting in trouble. Things that used to be dealt by parents or administrators (i.e. suspensions) will now go to the police. This will just make the school to jail pipeline even worse”.
- » “White parents are the only ones happy about police in schools – their kids are not the ones being carded.”
- » “They are trying to be in schools, but barriers exist. They bring gifts as a way to break down barriers, but these barriers need to be broken down in the community, not in schools”.
- » “Their goal in schools is to collect information to reduce crime...they shouldn't be in schools listening to gossip. They are used for surveillance rather than protection”.
- » “At my school we do not often see white officers. The relationship with students isn't always great but police are there. Students are seeing officers who look like them, but it hasn't helped; police have power and that's what people my age see, regardless if they look like them or not. There is a lack of trust in police at the system level and that's the issue”.

## Gap Analysis

To analyze the relationship between what the Peel Regional Police is portraying, and the issues heard from the media and public, we look at what's missing or the gap. The essence of Peel Regional Police's perception or sentiment as related to diversity, equity and inclusion can be perceived as one in which they put in a variety of positive efforts, and that efforts have been made. For instance, in our Leadership Growth leader interviews, we heard this sentiment:

“For example, Peel Regional Police was the host of the 2017 Special Olympics. We couldn't be prouder of how we represented ourselves. We have a long history of supporting charities and community initiatives. Peel Regional Police Services Board is very supportive of diversity relations and initiatives. We've gone to the Chief's Advisory Group and said, “you tell us what we can do better or more”. When they hear what we are doing, they are blown away at the effort. We just need to create better awareness of everything we are doing. My time [department] has opened eyes to how well we are doing”.

At the same time, the sentiment exists that their efforts are not recognized by the public, and in fact external factors, such as the media, quash the hard-earned reputation of the police. From the Leadership Growth leader interviews, we heard sentiments such as:

“We have a positive relationship with the community. 90% of the population is satisfied with the work we do. For example, on any given day, we have thousands of interactions with the public that are positive. We have thousands of interactions with people in crisis on a yearly basis. 17 times a day, we bring someone to a hospital for treatment of mental health conditions in the Region of Peel. 99.90% are nonviolent, and the Officer de-escalates the situation. 1/1000 incident might end badly – that's the story that ends

up in the media. The media's job is to sell newspapers. We hear a lot about the 1 or 2 incidents where police officers have made a mistake. The positive interactions we had with people with disabilities and special needs are not reported on in the media. There are always going to be a percentage that doesn't like the police. It is never ending work to try and bridge that gap."

It is clear from the Leadership Growth leader interviews, the maturity assessment, and the environmental scan that there are a plethora of initiatives, policies and procedures in place to address issues of diversity, equity and inclusion at Peel Regional Police. Much is being accomplished in this direction, and the media has recognized this in the tone they use for a large majority of the news articles. Some comments made in the townhall consultations and survey also exemplify the positive projected reputation of the Peel Regional Police. Examples of positive comments made in townhall consultation sessions include:

- » "They are very respectful, engage in enjoyable conversation and conduct themselves professionally."
- » "Specific focus on working to educate students on their rights and the laws of the country (especially when working with Syrian newcomers). We had one officer come in to talk about women in policing after hearing that one of the Syrian newcomer students (female) said she wanted to be a police officer."
- » "Police have personal connection with students."
- » "Peel Regional Police are a support when needed."

However, these sentiments are countered by the negative experiences of those in the townhalls and public survey. The encounters include domestic incidents; Student Resource Officers; car/bike collision; street checks; Boxes of Hope Charity Program; Peel Regional Police Black Advisory Council; and LGBTQ2+ Pride. Although this sample cannot be generalized to the Peel Region population, they do present examples of perceptions that exist, and should be considered, especially when placed along side the sentiments expressed by employees themselves in the Diversity Meter Census and Inclusion Survey and Culture Meter Focus Groups.

The experiences that were voiced covered a range of encounters. Participants were particularly eager to share their experiences regarding street checks. Participants expressed their perceptions that street checks were often fueled by racial profiling.

Student Resource Officers were also a discussion point that was raised frequently. There were mixed reviews of Student Resources Officers. While some in the public, and the official view of the police service, is that the Student Resource Officers are a positive presence in schools, some felt that the presence of Student Resource Officers would have negative impacts on children, especially racialized children. This is further explained in terms of a fear that incidents that would have been disciplinary incidents between the school and parents would now have a police officer involved and could lead to a school disciplinary incident becoming a legal issue.

Some examples of comments from the public:

- » Members of racialized groups expressed reluctance to work for the Peel Regional police because of a perception that the police service isn't a safe place for a racialized person to work.
- » Members of the public expressed the perception that some populations (racialized) are subjected to more surveillance than others (non-racialized).
- » Members of the public who are racialized expressed fear of contacting the police if they were in trouble and actually needed police assistance.
- » Members of the public shared stories of multiple incidents of black boys being asked 'what are you doing here', sometimes while walking in their own neighborhood or even on their own property.
- » Members of the public expressed concern that 'street-check' information is being retained longer than it should be by law. The concern was that it is being kept for surveillance purposes and could later be used against individuals.
- » One member of the public shared: "I have two bi-racial sons, one looks Black and one looks white. The white-looking son has never experienced being carded and the black one says it's normal."
- » A community member shared that she was leaving church and was stopped for a 'random check' by the police and asked to show her car sticker. Showed him the sticker and the officer said, 'Ok good...I was just doing my job.'
- » A community member said, "My ex-husband and I used to have two cars. One was a nicer, more expensive one. He would tell me drive it because he said the police give women a less hard time (compared to black men)." [Husband had a lot of experience being pulled over while driving that car].
- » A community member shared: "My son was carded while driving with his white friend... white friend was the driver and my son (who is Black) was the passenger. The driver wasn't even carded, just the passenger."
- » A community member shared: "My son has also reported being carded 3 times in the span of 15 minutes while walking from home to the library in our neighbourhood."
- » A community member shared: "I saw a black student waiting for a bus once and a police officer was going to approach him...the student was putting his hands in his pocket to get change because he saw the bus approaching. The police officer yelled 'Take your hands out of your pocket!'"

Some townhall consultation members had mixed feedback on the Chief's community advisory groups. Participants indicated that the Black advisory council is meant to improve relationships between community, charities, and not-for-profit organizations. Feedback has been positive for some ethnic groups, but they expressed that the Black community's feedback is more negative. Some participants expressed their perception that the PRP is not taking feedback from the Black community seriously.

## Conclusions and recommendations.

At the beginning of this project, the Peel Police Services Board expressed its aspiration that Peel Regional Police become a leader in diversity and inclusion.

To date, Peel Regional Police has carefully and thoughtfully developed and implemented many internal and external policies, procedures, programs and initiatives that focus on creating a structured and fair workplace environment, and approach to community relations.

In particular, Peel Regional Police has a strong framework and tools in place to manage the large volume of directives that govern their policing efforts in the community. In addition, community relations outreach programs demonstrate active efforts to engage members of diverse communities with the Region of Peel.

However, there are some challenges and obstacles to achieving the PPSB's aspiration of Peel Regional Police as a leader in diversity and inclusion.

### *Organizational culture*

Police culture research<sup>20</sup> indicates a considerable mismatch or discrepancy between official rhetoric and actual practice, where the leadership behaviours that are described as expected, deviate from leadership in practice. This discrepancy may be a potential barrier for change initiatives. The rigid culture also calls into question the ability of police leaders to effectively function as agents of change in promoting organizational reform.

Furthermore, feedback from some in the Leadership Growth leader interviews, Culture Meter Focus Groups, and Diversity Meter Census and Inclusion Survey describe the Peel Regional Police organizational culture as rigidly hierarchical change averse.

These factors may pose challenges in implementing organizational change initiatives.

### *Leaders' and police service members' mindset*

Through the course of this research, CCDI has identified that among many leaders and some service members in the Peel Regional Police, there tends to be an over-reliance on the policies, programs and procedures – with an expectation that because such policies, programs and procedures exist, that equates to equality and fairness for all, and a diverse and inclusive organization. In other words, there is an overarching belief among many leaders and police service members that everything is already fair, that the Peel Regional Police is already doing everything it can to promote diversity and inclusion, and that there are no problems.

The unfortunate impact of this over-reliance and belief in the fairness of policies, programs and procedures may be the tendency among some leaders and service members to minimize or dismiss concerns raised by minority members of the service or the public. Some minority members of the police services and some members of the community have indicated their

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<sup>20</sup> Haake, U., Rantatalo, O., & Lindberg, O. (2017). Police leaders make poor change agents: Leadership practice in the face of a major organisational reform. *Policing and Society*, 27(7), 764-778.

perception that these concerns are actively ignored, dismissed as “over-sensitivity” or “taking it too personally”, or actively denigrated. This has contributed to a sense of cynicism amongst some minorities who provided feedback.

Ultimately, the multitude of programs and initiatives around diversity, inclusion and community relations may have only limited impact without addressing the issues around the rigid culture and the mindset, awareness, and competence of the leaders and police service members who implement them.

## Accomplishments

Peel Regional Police has dedicated extensive resources to programs and initiatives to improve diversity, equity and inclusion within the police service as well as community relations. Among key accomplishments, the following were noted:

- » Peel Regional Police has a sophisticated and rigorous set of directives.
- » Peel Regional Police has put in place an extensive list of community outreach initiatives.
- » Peel Regional Police’s diversity, equity, inclusion, and race-relations initiatives are proportional to or in some cases more advanced than other police services of similar size.
- » The maturity of Peel Regional Police’s diversity and inclusion initiatives are generally rated at the proactive level for most of the GDIB (Global Diversity and Inclusion Benchmarks) categories.
- » In the media scan, the majority of media stories about Peel Regional Police were found to be positive, and present Peel Regional Police as serving the community.
- » Generally, Peel Regional Police’s leaders and Board members demonstrate a strong understanding that diversity includes factors beyond race and gender.
- » Some of Peel Regional Police’s leaders have a good understanding of the issues of diversity, equity, inclusion and accessibility (as assessed in leadership interviews).
- » A quarter of Peel Regional Police’s leaders were assessed to have a level of cultural competence above minimization.
- » Many employees of Peel Regional Police and community members expressed positive sentiments about the PRP dedication to diversity, inclusion, equity and accessibility.

## Issues/Opportunities

**KEY FINDING: Dissonance may exist between the objectives of the initiatives that are already underway, and the mindset, awareness, and competence of those developing and implementing them.**

The success of all the programs and initiatives underway with PRP are impacted and potentially limited by the mindset, competence, and level of awareness of some of the PRP leaders and PPSB board members, as well as some members of the police service.

Many leaders' perceptions around the issues of diversity, equity and inclusion are based on their own personal experiences with a lack of awareness or acknowledgement of the experiences of others in the organization who have different identities.

We observed a tendency by some in the leadership team and members of the police service to minimize, misunderstand, or disregard the experiences of minorities in the organization, and/or to disregard the feedback from some populations because it was not reflective of the majority view, coupled with a resignation that 'you can't please everyone'. The fact that the majority are not experiencing the problem doesn't negate the existence of the problem.

We acknowledge there has been a lot of effort and resources dedicated to connecting with the community and promoting diversity and inclusion efforts within the service, and these efforts have been recognized in a number of different ways by some employees and members of the community.

However, the overall success of these initiatives is determined by the mindset, awareness, and competence of those implementing them, and there may be a gap between the goals of the initiatives and the cultural competence and awareness of the leaders, as demonstrated by the IDI<sup>®</sup> exercise and the Leadership Growth leaders' interviews. Furthermore, many members of the police service expressed their opinions that diversity and inclusion initiatives amount to reverse discrimination.

## Recommendations

A number of recommendations have been identified below which are derived from all stages of data collection including leader and board interviews and assessments, employee focus groups, public consultations, the environmental scan, and the review of directives.

### Specific Recommendations:

#### 1. Acknowledgment and commitment to build trust.

- 1.1 Publicly acknowledge issues raised in this audit and other reports, and commit to addressing them.
- 1.2 Acknowledge that there are systemic issues in the police service. Acknowledge the feedback from minority members of the police service and the community.
- 1.3 Commit to educating all members of the police service about the existence of systemic issues and the experiences of minority group members.

These actions will be a first step to help address the cynicism expressed by minority employees of the police service and community members. Ongoing acknowledgement, commitment and follow-up will also be important to improving relations with police service members and community members who currently have a cynical view.

*Note: We recommend creating task forces or working groups, headed by senior leaders and including service members from multiple ranks and divisions, to address the specific recommendations below.*

## **2. Improve and enhance accountability mechanisms.**

- 2.1 Establish a zero-tolerance policy for sexist, racist, anti-immigrant, and homophobic remarks or jokes by PRP service members.
- 2.2 Establish cultural competence as a requirement for promotion, especially promotion into the senior ranks. This should be a primary requirement for leadership in a police service that serves such a diverse population as the Region of Peel.
- 2.3 Improve the rigour of diversity, equity, and inclusion competency reviews in PRP performance appraisals. We recognize that diversity, equity and inclusion performance competencies currently exist at PRP. This recommendation is to examine how performance appraisals are carried out and revise this portion of performance assessment with the goal of improving rigor. We recommend that PRP should consider getting a few members of the PRP talent management team certified in 3<sup>rd</sup> party cultural competence assessment tools, such as the IDI<sup>®</sup>, so that impartial, validated assessments (not self-assessments) may be carried out on a regular basis<sup>21</sup>.
- 2.4 Increase repercussions for lack of performance related to diversity, equity and inclusion including increased repercussions for PRP service members who have complaints of inappropriate behaviour against them, and those who speak disparagingly about the populations served by the PRP.

## **3. Increase and expand measurement, benchmarking, and ongoing internal feedback mechanisms.**

- 3.1 Enhance and increase diversity and inclusion related measures throughout the service.
- 3.2 Repeat diversity census and inclusion survey every 2 years, with a goal to increase participation rate.
- 3.3 Enhance and increase opportunities to gather feedback from different groups of employees, including roundtable discussions with the Chief. After each opportunity report back to employees what was heard and what actions are being taken to address the issues raised.
- 3.4 Encourage more meetings and communications and input mechanisms between service members of different ranks.
- 3.5 Conduct an audit of records of street checks and traffic stops to determine if certain groups are being stopped disproportionately. (This type of measurement and analysis has been conducted by other police services in Canada.)
- 3.6 Continue the Chief's email box so that members of the service can communicate directly with the Chief. This is a promising practice.

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<sup>21</sup> This relates to recommendation 2.1; if a manager or performance assessor is not culturally competent, they may not be as attuned to what constitutes good and poor performance with regard to diversity, equity and inclusion competencies. Furthermore, research on IDI assessments of cultural competence show that all individuals overestimate themselves on cultural competence.

- 3.7 Improve internal employee surveys. When the PRP conducts other types of surveys, i.e., engagement or morale, it is recommended to include demographic questions so that responses can be examined by demographic, to identify differences in perceptions by different populations.
- 3.8 Improve public surveys. When the PRP conducts community surveys, it is recommended to include demographic questions, to ensure that community surveys are capturing responses proportionally from the demographics represented in the Region of Peel, and to determine if different demographic groups in the Region have different perceptions of the PRP.

#### **4. Improve competence of leaders and service members.**

- 4.1 Increase requirements for diversity, equity, inclusion and cultural competence training for all police service members including sworn and civilian members.
- 4.2 Develop a formalized curriculum of progressive bias-awareness and bias mitigation training, and cultural competence training that is required at intervals for all service members, including civilians.
- 4.3 Increase diversity, equity, inclusion and cultural competence training for members of the Peel Regional Police Association.
- 4.4 Include and/or increase content related to diversity, equity and inclusion in all training provided to PRP members.
- 4.5 Expand educational opportunities for all officers on different populations and issues. Guidebooks which are available for officers on certain demographics should become more formalized training, because those who most need the development are the least likely to voluntarily read the guidebooks. This may include: provide mandatory awareness/competency training regarding different groups represented in the population, for example:
  - » Racialized people;
  - » Cultural and Religious groups;
  - » LGBTQ2+ identified individuals; and
  - » Indigenous peoples, etc.
- 4.6 Increase diversity training for new recruits beyond the current half day, out of 9-12 week training program.
- 4.7 Conduct an audit of those who have not completed currently available training, and create a plan to ensure every employee of PRP has completed the current training available related to diversity, equity, and inclusion, respect in the workplace, bias awareness, fair and impartial policing, and Leadership in Policing Organizations. Create accountability mechanisms and repercussions for not completing mandatory training.
- 4.8 Implement mandatory anti-racism training for all service members, including civilians.

- 4.9 Implement mental health first aid training for all service members at regular intervals.
- 4.10 Address concerns of “reverse discrimination” amongst service members by enhancing communications and educational opportunities on the representation of the service and the experiences of minority members of the service. Establish programs to educate PRP members on privilege, stereotypes, and bias, particularly pertaining to gender and racialized persons, to develop employees’ understanding of how these issues affect women and racialized persons within the service and within the public.

## **5. Enhance community engagement**

- 5.1 Allocate increased funding and people resources to community policing in general and to the Diversity Relations and Community Support team in particular.
- 5.2 Make a concerted effort to increase the importance and prestige of community policing and diversity relations within the service. Enhance community policing as a criterion for promotion.
- 5.3 Consider expanding Community Advisory Groups to include more demographic groups. In addition to the groups currently aligned by religion, we would suggest PRP consider establishing additional groups related to specific ethnicities, women, and racialized youth. Further it is recommended that the PRP engage Community Advisory Groups to provide input into decisions before they are made, and ensure more frequent communications back to the groups, as well as the public at large, about how their feedback is being incorporated into Peel Regional Police’s decision making and community engagement initiatives. (see also recommendations for reputation building below).

## **6. Improve representation of under-represented groups, particularly women and racialized service members.**

CCDI recognizes the limitations on diversifying the workforce due to a number of factors, including:

- » The police recruitment system in Ontario is managed by a third-party vendor, Applicant Tracking Services.
- » Applications to ATS from under-represented groups are limited.
- » Successful recruits who make it through the ATS system from under-represented groups are limited.

We suggest that implementing a number of the recommendations contained in this report may help with encouraging applicants from under-represented groups to become more interested in working with the Peel Regional Police.

Some specific recommendations with regard to improving representation are listed below:

- 6.1 Those in charge of advancement should be educated in understanding differences and the impact their biases may have on selection, development, and advancement decisions.
- 6.2 Offer development programs to employees, particularly Women, and encourage them to consider development opportunities and positions outside their current functional, technical, or professional area.
- 6.3 Examine systems, practices, requirements and culture within your organization to reduce barriers for inclusion of Women in leadership.
- 6.4 Offer development programs to employees, particularly Racialized persons, and encourage them to consider development opportunities and positions outside their current functional, technical, or professional area.
- 6.5 Continue and expand the promising initiative of hosting recruitment fairs with under-represented communities. Be authentic in these recruitment fairs about what the PRP is doing to address diversity and inclusion issues raised in this report.

**7. Enhancements to accessibility and inclusion of service members with disabilities.**

- 7.1 Provide increased technology support for mobility and disabilities, and flexible work arrangements should be available for employees who need them.
- 7.2 PRP should regularly communicate, through different channels, about its accommodation policies.
- 7.3 Policies and practices related to disability should be applied equitably across the organization.

**8. Organizational culture change.**

As addressed in the literature review and throughout the data gathering processes of this project, there are significant challenges related to the rigidly hierarchical paramilitary organizational culture of policing in general, as well as identified aspects of the Peel Regional Police in particular, that contribute to a lack of feelings of inclusion overall, and specific issues for some groups. Some of the fundamental issues cannot be solved by more programs and initiatives, or changes to policies and directives. This suggests a need for more extensive culture change. We recommend that PRP create a task force or working group involving members of the Chief's management group and others throughout different ranks and divisions within the organization to identify the culture PRP wants to create in the future, what aspects of the organizational culture need to change and/or can reasonably be changed, and use a rigorous change management approach to embark on an organizational culture change initiative. This is necessarily a long-term project. However, we have seen similar initiatives in other male-dominated rigidly hierarchical organizations yield success.

## **Additional recommendations related to documentary review of directives.**

### **Compliance**

- » Revise existing policies and procedures to include all protected grounds under the *Ontario Human Rights Code*.
- » Develop new policies and procedures for evolving needs of Peel Region's diverse populations. For example, consider developing a policy on competing rights based on the Ontario Human Rights Commission sample policy on this topic.
- » Develop a directive to cover policy and procedures with respect to accommodation in assessment and testing of new recruits as well as for promotions, development and re-assignment of existing employees.

### **Accessibility**

- » Implement a plain-language review of each new directive and when an existing one is being re-evaluated.
- » Pilot test the directive on a sample of the members from various departments and, depending on the results, make necessary changes.
- » Add page numbers to each directive for ease of access and use.
- » Indicate on each directive that it is available in alternate formats and how to access them.
- » Include on the intranet (internal) and internet (external) sites when they were last reviewed for compliance with the AODA and when the next review is scheduled.

### **Scope and impact**

- » Have an identifiable section to indicate the scope and application of the directive that is explicit about what the directive covers and to whom it applies.
- » Consider including an explicit commitment to diversity, equity and inclusion as a core value. A statement could also be included at the beginning of each directive and on the home page of the internet and intranet sites.
- » Add the diversity of populations working in the PRP and residing in the region more explicitly, particularly Indigenous Peoples and LGBTQ2+.

### **Consistency and currency**

- » As stated above, add a section on scope and application to indicate to whom the directive applies.
- » Add a specific section on Roles and Responsibilities and delineate them consistently in each directive, i.e. in the same format and order in each directive.
- » Re-evaluate directives on the dates as indicated.
- » Establish a re-evaluation policy and schedule (if none exists) and adhere to them.
- » Use current, non-discriminatory terminology. For example, people/persons with disabilities instead of disabled people/persons.

## Intersectionality

- » When a new directive is developed ensure that related directives are reviewed and cross-referenced as needed.
- » Whenever there are changes to legislation, regulations and standards, ensure directives are updated as required.

## General

- » Consider specific directives on the following topics:
  - Conflict of interest.
  - Discipline.
- » Add the Code of Ethics to the directive for Civilians as it exists for Sworn Members, even if there is no requirement of swearing of an oath or affirmation.

## Recommendations for reputation-building

When it comes to shifting and enhancing reputation there are key drivers depending on the brand and industry. For a government service such as the police, it ultimately comes down to leadership, governance, culture, and communications management. As such, how police services brand themselves is dependent on a well-planned, expertly executed program of systemic policy and change management initiatives.

Although out of scope of this engagement, in our view, CCDI recommends that in order to strengthen the brand relationship between Peel Regional Police and the community (and other stakeholder groups), a fulsome brand audit, followed by the development of a brand strategy that incorporates a diversity, equity and inclusion lens is required. The strategy must reflect the unique nature and role of the police and ensure that it does not risk compromising the Peel Regional Police's activity in any way. Peel Regional Police may wish to engage in an exercise to determine a value proposition (mission and vision) with a diversity, equity and inclusion lens. Some preliminary questions could include:

- » Why does our organization exist?
- » What are our core values and how are they incorporated into our brand?
- » How does we fulfil the declarations set out in our rationale for our existence?
- » What makes us different from other police services?
- » What is different about the community we serve?
- » What mechanisms will we use to help officers and civilian members internalize the brand?

A subsequent audit and resulting brand strategy would answer the following questions:

- » How do we want/need to be perceived in order to optimize our performance as related to diversity and inclusion?
- » How are we actually perceived amongst each of their key stakeholder groups (most significantly the wider community)?
- » How big is the gap and what do we need to do to close it?

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### Canadian Centre for Diversity and Inclusion (CCDI)

CCDI has a mission to help the organizations we work with be inclusive, free of prejudice and discrimination – and to generate the awareness, dialogue and action for people to recognize diversity as an asset and not an obstacle. Through the research, reports and toolkits we develop and our workshops, events and workplace consultations, we're helping Canadian employers understand their diversity, plan for it and create inclusion.

CCDI's leadership has a proven model that's cultivated trust as an impartial third party. Our expertise is focused on the topics of inclusion that are relevant in Canada now and the regional differences that shape diversity.

A charitable organization that thinks like a business, we have created a niche with our innovative research technology and data analysis that brings a deeper understanding of Canadian diversity demographics and mindsets at any given moment.

### Contact us

For any questions regarding the benefits of becoming a CCDI Employer Partner or other CCDI services, please contact:

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CCDI is grateful for the ongoing support of our Founding Partners.

