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“DESTINATION DIVERSITY”

THE ONTARIO PROVINCIAL POLICE DIVERSITY JOURNEY

This report was developed to demonstrate the tremendous achievements by the Ontario Provincial Police, in support of diversity. It is not an all inclusive list, but outlines many of the efforts implemented by the OPP over the years including policy and program development, educational efforts, partnerships.

Photographs have been accessed from the corporate events files and courtesy of the OPP Review.

This report prepared by OPP Strategic Initiatives Office, Ontario Provincial Police – February 2011



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EXECUTIVE SUMMARY

The Ontario Provincial Police - Approach to Valuing Diversity

This report provides a high level overview of the multifaceted approach the Ontario Provincial Police (OPP) has taken to ensure diversity is valued within the organization. It is a historical representation of the initiatives that have been established within the OPP to set the benchmark of excellence in policing both as a service provider and an employer of choice.

The OPP believes that it must work to continually earn the public's trust and confidence by delivering programs and services that are responsive and respectful of all the people it serves. With profound reminders of the increasingly complex global policing environment, like 9/11 in 2001, the organization began a comprehensive and highly inclusive process for revitalizing the OPP Mission, Vision and Values.

The "diversity" agenda has progressed significantly since the OPP's earlier efforts in the mid 1980's. The "Focus on Professionalism" initiated in 2002 set the platform for future work to be done. A Diversity and Inclusion Strategy was developed in 2009 and continues to be a work in progress. Many of the key activities supporting the Strategy are not new; rather the Strategy coordinates these activities into a focused approach. An emphasis is also being placed on taking increasingly bolder steps into the future with respect to an organizational commitment to Diversity and Inclusion.

This report documents a comprehensive list of the policies, communication tools, training initiatives, processes, celebrations, partnerships and resources that have been developed in the OPP. It is not an all inclusive list; however, it does outline some of the efforts that make up the rich history of the OPP, promoting diversity both inside and outside of the organization.

The layout of this report has been intentionally aligned with three of the four goals in the 2009-2010 OPP Diversity Strategy. The "Celebrations" chapter expands on community celebrations, individual and organizational achievements that are in support of diversity. The accumulation of achievements throughout this report contributes to the OPP's goal to reflect the communities it serves.

Embed Diversity in all policies and processes.

Build an **inclusive workplace** free from harassment and discrimination.

Reflect the communities we serve, at all levels of the OPP.

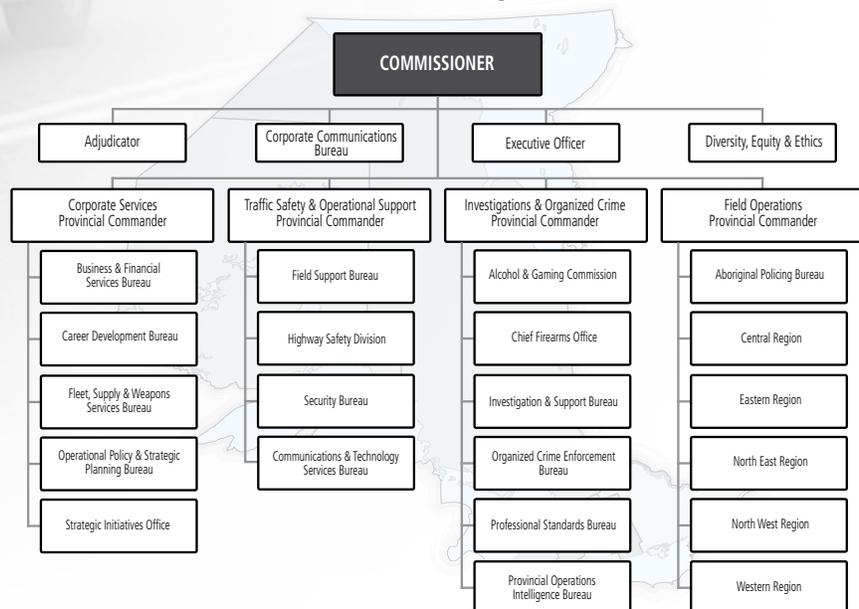
Develop responsive **public safety** programs **through relationships** with our diverse communities.

OPP MANDATE

The OPP is one of North America's largest deployed police forces with a headcount of more than 6,200 uniform, 2,756 civilian and 833 auxiliary members. Its mandate is as broad as the communities it serves. Ontario is Canada's most populous province and home to one of the world's most multicultural societies.

The OPP has simultaneous involvement in two tiers of policing (provincial and municipal) and has a strong operational relationship to federal policing services as well. The OPP provides specialized services to municipal police services and has a unique provincial role in terms of public order maintenance and emergency management.

- The OPP is responsible for the delivery of a wide range of policing services, from municipal and First Nations policing to specialized criminal investigations, emergency response, and traffic patrol on Ontario's roadways, waterways and trail systems.
- The OPP polices over 300 municipalities throughout the province of Ontario, 115 of which have established formal policing contracts for service delivery.
- The OPP operates out of 163 detachments, one General Headquarters, 6 Region/Division Headquarters and 17 Bureaux.
- The OPP patrols 942,405 square km of land and 94,610 square km of water.
- Through the OPP, the province provides two specialized registries - ViCLAS (Violent Crime Linkages Analysis System) and the Ontario Sex Offender Registry.
- The OPP provides provincial leadership in a number of multi-jurisdictional policing initiatives aimed at coordinating law enforcement efforts to reduce and/or investigate sophisticated criminal activity.
- Advancing effective First Nations policing in Ontario is a priority for the Ontario Provincial Police.
- The OPP provides direct policing to 19 First Nations and administers policing for 19 more First Nations pursuant to the Ontario First Nations Policing Agreement.



TIMELINE

Timeline: OPP Diversity Initiatives



External Impacts appear in bold. Awards appear in red.

<ul style="list-style-type: none"> First Nations (FN) policing responsibilities assumed from Royal Canadian Mounted Police (RCMP). 	1975	<ul style="list-style-type: none"> OPP hires female officers.
<ul style="list-style-type: none"> Clare Lewis Report – “Race Relations in Policing.” 	1989	<ul style="list-style-type: none"> OPP creates Employment Equity (EE) Coordinator position.
<ul style="list-style-type: none"> EE regulations come into effect. OPP establishes Community Policing Coordinator position. 	1991	<ul style="list-style-type: none"> OPP develops Native Awareness Course.
<ul style="list-style-type: none"> OPP launches race relations policy in Police Orders. 	1993	<ul style="list-style-type: none"> OPP Women’s Network created. OPP conducts a promotional process review with the goal of eliminating systemic barriers. OPP establishes Workplace Discrimination & Harassment Policy (WDHP) Coordinator position. Clare Lewis Report – a follow up to the 1989 “Race Relations in Policing” report. Stephen Lewis Report to Premier – “Race Relations in Ontario.”
<ul style="list-style-type: none"> OPP establishes First Nations (FN) Liaison position in each region. OPP WDHP workshops are conducted for managers. OPP develops a directory of aboriginal and multi-racial community organizations. Ministry/OPP introduces Employee Assistance Program (EAP). 	1994	
<ul style="list-style-type: none"> OPP establishes an executive level Aboriginal Liaison Office. OPP establishes the Commissioner’s Select Liaison Council on Aboriginal Affairs Conflict Prevention and Development Cooperation Network (CPDC) replaces race relations orientation with anti-racism position. CPDC develops protocol – ensure new training is free of potential bias. Royal Commission on Aboriginal Peoples (RCAP). OPP develops Accommodations Guide – widely adopted across North America, profiled by International Association of Women in Policing (IAWP), supported and endorsed by Ontario Human Right Commission (OHRC). 	1996	<ul style="list-style-type: none"> EE legislation is repealed. Ipperwash land dispute events and fatal shooting of Dudley George. OPP conducts race relations survey of employees. Cole/Gittens Report – “Commission on Systemic Racism in the Criminal Justice System in Ontario.”
<ul style="list-style-type: none"> The Adequacy & Effectiveness of Police Services Regulation is developed and implemented. OPP receives Amethyst Award for Native Awareness Training. 	2000	<ul style="list-style-type: none"> OPP develops “Accommodation of the Safety Related Needs of Pregnant Members in the OPP” guide and reference kit.
<ul style="list-style-type: none"> OPP consults 400 members (female, aboriginal, auxiliary, special services, GHQ, Executive Council) re: focus on professionalism. “OPP Promise” is developed (includes organizational values and ethical behaviours) and embedded into human resource (HR) practices (learning and development plans (LDPs), performance management, training, recruitment). OPP launches Professionalism Policy in Police Orders. OPP establishes Commissioner’s Community Advisory Committee (diverse leaders in the public). OHRC Article/Report – “Paying the Price of Racial Profiling.” Toronto Police Service (TPS) - “Race Relations Initiative of TPS.” OPP establishes “Valuing and Supporting People” Accolade Award. 	2002	<ul style="list-style-type: none"> OPP establishes first “Youth Camp” for at-risk youth in the province.
<ul style="list-style-type: none"> OPP identifies two executive (chief superintendent rank) leads for diversity initiatives. OPP Bound 3 developed, a targeted recruitment focussed on women and men from diverse communities. OPP develops “Valuing Diversity” DVD. OPP establishes Diversity Councils in Highway Safety Division and Western Region. OPP Native Awareness training sessions increase to 4 per year. OPP receives International Association of Chiefs of Police (IACP) Civil Rights Award (Prevention) for “Focus on Professionalism”. OPP receives IACP Civil Rights Award (Education) for OPP Bound – Aboriginal Peoples. OPP completes final report on the OPP Diversity Focus Groups. OPP receives First Nation Chiefs of Police Partnership Award. 	2005	<ul style="list-style-type: none"> OPP investigation – inappropriate email content/distribution issues. Devlin Report on WDHP is commissioned by the provincial government. 9/11 terrorist attacks.
<ul style="list-style-type: none"> OPP includes “valuing diversity” competency into all commissioned officer (CO) performance management and development plans (PMDPs). OPP develops and implements “Framework for Police Preparedness for Aboriginal Critical Incidents” into Police Orders. OPP initiates Mentoring Program Pilot in North East Region (NER), targeting members of minority groups (6 month pilot). OPP trains over 80 members to facilitate “Diversity Dialogues.” OPP commences “Diversity Dialogues” for all employees with a goal of understanding the business case for diversity. OPP hosts “Senior Women in Policing” focus group. OPP receives IACP Civil Rights Award – ART Teams. Douglas Creek Estates First Nations Land Dispute & Protests (Caledonia). OPP conducts benchmarking review (BSR) of executives. OPP produces internal DVD on aboriginal issues Provincial Police Academy (PPA) and First Nations Chiefs of Police (FNCP). OPP defines “diversity” based on employee feedback. OPP commences development of Workforce Planning Information System (WPIS) tracking system. Ipperwash Report released. OPP receives Public Service Quality Fair - Bronze Award – “Meeting the Needs of Diverse Communities.” 	2006	<ul style="list-style-type: none"> OPP investigation – inappropriate email content/distribution issues. Devlin Report on WDHP is commissioned by the provincial government. 9/11 terrorist attacks.
<ul style="list-style-type: none"> OPP develops draft diversity strategy and commences consultations. OPP hosts two further “North of 50” mentoring camps with Aboriginal Youth at Risk. OPP commences review of frontline training to ensure diversity is reflected in curriculum. OPP establishes Diversity Councils in remaining regions. OPP hosts Aboriginal Pow Wow at OPP General Headquarters in Orillia. OPP develops and implements the French Language Services Strategy (FLSS). OPP receives IACP Indian Country Law Enforcement Officer of the Year Award – North of 50 initiative. OPP commences accessibility customer service training (2 modules) - mandatory for all employees. OPP commences the Ontario Disabilities Act training - mandatory for all managers. 	2009	<ul style="list-style-type: none"> OPP investigation – inappropriate email content/distribution issues. Devlin Report on WDHP is commissioned by the provincial government. 9/11 terrorist attacks.
	2007	<ul style="list-style-type: none"> OPP investigation – inappropriate email content/distribution issues. Devlin Report on WDHP is commissioned by the provincial government. 9/11 terrorist attacks.
	2003	<ul style="list-style-type: none"> Government announces a public inquiry into death of Dudley George. OPP commissions review - “OPP Recruit Training from a Diversity Perspective.” OPP Bound developed, a targeted recruitment focussed on women. Charles Novogrodsky’s presentation to the OPP Executive Council – “Human Rights and Diversity Management.” OPP establishes the Jim Potts Accolade Award which acknowledges significant contributions to policing in First Nations communities.
	2004	<ul style="list-style-type: none"> OPP Bound 2 developed, a targeted recruitment focussed on aboriginal men and women. OPP initiates in-car video – evaluate citizen/officer interaction with an outcome of reduced complaints. OPP identifies “Mission Critical Issues” (MCIs) to achieve core business <ul style="list-style-type: none"> Meeting the needs of diverse communities Supporting marginalized persons OPP conducts diversity focus groups, to build a diversity competency, with more than 300 uniform and civilian employees. OPP develops “Valuing Diversity” competency for performance management. Review of coach officer program for a consistent focus on professionalism. OPP commences longitudinal study of recruits (3 classes over 5 years) to assess differential treatment, OPP programs, policies and practices. OPP receives Ontario Public Service (OPS) Amethyst Award – Focus on Professionalism. OPP establishes Aboriginal Relations Team (ART). OPP investigation – unethical behaviour resulting in the disbanding of Central Region Tactics and Rescue Unit (TRU).
	2007	<ul style="list-style-type: none"> OPP creates Aboriginal Policing Bureau (APB). OPP expands ART and Major Event Liaison Team (MELT). OPP increases Native Awareness training. OPP creates Director of Diversity, Equity & Ethics position in the Office of the Commissioner. OPP includes other police/justice partners in Native Awareness training. OPP participates in 186 outreach events in communities across Ontario. OPP hosts “Women’s Symposium” for employees. OPP conducts Aboriginal Awareness courses for Ontario Police College (OPC). OPP receives OPS HR Award of Excellence – “Fostering Diversity.”
	2008	<ul style="list-style-type: none"> OPP implements WPIS – gauge workforce demographics. OPP APB introduces 5-part policing forum and speaker series. OPP introduces new promotional process based on merit. OPP develops and distributes multilingual recruitment posters. OPP receives OPS Ovation Award – OPP Bound 2007. OPP receives OPS Ovation Award – United Way Campaign. OPP receives OPS Ovation Award – Niigan Mosewak Youth Program. OPP establishes the Commissioner’s Diversity Council. OPP hosts first “North of 50” mentoring camp with aboriginal youth at risk.
	2010	<ul style="list-style-type: none"> Full compliance with mandatory requirements of Accessibility for Ontarians with Disabilities Act (AODA) achieved, including policy, training, and the customer feedback process.

OPP DIVERSITY & INCLUSION STRATEGY MAP 2009-2010

The Commissioner's Diversity Council led the development of an OPP organizational Diversity and Inclusion Strategy. This strategy is aligned with the overarching Ontario Public Service Diversity Strategy and is built upon past organization diversity initiatives and successes. This Strategy map depicts a work in progress for the OPP. Each goal is supported by activities the OPP is undertaking to ensure success.

OPP Diversity & Inclusion Strategy Map • 2009-2010



VISION	VISION: A diverse and inclusive organization that sets the benchmark of excellence in policing and supports all employees to achieve their full potential.			
GOALS	GOALS: <ul style="list-style-type: none"> ■ Embed diversity in all policies and processes. ■ Build an inclusive workplace free from harassment and discrimination. ■ Reflect the communities we serve, at all levels of the OPP. ■ Develop responsive public safety programs through relationships with our diverse communities. 			
ACTIVITIES	EMBED DIVERSITY <ol style="list-style-type: none"> Review policies and processes Communicate OPP values Integrate diversity into key training programs Develop communications tools Evaluate existing initiatives Use business planning and RDP as accountability and dialogue mechanisms Integrate "valuing diversity" into all OPP competitions 	INCLUSIVE WORKPLACE <ol style="list-style-type: none"> Implement accessibility legislation Identify trends in WDHP, public/ internal and Human Rights complaints Highlight employee support networks Monitor employee engagement through focus groups, surveys and studies Ensure diversity councils exist to maintain a forum for information sharing 	REFLECT COMMUNITIES <ol style="list-style-type: none"> Formalize mentorship program Maintain and enhance outreach recruitment strategies Focus on increasing pool of applicants for specialist positions at all levels Focus on reflecting diversity in promotions to create critical mass Monitor diversity profile of OPP 	PUBLIC SAFETY NEEDS <ol style="list-style-type: none"> Maintain and expand upon specialized liaison roles e.g. Provincial Liaison Team, Youth, Seniors, CSOs, Auxiliary Investigate and track specific crimes e.g. hate crimes, child exploitation, elder abuse Provide operational support to FN police services Implementation of French Language Services strategy Ensure local community consultation through Community Satisfaction Surveys
PERFORMANCE MEASURES	<ul style="list-style-type: none"> Intranet hits Feedback from Intranet Programs/policies enhanced Courses 	<ul style="list-style-type: none"> WDHP, Human Rights, public & internal complaints Satisfaction of resolutions Employee engagement results Category of complaints 	<ul style="list-style-type: none"> Increase in applicants Outreach events WPIS reporting PMDP tracking 	<ul style="list-style-type: none"> CSS results (new PFR) Crime statistics – benchmark Relationships New/amended programs procedures DAR / Niche
OUTCOMES	Policies and processes incorporate diversity and inclusion.	The OPP has built an inclusive workplace free from discrimination and harassment.	The OPP reflects the communities it serves at all levels.	The OPP has built and sustained trusting relationships in support of public safety programs that respond to the needs of diverse communities.

Diversity Defined

Consultations involving over 400 civilian and uniform employees resulted in the development of an organizational definition for diversity, which states:

"Diversity is about the recognition and respect for the mix of similarities and differences in skills, knowledge, perspective, background and experiences that are necessary to meet organizational requirements.

Through valuing and understanding diversity, members are prepared to deliver effective policing services with respect and professionalism."

LEGISLATION

Valuing diversity in the OPP is supported by various pieces of legislation such as the *Canadian Charter of Rights and Freedoms*, the *Human Rights Code*, the *Accessibility for Ontarians with Disabilities Act* and the *Police Services Act*.



The *Police Services Act* requires every police service to deliver its services in accordance with the six principles set out in section one of the *Act*.

Declaration of Principles

1. Police services shall be provided throughout Ontario in accordance with the following principles:
 1. The need to ensure the safety and security of all persons and property in Ontario.
 2. The importance of safeguarding the fundamental rights guaranteed by the *Canadian Charter of Rights and Freedoms* and the *Human Rights Code*.
 3. The need for co-operation between the providers of police services and the communities they serve.
 4. The importance of respect for victims of crime and understanding of their needs.
 5. The need for sensitivity to the pluralistic, multiracial and multicultural character of Ontario society.
 6. The need to ensure that police forces are representative of the communities they serve. R.S.O. 1990, c. P.15, s. 1.

In addition, it is an offence under the *Police Services Act* for police to engage in racist or discriminatory behaviour.

LAYERS OF DIVERSITY

The OPP is committed to supporting its members in recognizing the individual characteristics which may have an impact on their thought and decision making processes. With increased self awareness members will be able to better understand their innate biases. In addition, their ability to understand and build trusting relationships with members of the public and fellow employees will improve.

Each person's identity is made of multiple elements and is unique. The "Onion Model" of diversity represents the multitude of individual characteristics that form one's identity and their perception of the world around them.

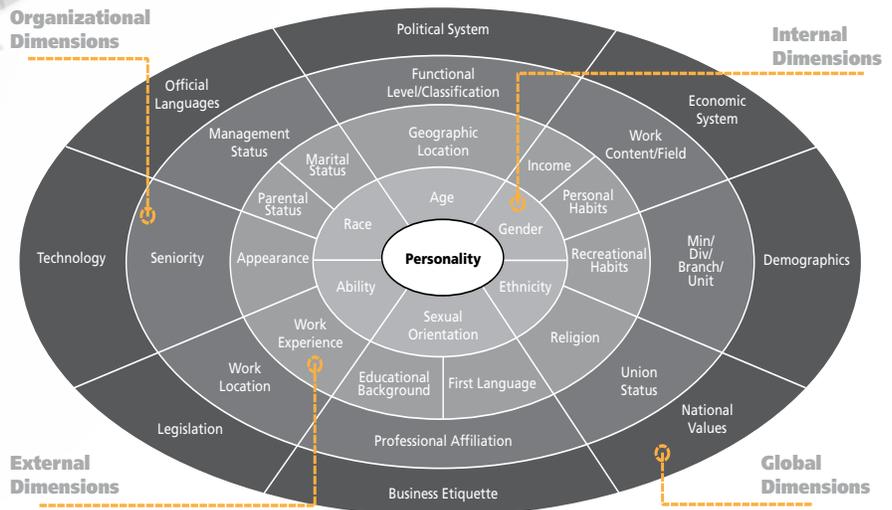
The Global Dimensions represent the outer-most layer and consists of systems in which one lives.

The Organizational Dimensions represent characters which individuals have limited influence over, because control rests with the government and organization in which a person lives and works.

The External Dimensions represent those characteristics that deal with the life choices of an individual. The individual exercises a higher level of control over these characteristic than in the organization dimension.

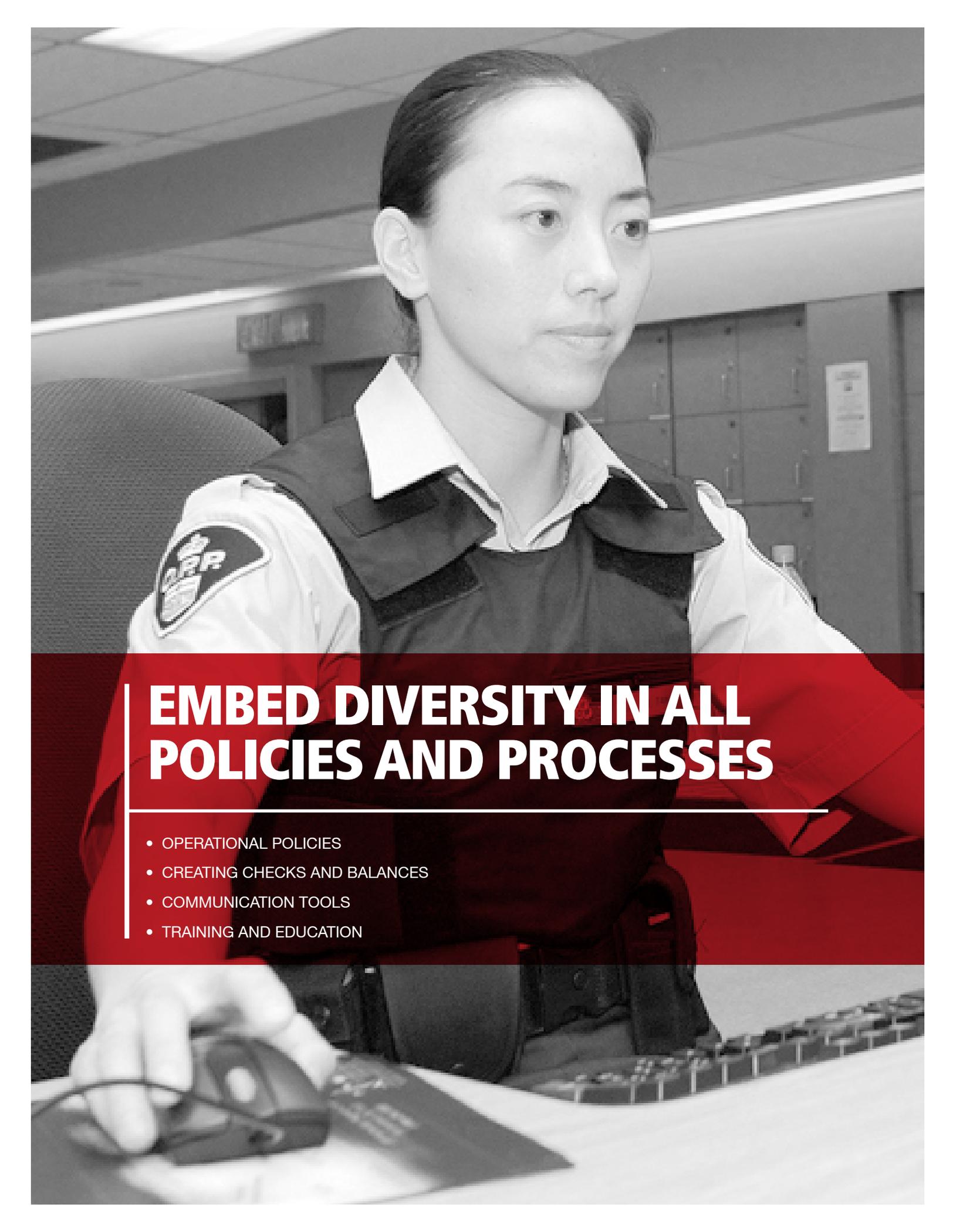
The Internal Dimensions of diversity are assigned at birth, such as age, race, ethnicity, gender, and physical ability which an individual has no control over. Often these characteristics are the sources of prejudice and discrimination.

Personality is the core of the four layers in the model below.



Please Note:

This model is one component of the diversity training delivered by the Ontario Public Service's Diversity Office.



EMBED DIVERSITY IN ALL POLICIES AND PROCESSES

- OPERATIONAL POLICIES
- CREATING CHECKS AND BALANCES
- COMMUNICATION TOOLS
- TRAINING AND EDUCATION

The OPP has recognized that policies, programs and procedures need to be revised or created to meet the changing environment in which we are working. It has been the goal of the OPP to reinforce behaviour in its Operational Policies that uphold high standards of professionalism and reinforce the requirement of sustaining public confidence.

The following are some of the key Operational Policies, contained in Police Orders (P.O.) and other initiatives that have been developed over the last 20 years which illustrate the OPP's success in achieving this goal. When the year of policy implementation was available, it has been referred to below.

OPERATIONAL POLICIES

1991 - Section 2.51.3 – Rehabilitative Alternate Duty

This policy identifies the roles and responsibilities of the OPP to support employees with disabilities. Offering reasonable rehabilitative measures to those who are precluded from assuming their assigned duties due to sickness/disability/injury/pregnancy.

1991/2010 - Section 6.1.13 – French Language Services

This policy supports the obligation of the OPP to ensure French language services are readily available to the public at all times – providing assistance from a French speaking employee via the communications system, on-duty from the detachment or neighbouring detachment, or another police service.

1993 - Section 6.11.17 – Exemptions to Order of Dress & Appearance (Belief System)

A member adhering to a religion or a system of beliefs which possess the characteristics of a religion may submit an application through normal channels to the Commander, Career Development Bureau for exemption from specific areas of the order of dress and/or appearance policy. The exemption will be based on the following criteria:

- is required by the religion
- does not contravene any federal/provincial statute
- does not hamper the execution of duty or cause undue hardship to the OPP
- does not create a safety hazard

1996/2006 - Section 2.47 – Prisoner Care and Control

This policy pertains to several issues, which include: bilingual signage displayed in location and lockup area; gender consideration when selecting a guard; special needs of prisoners (physically challenged); lodging male/female prisoners separately; documenting meals provided to prisoners with special religious or dietary restrictions; and responsibilities regarding detention of young persons.

1997 - Section 6.4.9 – Diversity Awareness

This policy identifies the requirement for a probationary constable to be made aware of the diverse make-up of the community, including, but not limited to First Nations and other diverse groups within a detachments' boundaries. This will enable the constable to foster awareness, increase understanding and build relationships of mutual understanding and respect.

2002 - Section 6.10 – Professionalism Policy

In 2002, the OPP formalized its commitment to valuing diversity in its own policies and procedures, through the OPP Professionalism Policy and the OPP Promise. This new policy was introduced into Police Orders specifying rights and responsibilities for creating and maintaining a positive work environment and preventing workplace discrimination and harassment. This policy outlines employee's and manager's responsibilities as they pertain to our conduct, our relationships with one another and the public, and the means by which we shall resolve complaints.

OPERATIONAL POLICIES

2002/2008 - Section 6.18.2 – Email – Prohibited Use

Policy was developed following a large investigation regarding inappropriate distribution of images using OPP technology in 2001. It was further updated in 2008.

This policy covers the misuse/abuse of OPP information technology including, but not limited to: visiting inappropriate internet websites; sending inappropriate email or storing/sending prohibited images. It further identifies roles and responsibilities of supervisor where inappropriate email is received by an employee and duty to notify respective commander in cases where discipline is appropriate or potential for Workplace Discrimination and Harassment Prevention Policy (WDHP) complaint.

2002/2009 - Section 0.1.3 – The Promise of the OPP – Values and Ethics

As an organization, the OPP commits to working continually to earn the confidence of the citizens of and visitors to Ontario – a confidence that will not be taken for granted. The OPP fulfills this commitment by providing the best and most professional service possible, and by striving to build a culture of trust, and open and honest dialogue, with the communities it serves and among the people it employs.

The organization commits to creating and sustaining a positive working environment in which every employee has equal opportunity to fulfill his/her potential within the profession.

The five organizational values were streamlined in 2009 to the following:

- Diversity;
- Respect;
- Excellence;
- Professionalism; and
- Accountability.

This policy further defines the ethical behaviours underlying “The Promise” that are expected in relation to each of the values identified above.

2004 - Section 2.37.1 – Police/Motorist Relations

The OPP was among the first policing organizations to implement a policy against racial profiling and explicitly support bias-free policing through operational policy.

In 2004, section 2.37 of Police Orders, entitled Traffic/Enforcement/Road Safety was amended to include:

Illegal profiling is not permitted and shall not be tolerated in any respect. Illegal profiling means taking law-enforcement actions, such as stopping/questioning/searching/detaining/arresting a person, based solely on the person’s:

- race
- ancestry
- sexual orientation
- place of origin
- disability
- colour
- ethnic origin
- same-sex partnership status
- sex
- age
- family status
- marital status
- creed
- citizenship

2005 - A Framework for Police Preparedness for Aboriginal Critical Incidents

In 2000 the OPP reviewed the processes for officer response to incidents involving Aboriginal protests. Emergency Management Bureau (now Field Support Bureau) led the creation of a document entitled “A Framework for Police Preparedness for First Nation Related Issues”. The document identified a broad range of issues that should be considered in police response. Police were encouraged to consider both proactive and reactive measures as they responded. In addition to a basic framework for governing operational considerations, it identified resources that could be accessed or engaged to assist in various capacities.

The framework was further revised in 2005 and its principles and practices were entrenched in a policy document entitled, “A Framework for Police Preparedness for Aboriginal Critical Incidents”. Its current form has incorporated consideration of the evolution of initiatives such as the Provincial Liaison Team (PLT), which is explored further in this report.

OPERATIONAL POLICIES

2006 - Section 2.20 – Emotionally Disturbed/Mentally/Developmentally Disabled

This policy revision is linked to the Ministry of Community Safety and Correctional Services manual entitled, "Not Just Another Call..." The manual:

- assists all OPP employees who are in direct or indirect contact with individuals with mental illness; and
- advises employees how to de-escalate potentially volatile situations.

2007/2009 - Section 2.43.6 – Search of Transsexual Persons

Following the Ontario Human Rights Tribunal ruling in Forrester v. Peel (Regional Municipality) Police Services Board et al, 2006 HRTO 13 (CanLII), OPP Police Orders were amended. Police Orders were updated in January 2007 following the ruling and has since been updated again in January 2009.

As a result of an inquiry in September 2009 from the Northeast Region Diversity Council, this policy was further communicated via an Operational Field briefing entitled "Search of Transsexual Persons" (October 2009).

This demonstrated the value of the dialogue at diversity councils and also the timely response to communicate issues to all front line officers. At the end of this briefing, officers were able to answer the following questions:

- When an officer can search a person;
- What conditions must be met in order for a search to be considered valid;
- When searching a transsexual person, do they have the right of choice;
- When body cavity searches are required, do they have the right to choose who is present; and
- Under what conditions should a Strip/Complete search be conducted.



January 2009	
ONTARIO PROVINCIAL POLICE ORDERS [®]	
CHAPTER 2: LAW ENFORCEMENT	
2.43.6: SEARCH OF TRANSSEXUAL PERSONS	
Introduction	Policy relating to the search of persons who may be transsexual shall be adhered to in addition to other policy relating to the search of persons.
Right to Choice of Process - Strip/Complete Search or Frisk/Field Search	A detainee who self-identifies as a transsexual must be offered the following options for a strip/complete search or a frisk/field search, namely: <ul style="list-style-type: none">• male officer(s) only,• female officer(s) only; or• a split search.
Right to Choice of Process - Body Cavity Search	Where a body cavity search is to be performed, a detainee who self-identifies as a transsexual must be offered a choice of the sex of the member to be present at the search.
Member of Chosen Sex Not Available	In routine situations, when a member of the sex chosen to perform the search is not available, the arresting member may perform this search with the prior approval of a communications/shift supervisor.
Prior to Strip/Complete Search	Prior to the strip/complete search being conducted, a member must explain the process, take notes prior to conducting the search including the choice made by a transsexual detainee, and notify their officer-in-charge who will authorize the strip/complete search.

OPERATIONAL POLICIES

2009 - Section 2.18 – Missing Persons

This policy was enhanced to support the necessary awareness for members searching for missing persons – ensuring that they recognize and respect the ethnic background of the persons affected; and delivery of an appropriate and effective police response.

2009 - Section 5.1.5 – Aboriginal Critical Incident

This policy, enhanced in 2009 defines an Aboriginal critical incident as a major incident relating to an occupation, protest and/or high-risk incident occurring on a First Nations Territory or involving an Aboriginal community member. It further stipulates the training pre-requisites, roles and responsibilities.

2010 - Section 6.26.1 – Accessible Customer Service

This policy covers new legislation regarding accessible customer service. It identifies the responsibilities of employees to complete the training requirements as set out in the OPS Accessible Customer Service Policy and OPS Accessibility Guideline. The policy further provides the hyperlink to the training on the OPP Intranet.

2010 - Chapter 6 Organization, French Language

Policy is amended to detail the obligation of an OPP employee to provide access to French language services.

2010 - Section 6.11.12 – Appearance of a Member

Policy amended to authorize a member to perform duties consistent with the professional image policy providing an exception for a belief system.

2010 - Chapter 6 Workplace Violence Prevention

As of June 15, 2010 amendments to the Occupational Health and Safety Act created new obligations for employers in Ontario with respect to workplace violence and harassment.

Please Note:

In recognition of societal changes as a whole, people are now more aware of diversity and the need for sensitivity and appropriate terminology. It is acknowledged that there has been an evolution of terms used to describe “differences” to support the growing acceptance of diversity. The policies outlined here, are “as developed” in the year stated. In 2010, the Ontario Public Service Diversity Office developed and piloted a diversity lens to be used to examine policies to ensure the language and processes are respectful and appropriate. The OPP will be commencing a significant policy review utilizing this new tool to identify any outdated or inappropriate language contained within.

CREATING CHECKS AND BALANCES

The OPP has put in place a number of programs, processes and surveys to monitor its progress in sustaining a professional workforce that values diversity.

Internal Affairs Professional (IAPro) 2002

IAPro is the leading Internal Affairs software utilized by the OPP's Professional Standards Bureau for file and case management. The software ensures that investigation timelines are met and communication between Supervisors, Investigators, Analysts and Intake Officers is on-going. IAPro's early intervention features assist with identifying potential problems early on so that proactive action can be taken utilizing officer performance management. IAPro also provides reports that identify complaint trends and has been crucial with assisting the OPP's implementation of R v. McNeil reports force wide to our members.

In Car Camera Pilot Project 2004

A pilot project involving in-car cameras in three selected detachments was conducted from 2004-2008. Digital in-car cameras were placed in front-line vehicles in the Kenora, Ottawa and Toronto detachments to monitor police interaction and collect evidence for driving offences. These detachments were selected based on their geography and patrol environments. This initiative reaffirmed the OPP's commitment to providing professional encounters between officers and citizens.

As a pilot project it provided an opportunity to evaluate the value added to the organization, its effect on officer behaviour, and citizen response to video recordings. This project also provided protection to officers against wrongful accusations. The project made accountability and respectful relationships, two of the OPP's corporate values, front and center in the work environment.

The pilot project was tremendously successful in terms of clearing complaints against officers and providing evidence in court.

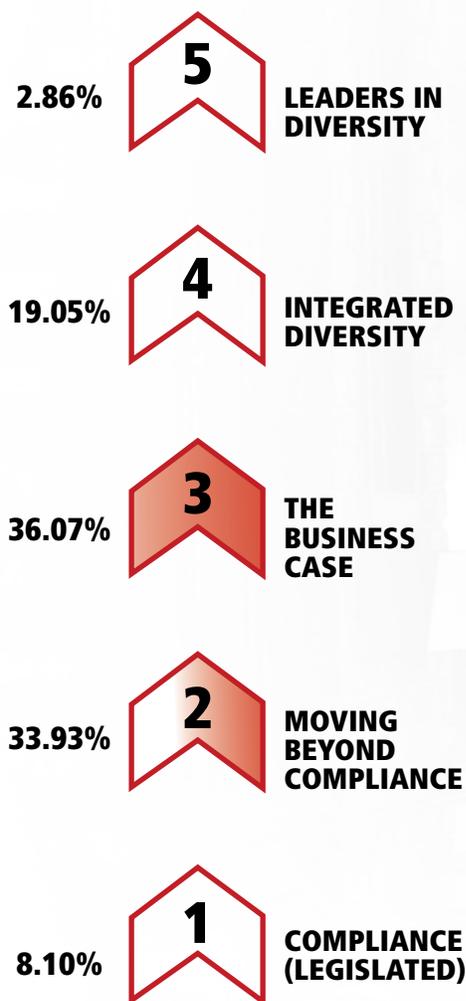
As the equipment began to age it required a significant annual maintenance investment, and while valuable, it was no longer sustainable.

CREATING CHECKS AND BALANCES

Commissioned Officer Diversity Survey 2005

Commissioned Officers and Senior Civilian Managers participated in an interactive session on diversity featuring Mr. Trevor Wilson, a Canadian diversity consultant. They responded to a survey designed to determine their perceptions of the OPP's current (September 2005) position on the Equity Continuum. This survey instrument provided a score based on a number of idea categories that often emerge within organizations coming to grips with issues of equity and diversity:

The OPP's Position on the Equity Continuum Distribution of Ratings September 2005



An analysis of this snapshot indicates that the majority of the 150 respondents endorsed number three, the view that the OPP addresses diversity because there is a significant business reason to do so; followed by those who believe the OPP's approach to diversity is driven by being 'good corporate citizens' rather than legislated compliance.

CREATING CHECKS AND BALANCES

2007/2009 - Employee Engagement Survey

OPP employees participate in the Ontario Public Service (OPS) Employee Engagement Survey. The purpose of the survey is to increase outreach and give all employees an opportunity to have their say. In 2009, two questions regarding diversity were included as well as individual self reporting to benchmark the organizations workforce profile.

OPP participation increased from 21.7% in 2007 to 37% in 2009 and the OPP diversity responses are shown below.



A review of the results has commenced and project leads have been established to further examine the issues for the top four areas for improvement – Leadership Practices; Fair HR Practices; Organizational Communication and Opportunities for Growth and Advancement. Progress in these four areas will be assessed in the next survey being conducted in March 2011.

Workforce Planning Information System (WPIS)

An employee-driven, computerized database entitled “Workforce Profile Information System” (WPIS) was established in 2007 to maintain both personal and professional information about the OPP workforce. WPIS supports employee development, workforce and career planning.

In addition, the demographics tab was developed in consultation with the Ontario Human Rights Commission to enable employees to voluntarily self-identify their race and other grounds-based information under the Ontario *Human Rights Code*.

This enables the OPP to monitor its commitment towards ensuring the OPP is reflective of Ontario’s diverse communities and to be proactive in the identification and removal of potential systemic barriers.

The screenshot shows the WPIS interface with the following details:

- System Name: WPIS Workforce Planning Information System
- Employee ID: 123456
- Employee Name: Employee, Opp
- Navigation tabs: Employee Information, Education & Training, Job Information
- Active tab: Personal Information
- Fields displayed:
 - Place of Origin: Germany
 - Religion: Roman Catholic
 - Sexual Orientation: Heterosexual
 - Disability: Yes
 - Marital Status: Common Law
 - Ethnic/Cultural Group(s): Canadian, Dutch (Netherlands), French, German, ind'nan indian
 - Racial Group(s): White, First Nation

COMMUNICATION TOOLS

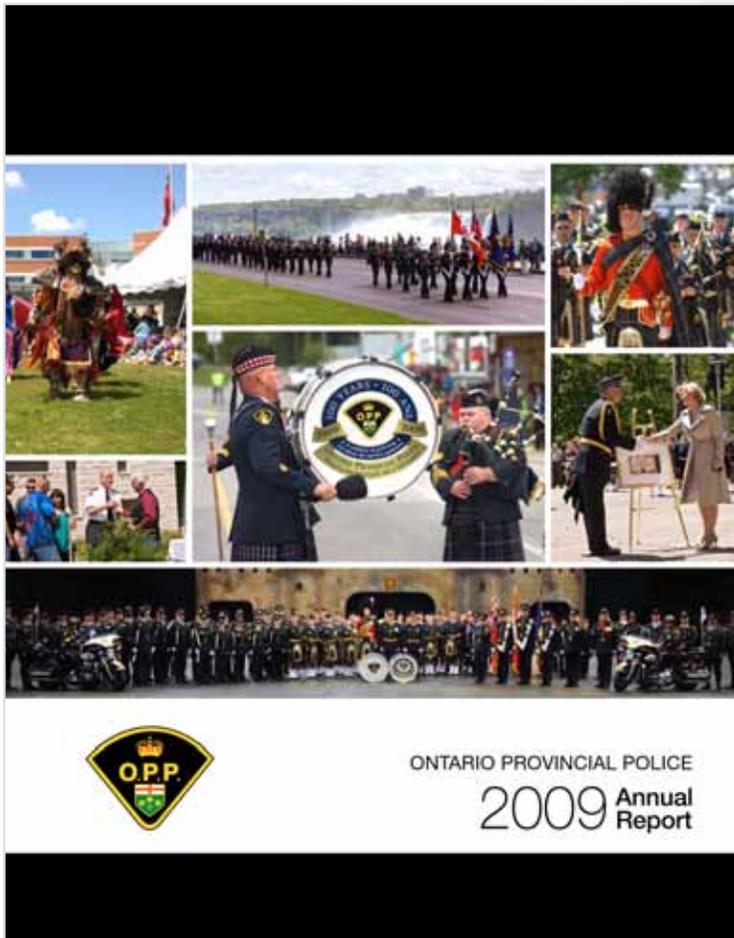
Varied communication tools and resources have been developed to support a learning environment for all employees. The following pages outline some of the communication tools developed or adopted by the OPP for use as orientation, training or awareness opportunities in support of diversity and inclusion initiatives.

Annual Report

The Annual Report of the OPP has included references to progress made within the organization on the diversity front. In 2008 the Report contained an article entitled "Diversity, Equity and Ethics" which highlighted the accomplishments of the year.

In 2009 advancing effective First Nations Policing in Ontario was articulated in an article from Aboriginal Policing Bureau entitled "Built on Creative and Contemporary Relationships".

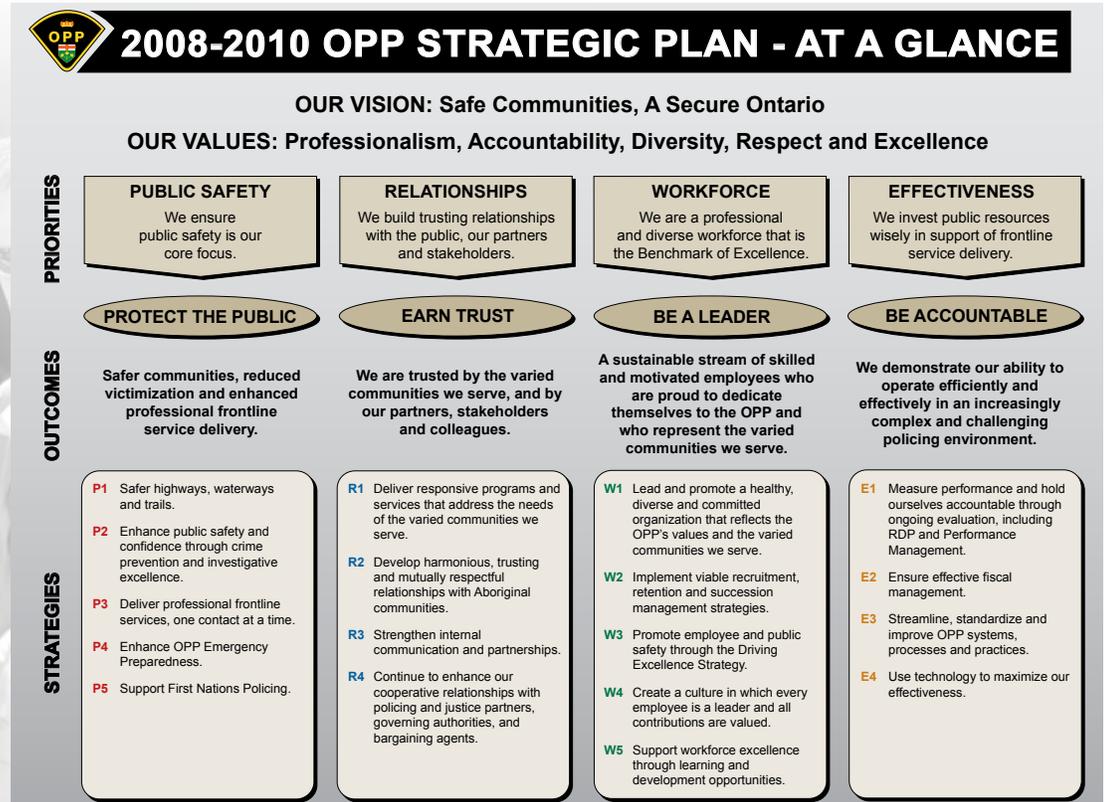
Also in 2009, "Valuing Diversity - as an Employer and Service Provider" outlined how the OPP is ensuring diversity is integral to all aspects of its operations.



COMMUNICATION TOOLS

OPP Strategic Plan

The OPP Strategic Plan commitments are communicated with the requirement that business plans at each level of the organization will support the overarching strategic priorities and goals.



Business Planning

Business planning is the process by which the OPP establishes its annual commitments in alignment with the OPP three year strategic direction.

The OPP business planning process was formally initiated in 1997, primarily in response to the need for the OPP to enhance accountability, drive change and achieve results in a fast-paced environment. This process ensures compliance with *Ontario's Adequacy Standards O.Reg 3/99*.

2001

In 2001 business planning was legislated in the *Police Services Act*. The *Act* requires that police services prepare a business plan at least once every three years. The business plan is required to address "the objectives, core business and functions of the police force, including how it will provide adequate and effective police services". The business plan further reports on performance objectives in a number of areas including:

- Community satisfaction with police services
- Crime and the clearance rates for crime
- Assistance to victims of crime
- Road safety
- Information technology
- Resource planning
- Police facilities

COMMUNICATION TOOLS



Business Planning 2002

Recognizing that a clear vision was needed to support the business planning process, the OPP executive undertook a review of its mission, vision and values. The process introduced a new vision.

Supported by a new mission “Policing Excellence through our People, our Work, and our Relationships” four strategic objectives were developed:

- Our People
- Our Work
- Our Relationships
- Our Infrastructure

2004

During an executive business planning session, the OPP identified five “Mission Critical Issues” that significantly influence how, policing services are delivered. They were:

- Fiscal Challenges: Ensure 100% compliance with fiscal policies and procedures consistent with the balanced budget legislation.
- Aboriginal Communities: Build and maintain strong relationships with Aboriginal leaders and communities.
- Diverse Communities: Ensure OPP programs and services are tailored to meet the needs of diverse communities.
- Marginalized Persons: Strengthen and improve lifelines with marginalized persons by identifying and creating partnership opportunities with groups that support marginalized persons.
- Professionalism: Foster professional excellence by modeling and recognizing the ethical standards outlined in The OPP Promise.

2005-2007

The business plan continued to focus on the previously stated Mission Critical Issues. Each issue was also assigned to an Executive Council member.

2008

A new three year OPP Strategic Plan was developed. The priorities were revised:

- Public Safety
- Relationships
- Workforce
- Effectiveness

These priorities were supported by strategic goals, including:

- Deliver professional frontline services, one contact at a time.
- Support First Nations Policing.
- Deliver responsive programs and services that address the needs of the varied communities we serve.
- Develop harmonious, trusting and mutually respectful relationships with Aboriginal communities.
- Lead and promote a healthy, diverse and committed organization that reflects the OPP’s values and the varied communities we serve.

COMMUNICATION TOOLS

Diversity in the OPP News & Events

Intranet Site 2008

The OPP Provincial Police Academy (PPA) included diversity resources on their intranet site for the availability of front line officers. In 2009, the PPA resources were used as the foundation for the creation of the OPP's new Intranet site, entitled "Diversity in the OPP", to support education and awareness for OPP employees on a variety of diversity initiatives, events and resources. The site is located under the Office of the Commissioner to raise its profile and demonstrate its importance.

Eric Silk Library

The Library provides information reference services and products in multiple formats to support an informed workforce.

Some products include:

Annotated Bibliographies

- In 2006 the OPP Eric Silk Library developed and posted on their Intranet site "Policing and Diversity: An Annotated Bibliography" which was updated in 2007 and 2009.
- Aboriginal Issues (2006)
- Elder Abuse (2006)
- Issues Surrounding The Lesbian, Gay, Bisexual, and Transgendered Communities (2006)

The Freedom seekers: Blacks in early Canada. Excerpt on early OPP officer Peter Butler III (1913-1936).

POLICE BEAT

A Publication of the OPP Eric Silk Library

Volume 13, Issue 2

2006

IN THIS ISSUE...

- > Prohibiting wearing of kirpan at school violates Charter rights
- > Fundraising activities of legitimate charities and non-profit organizations to be permitted on streets
- > Asking drivers about prior drinking and to perform sobriety tests allowable

The OPP Library prepares six issues annually of a document entitled "Police Beat". It is available electronically through the OPP and contains information and summaries on recent court decisions and new legislation.

These materials are available in the library to all members.

COMMUNICATION TOOLS

Videos/DVD's produced by the OPP

Chiefs in Dialogue

In 1994, this interactive video was produced to provide a venue for discussion about employment equity and its impact on the OPP. Front line members were canvassed for their thoughts and questions, and these were in turn responded to, by the three Chief Superintendents responsible for the Field Command.

Diversity in our Ranks

In 1989, Commissioner (retired) Thomas B. O'Grady messaged to all employees the importance of diversity in the OPP. He outlined the changing demographics of Ontario and the need for the OPP to be progressive in reflecting the communities we serve.

"The Promise"

An information DVD featuring Commissioner (retired) Gwen Boniface which provided an insightful look at "The Promise of the OPP (Values and Ethics)". This was created as a foundation for how the OPP delivers its service of protecting the fundamental rights of all people in Ontario. In addition it outlines the commitment of each OPP employee and volunteer in appreciating the vital role he/she plays in always putting the interests of the public and the OPP's Vision and Mission before any personal and private interest.

Valuing Diversity Deputy Chief Larry Hill

A DVD created from a presentation in May 2005 by D/Chief Hill sharing the diversity challenges and plans for the Ottawa Police Service.

Valuing Diversity

A DVD which shows candid interviews with OPP members discussing equity, diversity and valuing similarities and differences within the OPP. This DVD formed part of a mandatory training initiative is 2006-2007.

Native Awareness Seminar Series

In 2009 a five-part, Native Awareness seminar series was developed as a lunch hour learning opportunity for General Headquarters staff. The series explored the history of First Nations peoples, Aboriginal traditions and teachings, the challenges shaping current relations, and the OPP approach to building and maintaining relations with First Nations communities.

The sessions were entitled:

- Five Hundred Years of History Unveiled
- Sharing Teachings, Culture and Traditions
- The Legacy of Indian Residential Schools
- Understanding and Responding to Aboriginal Critical Incidents
- Working in First Nations Communities Today

"Creating an Inclusive Workforce"

In 2009 a DVD program was created from a conference held in North Bay, sponsored by OPP North East Region. This DVD features remarks from Noelle Richardson, Chief Diversity Officer of Ontario, Diversity Strategist Mr. Trevor Wilson and Michelle Farrell, Director of Diversity, Equity and Ethics, as well as other speakers featured at the conference.

COMMUNICATION TOOLS

OPP Review Magazine

The OPP Review is a quarterly magazine produced as a communication tool for information sharing across the province. It is widely shared across the organization and showcases the great work done within the OPP, notable programs, updates and issues of interest. Examples have been provided, dating back to 2001 and referenced for ease of accessing the full article.

- Spring 2001, p.13. "A brief history of black officers in the OPP".
- Summer 2002, p. 3-4 and cover "Milestone for Lincoln Alexander"
- Fall 2002, p. 8. "Aboriginal officers' leadership forum"
- Spring 2003, p. 20 "From the fields to the field" (Hector Jibbison)
- Winter 2003, p. 16 "OPPBound a valuable tool for recruitment"
- Fall 2004, p. 12. "OPP Bound 2004 – Aboriginal: "Amazing!"
- Fall 2004, p. 8. "Aboriginal police officers convene"
- Winter 2004, p.4. "Two Deputy Commissioners named" (Jay Hope)
- December 2004, p. 14-15 "Access for all"
- Spring 2005, p. 14 "Black History Month celebrated"
- Summer 2005, p. 8 "Strength in diversification: Asians welcomed"
- Summer 2005, p. 9 "National Aboriginal Day celebrated" (Jim Potts)
- Summer 2006, p. 20 "Human rights & race relations"
- Summer 2006, p. 37 "Milestone retirement" (Jennifer Montour)
- Fall/Winter 2006 p.10 "One of best employers – Honour for Ontario Provincial Police"
- Fall/Winter 2006, p. 26 "Public Sector Awards"
- Spring 2007, p. 29 "Recruitment (CDB): welcoming environment"
- Spring 2007, p. 21 "First black president" (Terry Reefer)
- Fall 2007, p. 21 "Sergeant receives Lifetime Achievement Award" (George Couchie)
- Spring 2008, p. 14 "New position, old ideas" (Director of Diversity, Equity, and Ethics)
- Summer 2008, p. 35 "National Aboriginal Day Celebrations at GHQ"
- Summer 2008, p. 36 "Coming out Proud: students present at GHQ"
- Fall 2008, p.10 "Attracting promising recruits" (OPPBound)
- Fall 2008, p.15 "Officer Profile: Exceptional officer an inspiration to First Nations youth" (Ian George)
- Winter 2008/2009, p.8 "Aboriginal Policing Bureau – Making a difference"
- Winter 2008/2009, p.15 "Beyond river ice and muskeg" (James Bay winter road patrol)
- Winter 2008/2009, p.16 "Workshop honours First Nations youth" (West Region)
- Spring 2009, p.17 "35 years for women in uniform"
- Spring 2009, p.32 "Native Awareness seminar series available on DVD"
- Spring 2009, p.33 "Aboriginal youth outreach" (Nishnawbe-Aski Police)
- Spring 2009, p.35 "Investing in Youth – Take a Kid Fishing Program" (Matheson)
- Spring 2009, p.36 "Developing Youth – Youth Leadership Program" (Caledon)
- Summer 2009, p.13 "International policing educational initiative" (Hong Kong Police)
- Summer 2009, p.18 "Policing First Nations communities in Ontario"
- Summer 2009, p.22 "Mental health crisis intervention"
- Summer 2009, p.36 "Arts, culture, heritage celebrated" (HSD)
- Fall 2009, p.12 "Coming Together in Friendship" (OPP Pow Wow)
- Fall 2009, p.21 "Workplace Discrimination and Harassment Prevention policy rolled out"
- Fall 2009, p.21 "Accessibility in the OPP"
- Fall 2009, p.33 "OPP contributes to festival" (HSD)
- Fall 2009, p.35 "OPP committed to supporting youth"
- Spring 2010, p.8 "The Promise of the OPP - A thing of the past?"

TRAINING & EDUCATION

The OPP has introduced numerous training and education initiatives focusing on cultural awareness and creating a respectful and inclusive workplace. It remains committed to providing training and ongoing professional development to all its members to ensure they have the skills necessary to deliver policing services that are professional and respectful.

Introduction

Training to OPP employees is offered through the Provincial Police Academy (PPA), Ontario Police College (OPC), Canadian Police Knowledge Network (CPKN), Centre for Leadership and Learning (CFL) and a variety of external partners, colleges and universities.

The number of officers trained in the specific programs has been provided when available. Participation/successful completion of other courses, e.g. CFL may be included in a member's individual training records, but not necessarily available to determine the total numbers trained in the OPP.

The OPP Provides training through a number of methods:

- Class attendance
- E-learning
- Blend of E-learning and class attendance
- Workshops
- Operational field briefings

Training Milestones

2003

- Revisions were made to all training courses provided by the PPA, to reflect a focus on "The Promise" and the "Professionalism" policy.
- PPA staff attended racial profiling workshops at the OPC and proceeded to implement elements of this training in the supervisor (sergeant and staff sergeant levels), coach officer, highway drug interdiction and recruit program curriculum.

2004

- A "Review of Recruit Training from a Diversity Perspective" was conducted by Pollock Consulting Ltd. Recommended changes were reviewed and changes were made to course training standards – including the implementation of diversity training scenarios.
- All uniform personnel received instruction on the practice of conducting Professional Traffic Stops, through mandatory block training.

2006-2007

All personnel in the OPP participated in mandatory three-hour diversity dialogue sessions at various locations across the province. The goal of the dialogues was to raise awareness of the business case for diversity and to encourage discussion about its relevance to individuals and their work units. An overview of the rapidly changing demographics in Canada was shown, followed by the "Valuing Diversity" DVD. This DVD acted as a springboard for facilitated discussions on diversity in the OPP.

TRAINING & EDUCATION

2009

The OPP reported compliance with the Accessibility Standards for customer service regulation under the *Accessibility for Ontarians with Disabilities Act*. OPP members completed the “May I Help You?” online training to improve their awareness of important accessibility issues that affect their work.

2009

A review of the course training standards was conducted in the PPA for OPP courses and some of the changes are reflected in the chart below.

Diversity Components in OPP Academy Scenarios	
Prohibited Ground	Revisions - November 2009
Race, ancestry, place of origin, colour, ethnic origin	Recruit Training - diversity traffic stop and diabetic emergency; Supervisor Training - Aboriginal missing person, diversity scenario highlighting the Muslim prayer ritual
Creed	Supervisor Training - diversity scenario highlighting the Muslim prayer ritual
Sex	Supervisor Training - diversity scenario depicting sexual harassment
Sexual orientation	Recruit Training - same sex domestic scenario; operational field briefings on transgender searches and hate crime
Marital status	Recruit Training - same sex domestic scenario
Family status	Operational field briefing - WDHP - pregnant officer
Disability	Professional Development Workshops - injured officer scenario Recruit Training - <i>Mental Health Act</i> scenario

Diversity Orientation

2009-2010

In 2009 an interactive program was developed to increase awareness and appreciation of diversity for front line members. It focused on being more inclusive in this changing environment. This program was provided to coach officers, experienced/amalgamated officers and front line supervisors through the PPA.

TRAINING & EDUCATION

Operational Field Briefings

These briefings are developed on a monthly basis to increase the awareness of front line officers on emerging issues in policing. They have only been tracked since 2008 and the following are examples of diversity related topics chosen over this time period.

- Firearms Possession: Mental Health Issues
- French Language Services – Professional Traffic Stops
- Hearing Impaired
- Lost or Missing Persons
- Scented Products in the workplace
- Search of Transsexual Persons
- WDHP scenario involving a pregnant police officer – target of remarks and jokes

Ontario Public Service (OPS) – Centre for Leadership and Learning (CFL) Diversity Courses

Sessions have been provided at various sites across the Province of Ontario or through E-Learning. OPP employees frequently attend or participate in these courses. The courses listed below outline some of those related to diversity that have been utilized by the OPP. Those marked with an asterisk (*) indicate they are part of a mandatory training requirement for the OPP.

- Aboriginal Relations: An Introduction to the First Nations and Métis Peoples of Ontario
- Diversity Differences Matter: Diversity Foundations
- Diversity: Diversity and Inclusion Awareness
- Diversity: Generational Diversity in the Workplace
- Diversity – Inclusive Leadership
- Workplace Discrimination and Harassment Prevention
- Let's start with words
- *May I Help You – Welcoming customers with disabilities
- *May I Help You – Supplementary
- *ODA: Maximizing the contributions of employees with disabilities
- *Bill 168 – An Overview

Canadian Police Knowledge Network (CPKN) Courses

Optional training courses available:

- Aboriginal and First Nations Awareness Pilot
- Harassment Awareness in the Workplace
- Hate Crimes Awareness
- Hate and Bias Crime Investigation
- LGBT Issues
- Police Ethics and Accountability Pilot

Participation in CPKN/CFL Courses (voluntary)

Course	# Participants (YTD)
Diversity-Differences Matter	340
Aboriginal Relations	13
Workplace Discrimination & Harassment	309
Aboriginal & First Nations Awareness	113
Police Ethics and Accountability Pilot	13

TRAINING & EDUCATION

“Diversity” Training

The OPP has been incorporating diversity into training programs provided at the PPA for several years. Courses such as Recruit, Coach Officer, Supervisor and other courses such as, Highway Interdiction – all contain components of diversity. Some are provided in lecture format, scenario based and workshops and relate to issues and legislation impacting on policing, e.g. *Canadian Charter of Rights and Freedoms*, *Ontario Human Rights Code*, *Workplace Discrimination and Harassment Prevention Policy*, changing demographics etc. They are provided as standalone classes or topics within a training course. The chart outlines the number of officers trained, by specific program, from 2005 to 2010.

Candidates Trained 2005-2009

Course	2005	2006	2007	2008	2009	2010	Total
Supervisor	70	98	108	97	157	81	530
Coach Officer	134	148	122	199	206	117	809
Amalgamation	0	10	9	0	71	37	90
Experienced Officer	0	3	43	76	23	44	145
Recruits	131	190	259	385	235	217	1417
Total	335	449	541	757	692	496	2991

Native Awareness Training

In the 1990s, the OPP launched what would become award-winning, Native awareness training to overcome obstacles in relationships and lay the groundwork for effective policing service to First Nations peoples and communities. The content, developed in consultation with Elders, focuses on Aboriginal cultures and traditions; legal and historical context; and current events and issues. Over time, the training has developed into a variety of formats, from a stand-alone, five-day program to lunchtime learning sessions, individual lectures and workshops, and recruit training.

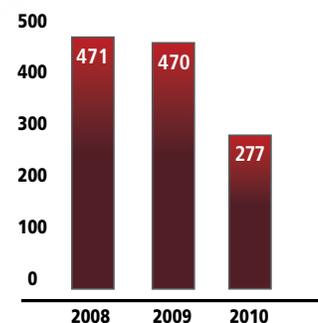
The five-day training sessions are repeated a number of times each year. This interactive training is mandatory for a number of positions, including intelligence officer, crisis negotiator, incident commander, in-service trainer, Provincial Liaison Team member, Professional Standards Bureau investigator, Tactics and Rescue Unit and Emergency Response Team member, and front-line officers from detachments that work with and/or serve First Nations communities. It is recommended for all OPP members. In addition, personnel from other provincial and federal agencies and ministries have benefited from this foundational training. Statistical tracking of participation began in 2008. In 2011, 18 sessions are planned.

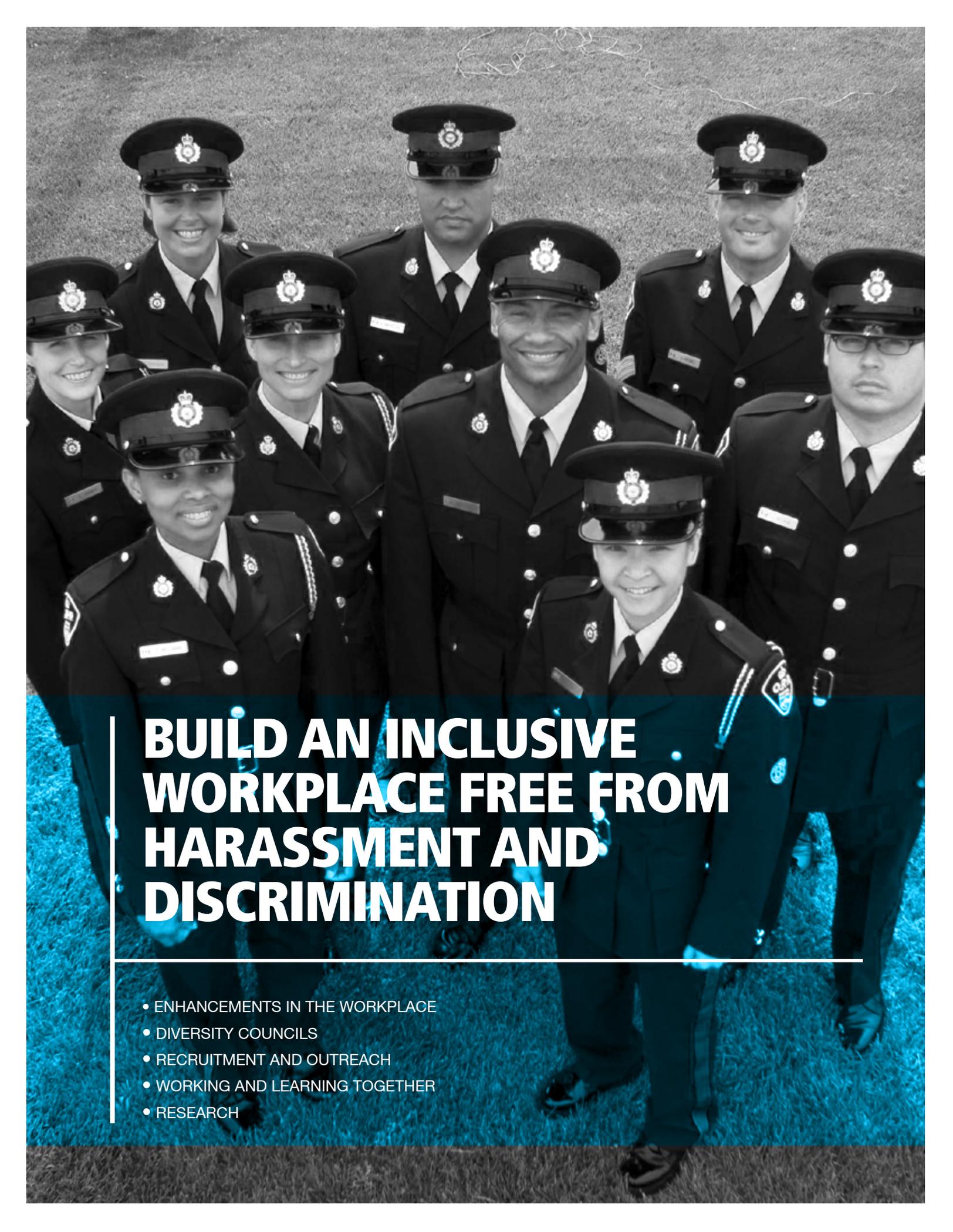
Since 1997, OPP recruits have received introductory training on First Nations issues. Today that training is delivered in two half-day sessions. The OPP also delivers a substantial Native awareness component as part of the training for all police recruits at the Ontario Police College. OPP recruits received 24 hours of Native awareness training when combining the PPA & OPC components.

Five-day Native Awareness Training**

In 2010, operational requirements (preparation and deployment for G8/G20) restricted the number of sessions and participants.

** A tracking system was put in place in 2008, therefore accurate numbers of participants prior to this are not available.





BUILD AN INCLUSIVE WORKPLACE FREE FROM HARASSMENT AND DISCRIMINATION

- ENHANCEMENTS IN THE WORKPLACE
- DIVERSITY COUNCILS
- RECRUITMENT AND OUTREACH
- WORKING AND LEARNING TOGETHER
- RESEARCH

The OPP has evolved through the years to meet the various changes that have impact on the ability to recruit and retain professional police officers. Changing demographics and a commitment to reflect the communities served, have driven the OPP to explore innovative ways to meet these challenges. The search has identified several initiatives that put the OPP on the leading edge of outreach, recruitment strategies and creating an inclusive work environment.

ENHANCEMENTS IN THE WORKPLACE

Special Force Program Opens Doors to Disabled



1987 A special program, enabling the OPP to hire four physically disabled persons as civilian radio dispatchers at Queen's Park, was implemented in 1987. Special permission was sought from the Human Rights Commission to restrict the competition to persons who were physically disabled. The position involved dispatching officers and emergency vehicles, answering telephones and conducting CPIC inquiries at Queen's Park, MacDonal Block, Whitney Block, Hepburn Tower, Frost Building and Osgoode Hall.

Employee Accommodation

1997 - OPP developed "Accommodation of the Safety Related Needs of Pregnant Members in the OPP" guide and reference kit. The purpose of the project was to determine the legal, objective and scientific framework for workplace accommodation of pregnant police officers. As well, to establish guidelines for employees and supervisors/managers in keeping with that framework.

Performance Management

2002 - Accountabilities relating to The Promise and the Professionalism Policy were written into all staff performance and learning and development plans. Guides were also provided to middle managers around the kinds of things they can do to build a culture of professionalism.

Because leaders play such a pivotal role in creating a workplace environment of equity and inclusion, it was determined the newly created *Valuing Diversity* competency would first be introduced to Commissioned Officers and incorporated into their Performance Management and Development Plans (PMDPs) in 2006. Valuing diversity continues to form part of all performance management plans in the OPP.

ENHANCEMENTS IN THE WORKPLACE

Valuing Diversity Competency

In 2004, a “Valuing Diversity” competency was developed along with a resource guide which was incorporated into recruitment, leadership development and succession planning. It has been a mandatory requirement in the Performance Management Plans of managers from Staff Sergeant and higher. It states:

- Valuing Diversity is understanding one’s personal attitudes and values related to diversity and enhancing one’s own and others’ skills, knowledge, behaviours and actions related to diversity. It is contributing to a welcoming environment that respects and maximizes the unique perspectives and contributions of all employees.
- Valuing diversity is building relationships that demonstrate understanding and respect for both the similar and different perspectives of our communities served. By valuing diversity we uphold the laws, rules, protocols and principles of diversity that are embedded in federal and provincial legal frameworks and OPP policies.

Director of Diversity, Equity and Ethics



In 2007 - The OPP created the position of Director, Diversity, Ethics & Equity, in the Office of the Commissioner. The Director provides high-level strategic advice, expertise and recommendations on matters relating to diversity, equity, ethics and professionalism. The position is responsible for the development and entrenchment of the Diversity Strategy within the OPP, and to develop and foster effective relationships with

both the community and external organizations. This position also serves as the Chair of the Commissioner’s Diversity Council, established in 2008.

Respectful Workplace Committee

Established in 2008, the Respectful Workplace Committee is comprised of the Career Development Bureau, Human Resources, Operational Policy and Strategic Planning, Professional Standards Bureau and the Director of Diversity, Equity and Ethics. It was established as an informal mechanism to foster dialogue and collaboration among leaders accountable for the OPP programs, processes/procedures and services that address the management of workplace conflict, harassment and/or discrimination. It has been found to be beneficial in promoting ongoing discussion of organizational issues and trends.

OPP Accommodates Employees

Detective Constable Steve Jones has returned to work after a horrific car/moose collision in July 2005 and works modified duties at a workstation designed for his needs. In September 2009, he was instrumental in narrowing the search for an unsolved missing person case. The detective constable uses a headset and computer equipped with Dragonspeak to access MPUB, RMS, WIN and the Internet, where he conducts searches and sends e-mails.



DIVERSITY COUNCILS

Commissioner's Diversity Council

The Commissioner's Diversity Council is an integrated senior executive team with representation from across the organization. This council provides high level direction and oversight by:

- Providing a forum for issue identification, information sharing and debate.
- Identifying and responding to regional trends.
- Monitoring the progress of the OPP Diversity and Inclusion Strategy.

Regional Diversity Councils

For the first time in OPP history, all six regions have a Regional Diversity Council in place. These councils provide a local forum for issue identification, information sharing and solution oriented discussion. Challenges and achievements are shared with the Commissioner's Diversity Council.

A report highlighting the achievements for 2009 and areas of focus for 2010 was created and shared within the OPP.



OPP Regional Diversity Councils: 2009 Highlights & 2010 Areas of Focus

Strategic Initiatives Office - January 27, 2010



RECRUITMENT & OUTREACH

The OPP embraces the principle that a diverse population is best served by a similar diversity of members. To maintain its tradition of excellence, the OPP seeks to hire people representative of the cultural and racial diversity of the province it serves.

Enhanced Recruitment Processes

Since 2001 the OPP has been engaged in targeted outreach and recruitment within under represented communities. The OPP has been advertising in ethnic community newspapers and in different languages, hosting recruitment booths at the annual Canadian Aboriginal Festival, and more recently, the Gay Pride Parade in Toronto. It has also produced programs in partnership with the Women's Television Network.

Over the last decade numerous advancements have been made in outreach and recruiting including the following:

- Recruitment resources, such as electronic and print materials and displays, are representative of the communities we serve and often include Aboriginal members.
- The OPP redesigned its Internet site to include testimonials by recruits from diverse backgrounds.
- The OPP undertook an inclusive recruitment slogan "one size fits all" highlighting the OPP Stetson. Other recruitment materials including brochures/pamphlets, posters and other marketing material have been created to demonstrate the OPP as an inclusive employer.
- Recruitment opportunities are advertised in non traditional venues such as Aboriginal print media.
- Recruiters and local Aboriginal police officers attend the Canadian Aboriginal Festival and Pow Wows across the province. A staffing and recruitment booth is often displayed.

Ensuring Equal Access

- A 1-800 number was established to allow applicants to access recruitment officers for feedback and mentoring.
- To address potential systemic barriers OPP psychologists score applicant screening tests without knowing their gender or name.
- The Northwest Region developed a mentoring program in 2002 entitled "Mentoring Aboriginal People" (MAP). It is delivered in Aboriginal communities to prospective Aboriginal recruit candidates who require some mentoring for the Constable Selection System.

Emergency Services Bound

In 2005 research revealed that of the 344 OPP members engaged in emergency services only three were women. In response the OPP held Emergency Services Bound – a five-day camp bringing together the Emergency Services teams, 18 female officers as potential team members, mentors and coaches. The group was exposed to situations and demonstrations and had a chance to describe the challenges and ask questions. The Emergency Response Team, Tactics & Rescue Unit, Underwater Search & Rescue Unit and the Canine Program all participated in the hopes of attracting women to their speciality areas.



RECRUITMENT & OUTREACH

OPPBound

This program is designed to attract people interested in a policing career from identified groups such as women, Aboriginal people, visible minorities and individuals who are bilingual. Candidates experience a week in the life of an OPP recruit, in an atmosphere in which their culture and diversity are supported. OPPBound began in 2003 and has since been conducted annually.

Participants experience the life of an OPP recruit by participating in drills, practical exercises and educational sessions. OPP officers and civilian employees act as organizational ambassadors by providing mentoring sessions where they share personal experiences, answer questions, and describe their exciting careers. This program supports and encourages under represented groups in policing while delivering a positive message to our communities.

OPPBound Participants		
YEAR	NUMBER	GROUPS
2003	100	Women
2004	92	First Nations
2005	95	Women & Men from Diverse Communities
2006	99	Women & Men from Diverse Communities
2007	98	Women & Men from Diverse Communities
2008	57	Women & Men from Diverse Communities
2009	60	Women & Men from Diverse Communities
2010	61	Women & Men from Diverse Communities

Police Experience Initiatives

All OPPBound and Police Experience initiatives include a civilian component whereby civilian members from a variety of positions in the OPP act as mentors and provide information with respect to the variety of civilian opportunities. Interaction with civilian mentors from Auxiliary Unit, Provincial Communications Centre, Offender Transport, the Cadet Program, Queen's Park Detachment, and Career Development Bureau has resulted in an increased awareness of civilian employment opportunities and provided participants with an alternate career choice for those who determined that a uniform career is not the right choice for them, yet still wanted to pursue a career with the OPP.

2008 – North East Police Experience

A two-day recruiting initiative in the City of Timmins, for women and men who are fluently bilingual (French and English) and/or of Aboriginal, Métis and Inuit heritage and who are interested in exploring a career in policing as either a Provincial Police Constable or a Provincial Communications Operator (civilian position). Thirty women and men were selected to spend two days with North East Ontario's finest.

RECRUITMENT & OUTREACH

Police Experience Initiatives (Cont'd)

2005 – Asian Experience

The OPP-hosted Asian Experience was a recruitment venture aimed to increase awareness of employment opportunities for Asian men and women in policing. The 3-day initiative served as a vehicle to provide qualified Asian men and women with an opportunity to explore a career with the OPP. Since hosting in 2005, the OPP have participated in this event every year.

2007/2008/2009 – Eastern Police Experience

Hosted by the City of Ottawa, Eastern Police Experience was for women and men who represented diverse communities served by the OPP and who were interested in exploring a career in policing.

2008 – Northern Police Experience

The OPP and Nishnawbe-Aski Police Service (NAPS) showcased Northern Police Experience, a two-day recruiting initiative held in the City of Thunder Bay. The OPP have participated in this type of event since 2004.

Police Ethnic and Cultural Exchange

Since 1999 the Police Ethnic and Cultural Exchange (PEACE) Program has been a fixture at selected Western Region detachments. It provides temporary employment assignment, in partnership with the community, to youth from diverse ethnic and religious backgrounds. The program was originally sponsored by the London Urban Alliance on Race Relations, and adapted within the OPP to focus on Aboriginal youth. Band Councils fund participation by Aboriginal youth in the program.

The program is an 8-week initiative available to people 17-25 years of age who are interested in policing careers in Ontario. Participants interact with police officers at local detachments. Each participant is assigned a mentor officer who is a source of information about the day-to-day realities of police duties.

2004 – The program was expanded to include all diverse communities. Approximately 70 Aboriginal students have participated in this community–OPP partnership. The Muslim, Sikh, African-Canadian and Vietnamese communities have also participated.

Career Fairs

Providing career fairs has been a long standing practice of the OPP. Historical copies of the OPP Review will demonstrate the regularity of such events occurring in every detachment across the province. The OPP have progressed with the times, to ensure that diverse candidates were targeted for opportunities in a uniform or civilian position. Target audiences range from elementary school youth to high school/college/university age. These have provided excellent opportunities for dialogue with teachers, students and parents, building relationships in support of a more diverse organization.

Aboriginal Career Symposium

1999 – Held in Ottawa in partnership with the National Aboriginal Career Symposium (NACS), members of the OPP Anti-Racism Change Team and the OPP participated by setting up an information and recruitment booth. More than 1,000 Aboriginal Youth from grade 6 to university attended the symposium. A workshop titled “Why would anyone in their right mind want to become a cop?” Was conducted for grade 6-8 students as well as university level students.

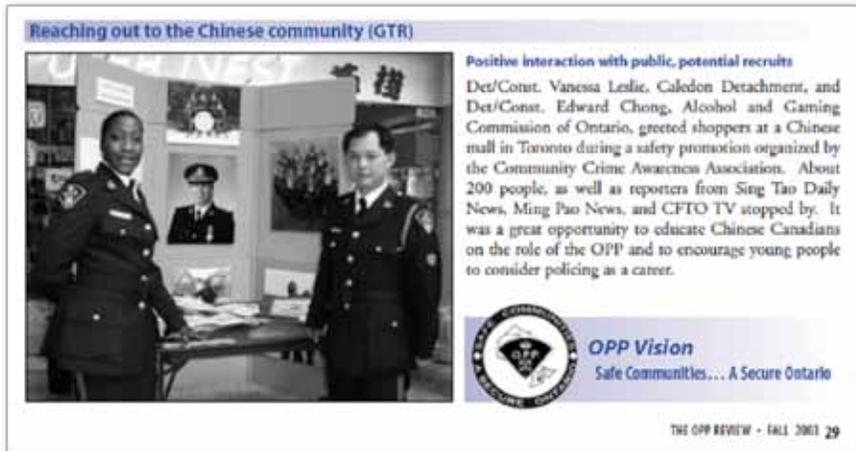


RECRUITMENT & OUTREACH

Career Fairs (Cont'd)

Career Fair titles and venues over the years have included:

- Diversity-Focused Career Fairs
- Dokis First Nation Career Fair
- New Canadians Job Fair
- ABLE Career Fair
- Wabaseemoong School Career Day
- Youth Career Days
- White Dog First Nation Career Fair
- College Boreal Career Fair
- International Women's Day Career Fair
- M'chigeeng First Nation Job Fair



Symposiums

2007/2010 – Women's Symposium

This symposium was offered to women interested in exploring a career in policing. One hundred participants learned about the history and traditions of the OPP during this one-day event which included a number of guest speakers and mentoring sessions by key female OPP officers. These officers shared their experiences, answered questions and described their exciting careers with the Ontario Provincial Police. This program has been delivered in Thunder Bay and Toronto.

2008/2010 – Western Region Diversity Symposium

This particular symposium was offered to women and men from diverse, under-represented and/or First Nations communities who may be interested in exploring a career in policing. Sixty participants learned about the history and traditions of the OPP from a number of guest speakers and mentoring sessions were facilitated by key OPP officers and civilian employees who shared their experiences, answered questions and described their exciting careers with the Ontario Provincial Police.

2009 – Francophone Symposium

Hosted in partnership with La Cité Collégiale, the Francophone Symposium was designed to attract women and men who are fluently bilingual in both French and English to a policing career with the OPP.

2009 – Family Symposium

The OPP recognizes the importance of families and the major role that they play in shaping and supporting career decisions of family members. Attendees and their families participated in presentations and displays, learning more about the history and traditions.

2010 – LGBT Symposium

Hosted in partnership with HSD, this symposium focused on attracting Lesbian, Gay, Bisexual and Transgender candidates to consider a policing career with the OPP.

WORKING AND LEARNING TOGETHER

Aboriginal Leadership Forums

2002 - 2004 - The Aboriginal Leadership Forum's primary objectives were to give OPP officers of Aboriginal descent an opportunity to come together and share experiences as well as develop contacts with each other. The gathering also creates an environment in which the knowledge and experiences of officers could assist the OPP in planning for the future.

Forum content over the years has included keynote speakers, information sharing, presentations on relevant organizational issues, and social/networking events, all within a context of Aboriginal culture. Speakers have included Ontario Lieutenant Governor James K. Bartleman, former National Hockey League player and Coach Ted Nolan, Ontario Court of Appeal Justice Harry LaForme and Union of Ontario Indians Grand Council Chief John Beaucage.



Aboriginal police officers convene

Thirty-three Aboriginal members of the OPP met this summer for the third annual Aboriginal Officers' Leadership Forum. Joining them were members of the Commissioner's Select Liaison Committee. Also attending was Elder Dick Bressette from Kettle Point and Stony Point First Nations who conducted the opening ceremonies each day.

The Forum provided opportunity for members to discuss issues related to policing in First Nations communities and helped members continue developing a support network for each other. Evening keynote speakers were The Reverend Wesley Mabuza from South Africa and Justice Harry LaForme, a member of the Mississaugas of New Credit First Nation. Each one addressed areas of social justice as related to their personal experiences.

Subsequent to the conference, the planning committee was able to meet with Commissioner Gwen Boniface and express a more detailed description of recommendations resulting from conference discussions.

The Aboriginal Officers' Leadership Forum was held at GHQ in Orillia.

The OPP Mentoring Connection – Pilot Program

2006 – The OPP Mentoring Connection was created in 2006 by North East Region as a result of the diversity focus groups conducted in 2004. The focus groups identified that formalized mentoring would be one way the OPP could ensure that every employee has equal opportunity to achieve their career goals, maximize their potential and benefit fully from all aspects of employment in the OPP.

The pilot program identified highly motivated, highly skills individuals diverse in gender, age and tenure with the OPP, who might have otherwise fallen through the cracks. It also enabled mentors to observe a hidden talent pool in the OPP and reinforced the learning partnership between individuals and the organization.

Tools for Tolerance

In May 2006, several members of the OPP at the senior and non-commissioned officer levels participated in Tools for Tolerance for Law Enforcement. The program is operated by the Friends of Simon Wiesenthal Center for Holocaust Studies.

Tools for Tolerance® for Law Enforcement is a professional development program which aims to assist law enforcement professionals, as front line service providers, explore the evolving role of law enforcement in a rapidly changing, increasingly diverse and complex society. It has been specifically designed to confront contemporary issues within the law enforcement community and to assist law enforcement professionals in their continuing effort to enhance skills in delivering a more effective level of service to the communities. Law Enforcement Programs include:

- Command Level
- Community Partnerships
- Cultural Diversity
- Hate Crimes
- Racial Profiling
- Supervising Line Staff

WORKING AND LEARNING TOGETHER

Detachment Leadership Forums

Leadership forums are conducted for detachment commanders as a means to keep them current with new organizational initiatives, strategies and overall challenges. Topics in the past have included First Nations Integrated Support Services, Racial Profiling, Youth Criminal Justice Act, Terrorism, National Day of Action and Critical Policy. The last forum was held in 2007.

Annual conference for detachment commanders

Seventy-nine detachment commanders convened in June for the 2004 Leadership Forum themed *The Future is Now*.

At the forum held at GHQ, several bureaus provided updates of projects relevant to frontline policing. Presenters' topics ranged from *Strategic Planning and Emergency Response Service to Media Protocol*.

Guest speaker Rev. Wesley Mabuzza of South Africa spoke on *Reconciliation with Marginalized Communities*, based on his

personal experiences with apartheid and reconciliation. Mabuzza has an extensive background in Basic Human Relations training in the area of racial justice and is respected for his involvement with the South African Council of Churches, the Institute of Contextual Theology, and the Truth and Reconciliation Commission. He has just concluded a twelve month, partner-in-residence program in Midburn/Barrie. ■



From left: Garry Boniface, Commissioner Gwen Boniface and Rev. Mabuzza.

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Executive Learning Opportunities

Since 2003 many learning opportunities have been created for the OPP's Executive Council members on diversity matters related to professionalism. External experts and resources helped develop skills and knowledge on topics such as:

- The art of caring leadership (James Autry)
- Human Rights and Diversity Management (Charles Novogrodsky)
- Racial Profiling (Scott Wortley)
- Strategic Leadership Communications (David Weiss)
- Building a Case for Diversity (Tom McCormack)
- Diversity best practices in other police services (Deputy Chief Larry Hill-Ottawa Police Service, Deputy Chief Chris McNeil-Halifax Police Service) and the private sector (Brad Salavich-IBM)
- Police Leadership and Ethics (Jeff Pfeifer)
- Lessons learned from the J.J. Harper Inquiry (Justice Murray Sinclair)
- Considerations in working with marginalized people (Brian Adams)

In late 2005 a panel of lesbian and gay OPP officers/others presented to the Executive Council about their experiences working in policing.

WORKING AND LEARNING TOGETHER

Speaker Series

2002 - Leadership and professionalism became the common theme of OPP conferences for Detachment Commanders and Commissioned Officers. The Honourable Lincoln M. Alexander Speaker Series on Diversity also brought inspiring community leaders to OPP General Headquarters.

Special speakers at GHQ

A monthly, noon-hour activity has been introduced at General Headquarters, much to the delight of GHQ employees who now have the opportunity to hear guests of interest, during their lunch break.

On the 24th of April, 2002, Honourary Commissioner Lincoln Alexander officially kicked off the Lincoln M. Alexander Speaker Series by enthraling the audience with his knowledge and wit during a 50-minute talk.

"I get up in the morning with a firm attitude of success," he told the capacity crowd. Later, he urged each one in attendance to "try your best to be your best," providing examples of right choices he had made in his own life.

Deputy Commissioner Bill Currie helped introduce the former Lieutenant Governor citing him as "an incredibly great Canadian."



From left: Commissioner Gwen Boniface, Hon. Commissioner Lincoln Alexander and Prob. Const. Hector Jibbison, Haldimand-Norfolk OPP, help celebrate the launch of the noon series. 

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2009

(January to March) - The Aboriginal Policing Bureau hosted a lunch time learning seminar series at General Headquarters in Orillia. The five part series explored the history of First Nations peoples, Aboriginal traditions and teachings, challenges shaping current relations, and the OPP approach to building and maintaining relationships with First Nations communities today.

(December) - A DVD "Faith Diversity" developed through the OACP & OPTIVA outlining different traditions in 5 faiths - Islam, Hinduism, Sikh, Buddhism & Judaism was presented at a Lunch & Learn session in the GHQ Auditorium in December.



WORKING AND LEARNING TOGETHER

Seminars, Workshop and Conferences

"A mile in my shoes"

In 2005, a two-day conference was held at OPP GHQ to educate and provide awareness of the unique circumstances facing marginalized and diverse groups in Ontario. The Day One agenda included First Nations ceremonies, Aboriginal singers, key note speakers and a sampling of Aboriginal foods. Day Two focussed on the homeless, teen runaways, sex trade workers, youth gangs and the elderly.

Coming Out Proud



In June 2008, Grade 9 Drama students from a local high school performed a series of skits at OPP GHQ. The production related to confronting issues of sexuality and homophobia. It explored issues of name-calling, violence, stereotyping, coming out and peer pressure. A Q & A session followed and many of the students discussed the sense of accomplishment they felt taking on such a challenging project and portraying controversial scenarios. Feedback from the audience indicated praise for a very dramatic performance and discussion which was found to be very informative and insightful.

Jane Elliott – Georgian College

In October 2009, over 25 OPP members attended Georgian College in Orillia to see a presentation by internationally renowned teacher, lecturer and diversity trainer Jane Elliott. Elliott is a recipient of the National Mental Health Association Award for Excellence in Education and frequently speaks about prejudice and bigotry.

In response to the assassination of Martin Luther King Jr. more than 30 years ago, Elliott devised a controversial and startling "Blue Eyes/Brown Eyes" exercise. This now famous exercise labels participants as inferior or superior based solely on the colour of their eyes and exposes them to the experience of being a minority. The video was subsequently shown in the PPA to promote great awareness of the impacts of differences and stereotyping.

Bridges out of Poverty

In October 2009, OPP Western Region held a workshop to provide members with a deeper understanding of the challenges – and strengths – of people living in poverty. The workshop offered law enforcement tools to improve outcomes and increase officer safety and effectiveness when dealing with people from poverty.

Creating an Inclusive Workplace

In May 2010 the Northeast Region Diversity Committee in partnership with the North Bay Newcomer Network hosted a Diversity Awareness Workshop Invitation - Creating an Inclusive Workplace. Noelle Richardson, Chief Diversity Officer of the Ontario Public Service and Trevor Wilson, a diversity strategist and author were keynote speakers.

Participants acquired:

- tools and information needed to adequately prepare for the current and projected cultural demographic shift;
- information on how this shift will affect both the workplace as well as the delivery of programs, products and services;
- a better understanding of the realities faced by immigrants in the job market and in social settings;
- tools to properly prepare and ensure the successful recruitment and retention of skilled staff.

Diversity Seminar

In March of 2010 the Central Region Diversity Council hosted a half day Diversity Seminar in the auditorium at OPP General Headquarters in Orillia. Presentations were provided on mental illness, senior abuse and the hearing impaired.

RESEARCH

The OPP is very proactive in examining emerging trends in demographics and the impacts on policing. Several discussion papers were developed through the years relating to matters of diversity and racial profiling. A partnership with the Nipissing University was also developed to facilitate a long term study on OPP recruits and their perspectives over time. A brief description of some of these reports has been provided.

Trends in Racial Profiling CD (2002)

The OPP developed a Trends in Racial Profiling report to promote information sharing and to increase the OPP's knowledge on the subject. It was continuously updated until 2004 and shared with justice partners nationally and internationally in hard copy and CD format.

OPP Response – “Paying the Price: The Human Cost of Racial Profiling” (2003)

An analysis of the 2003 Ontario Human Rights Commission Inquiry Report, entitled “Paying the Price: The Human Cost of Racial Profiling” was conducted by the OPP and the applicable fifteen recommendations were reviewed. Many of the recommendations were already underway within the OPP. A status report was completed and presented to Ministry of Community Safety and Correctional Services counterparts and included in a report back to the Ontario Human Rights Commission.

Diversity Strategies and Steps taken by Other Organizations (2004)

A summary of best practices in public and private enterprise, and law enforcement issues, similarities and potential gaps.

Diversity focus Groups (2005)

The initiative, Diversity Focus Groups was intended to engage front-line police officers and civilians in describing, based on their professional experience, what specific and observable behaviours, attitudes, skills and knowledge would ideally be demonstrated in situations involving members of diverse communities. This document reviews the background, methodology, outcome, and recommended steps of this initiative.

Key Principles and Practices in Diversity Training (2005)

In 2005 a comprehensive report entitled “Key Principles and Practices in Diversity Training” was completed and was shared across Canada. Police agencies in Canada and internationally were surveyed on their diversity/antiracism training initiatives. Literature was also reviewed to provide an examination of recent published literature on key principles and lessons learned in diversity training.

This document summarizes the diversity/antiracism initiatives identified in other law enforcement agencies. The findings were obtained through literary and Internet searches and, in some cases, verbal outreach and follow-up for clarifications where contacts could be made. The main objective of the report was to help in the development of guidelines for use of the OPP in conceptualizing its diversity training programs and evaluating their effectiveness. The report is comprised of the following sections:

- Key Principles of Diversity Training;
- A Sampling of Components of Diversity Training Programs; and
- An Inventory of Police Diversity Training Initiatives.

RESEARCH

Research Initiatives Undertaken (Continued)

A Discussion Paper for Advancing a Diversity Strategy (2006)

This document describes the actions undertaken between 2004-2006 by the OPP to establish a diversity strategy that will underpin the organization's efforts to address these issues systemically; and a framework to guide future actions.

The Diversity Journey of the Ontario Provincial Police (2010)

In recognition of the OPP's long-standing focus on valuing diversity and inclusion, this retrospective report provides an overview of the OPP's diversity journey; highlighting innovative approaches and milestones from 2000-2010. This research report provided the foundation for this publication – November 2010.

Longitudinal Study

The first of its kind in Canada, the OPP Longitudinal Study of New Recruits was launched in 2004 in partnership with Nipissing University. The goal of the study is to evaluate the impact of selected OPP policies and practices on the performance and job satisfaction of individuals in three consecutive OPP recruit classes over a five-year period. It will also provide an opportunity to identify trends, patterns and systemic issues based on such factors as age, family status, race, gender, type of work, region/bureau, career mobility, advanced training, promotion, employment history and educational background.



DEVELOP RESPONSIVE PUBLIC SAFETY PROGRAMS THROUGH RELATIONSHIPS WITH OUR DIVERSE COMMUNITIES

- INTERNATIONAL POLICING MISSIONS
- TECHNOLOGY
- COMMUNITY COUNCILS
- FRENCH LANGUAGES SERVICES STRATEGY
- PROJECT FOR SAFE AND JUST COMMUNITIES - ARGENTINA
- ABORIGINAL RELATIONS TEAMS
- RESTORATIVE JUSTICE
- HONOURING SAM GEORGE
- YOUTH EMPOWERMENT PROGRAMS



Strong and effective partnerships have been paramount to the OPP in providing excellence in service delivery. The outcome of building this trust is the joint creation of new programs and direction, with and for the diverse communities served by the OPP. Whether it is a committee/team development, empowerment programs, technology, information sharing, new initiatives or peacekeeping missions, the OPP has made significant progress for many years.

International Civilian Policing Missions

Civilian police missions involve officers working closely with domestic and international partners to rebuild and strengthen police and community services in countries experiencing conflict and upheaval. Their interventions encourage participation of neighbours and citizens to increase their own and others safety, security and well-being. This is true community mobilization and no doubt one of the most important lessons that OPP officers bring back from deployment to locations around the world.

Since 1995 the OPP has deployed 63 officers on 82 missions to Haiti, Kosovo, Bosnia Herzegovina, the Sudan (including Darfur), Afghanistan, Sierra Leone, East Timor, Iraq, Jordan, the Ivory Coast, Guatemala and the Western Sahara.

The OPP takes great pride in sharing the stories and experiences throughout the organization in order to increase the knowledge and awareness of the greater OPP. This is achieved through presentations, leadership forums and OPP Review articles.



RELATIONSHIPS WITH OUR DIVERSE COMMUNITIES

Articles highlighting the OPPs contributions around the world can be found in the OPP Review Magazine dating back as far as 1973.

1973	Assignment: Denmark
1977	OPP Crime Prevention in Lahr, Germany Security Branch in Israel
1978	Helping the Deaf in Puerto Rico Trade Mission to Japan and Hong Kong A Look at Japanese Policing
1984	Kuwait requires Force expertise
1987	Saudi Arabia: It needed our traffic expertise India Jamaican schools helped by OGPS patrolman
1990	Unfamiliar uniform gets good results in Israel
1993	Guyana-a Nation in Need
1995	To Russia with badge Mexico City, here we come!
1996	Mission possible: Six OPP officers on a rebuilding mission in Haiti
1997	Equipment gets a second life in Haiti Civilian policing in Bosnia
1998	OPP officer in the Western Sahara Policing with the United Nations: Bosnia Papa eight, papa eight. This is alpha base: Mission in Haiti
1999	Canadians have notable presence in international organization: Birmingham, England
2000	From the Moroccan desert to the mountains of Guatemala
2001	Setting an example in East Timor Officer observes challenges of policing in India
2003	OPP officers assist in troubled nation, East Timor Demonstration of International Friendship Kosovo
2004	United Nations Mission in Kosovo
2006	Canadian know-how is saving lives in Ethiopia
2008	UN mission to Haiti
2009	Assignment in North East Africa

Technology

TDD (Telecommunication Device for the Deaf)

OPP Communication Centres are equipped with technology to support individuals who are hearing impaired, and have the technology installed in their home. The device is similar to the one pictured here. The software is tested weekly and is available in all OPP Communications Centres.



Video Remote Interpreting (VRI) Pilot Project

In 2010 the OPP piloted VRI at the Temiskaming Detachment. VRI enables deaf and hearing individuals who are in the same location, to easily conduct conversations through a remote sign language interpreter using video conferencing technology. In order to ensure accessible services for the deaf, deafened and hard of hearing, the OPP is currently working on expanding VRI to additional detachment locations across the province.

RELATIONSHIPS WITH OUR DIVERSE COMMUNITIES

Community Councils

Commissioner's Select Liaison Council on Aboriginal Affairs

The Commissioner's Select Liaison Council on Aboriginal Affairs (the "Council") was established by Commissioner O'Grady in July 1996 to bring together respected First Nations people to help the OPP and the RCMP understand the voice, the concerns and the policing vision as expressed by Aboriginal communities. The Council provided a "grass roots" perspective and gave advice on sensitive Aboriginal issues. The dialogue itself contributed to building trust, increasing mutual levels of understanding and developing long term relationships. The Council members came together every 6-8 weeks in a tradition of sharing insights on issues that impact upon policing in Ontario.

The Select Liaison Council stepped down in 2009. This function is now integral to the Aboriginal Policing Bureau which was created in 2007.

Commissioner's Community Advisory Council

In 2002 former Commissioner Boniface established the Commissioner's Community Advisory Council whose members were leaders in many diverse sectors of the province. Regional First Nations and diversity advisory committees were also created with the goal of allowing a better understanding of how to best tailor programs and services that anticipate and meet diverse needs. The Council is no longer active, however Regional Diversity Councils (discussed earlier) have been formed which establish relationships at a local level with community leaders.

French Language Services Strategy

The French Language Services (FLS) Act came into effect in 1989. Section 5 guarantees to every person the right to communicate with and receive government services in French in designated regions of the province. It is the responsibility of each government ministry and agency to provide services in French that are equivalent to those provided in English.

The OPP established the French Language Services Strategy in 2003 which outlines the responsibilities for all levels of the organization with respect to the delivery of services that respond to the needs of Francophone communities. It includes a framework of commitments to fulfill over three years and provides a mechanism for regular progress reports to partners and stakeholders. The strategy was renewed in 2006 and 2009.

The FLS Strategic Priorities are:

- Personnel – To ensure the right person in the right position at the right time for the provision of French Language Services.
- Development – To enhance organizational awareness and skills to ensure the provision of French Language Services.
- Outreach – To strengthen appropriate relationships and partnerships through ongoing communication and public relations.

Project for Safe and Just Communities – Argentina

In 2002, the OPP hosted a group of academics, government officials, justice sector personnel, police officials, and community members from Argentina – participants in the Project for Safe and Just Communities (PSJC) funded by the Canadian International Development Agency (CIDA), which promotes a grass roots approach to curtailing discrimination and human rights abuses in places that lack tangible resources or infrastructure.



RELATIONSHIPS WITH OUR DIVERSE COMMUNITIES

Aboriginal Relations Teams (ART) Now Provincial Liaison Teams (PLT)

The Aboriginal Relations Team (ART) originated from the Western Region Aboriginal Strategy Committee in 2004, with the following purpose:

To provide specialized support and assistance in the spirit of partnership with all Nations in building respectful relations between police services and Aboriginal peoples and communities while honouring each one's uniqueness and the Creator's gifts with dignity and respect.

The establishment of the Aboriginal Relations Team in all regions was an initiative designed to ensure that communication and mutual understanding are at the forefront of all incidents. Selected Aboriginal police officers build community-police relationships. The primary focus of ART was proactive involvement with the Aboriginal community, resulting in relationship building. Officers were given training in the development of mediation and conflict resolution skills to support an appropriate OPP emergency response when required. The training also included effective presentation and cultural awareness. Officers received a focused discussion on issues to be considered when responding to an event involving Aboriginal participants.

In July 2009, Commissioner's Committee approved the adoption of a new program – Provincial Liaison Team Program, to combine the functions and responsibilities of the Aboriginal Relations Team (ART) and Major Event Liaison Team (MELT) initiatives.

The PLT Program integrates ART and MELT functions confirming that effective communication and informed liaison between the police and involved persons, groups and communities is necessary, beneficial and common to a range of events and circumstances, including Aboriginal critical incidents.

Honouring Sam George

In July 2009 in a quiet corner of the OPP General Headquarters front lawn, moments before the opening Pow Wow dance, a memorial tree planting ceremony was held to honour Sam George's legacy for seeking truth and understanding of the events of Ipperwash. Mr. George's family took part in the ceremony.



Restorative Justice

Still River (Satellite) (NER)

Another success story for Restorative Justice

While dealing with a sensitive, historical case at Henvey Inlet First Nation Territory, Prov. Const. Val Jarvis learned of the success of Restorative Justice at larger First Nation communities where healing and reduced recidivism had resulted. Studying numerous minor criminal offences and several domestic and alcohol-related occurrences at Henvey Inlet, Jarvis was sure that the small community could benefit.



With the assistance of the Barrie & Area Native Advisory Circle (BANAC) and with the support of the crown attorney and defence lawyer, the historical case was about to take a change in direction. Henvey Chief Bruce Ashwasageai and council agreed to support and fund a circle.

By all accounts, it was a resounding success. Both victim and accused walked away with closure and with satisfaction regarding punishment imposed.

For more information about the program, contact kathy@banac.on.ca.

From left: Genevieve Dubois of Henvey Inlet Family Prevention; Peggy Pitawanakweit, Manitoulin East Justice Circle Facilitator and Native court worker; BANAC Restorative Justice Coordinator Kathy McMillan; Chief Bruce Ashwasageai; and Prov. Const. Val Jarvis.

RELATIONSHIPS WITH OUR DIVERSE COMMUNITIES

Youth Empowerment Programs



Niigan Mosewak

Niigan Mosewak means walking forward. This is precisely what this OPP youth initiative is promoting among First Nations teens aged 14-17. Through four weekend sessions, participants and police officers work together in a supportive, culturally relevant setting to explore healthy lifestyle choices. The objective is to give vulnerable or at risk youth the tools needed to go forward as healthy, contributing community members. Upon completion, participants receive a letter of reference to support educational and employment pursuits.

NIIGAN MOSEWAK
 2009 155 youth
 2010 70 youth

Walking the Path

Walking the Path teaches Aboriginal and non-Aboriginal youth about the history, beliefs and cultural traditions of Aboriginal peoples. Developed for use in a classroom or community programming, it provides youth of all backgrounds with insight into Aboriginal culture, and for Aboriginal youth in particular, helps instill pride in who they are and where they come from.

The program consists of 10 modules with detailed lesson plans that link with Ontario curriculum (K – 12) and address the Ministry of Education's Ontario First Nations, Métis and Inuit Education Policy framework goals. It is being adopted as curriculum in a number of schools.

Facilitator training is provided to expand the reach of this healthy development programming. Training for police officers, teachers, youth and social workers, health care providers, Elders and others builds partnerships that help to create safe learning environments, in both classroom and community settings, and strong positive outcomes.

WALKING THE PATH
 2009 803 youth
 2010 1,315 youth

FACILITATOR TRAINING: WALKING THE PATH
 2008 24
 2010 73

North of 50 Cops & Kids

North of 50 provides culturally relevant programming to disadvantaged Aboriginal youth in the community of Pikangikum in Ontario's remote north. This week long camp is an opportunity to have a positive experience. The goal is to build capacity among the youth by having fun, learning healthy lifestyle choices, and establishing meaningful bonds with pro-social members of their community. As the fastest growing segment of Canada's overall population, with half under the age of 25, now more than ever, Aboriginal youth are a priority. A lack of the basics of life, including adequate food, water, shelter and health care have led to a sense of hopelessness, despair, substance abuse and suicide in this community.

NORTH OF 50 COPS AND KIDS
 2008 9 youth
 2009 15 youth
 2010 11 youth



CELEBRATIONS

- COMMUNITY CELEBRATIONS
- OUTSTANDING ACHIEVEMENTS
- EXCELLENCE THROUGH VALUING DIVERSITY



COMMUNITY CELEBRATIONS

This section provides a brief glimpse of the wide variety of events where the OPP have been welcomed by diverse communities from across the province. Whether participating in the observance of a special day, involvement in cultural events or community recognition for work well done, these events further demonstrate the OPP's commitment to diversity.

National Aboriginal Day

National Aboriginal Day is a day for all Canadians to celebrate the cultures of First Nations, Inuit and Métis peoples and their contributions to Canada. The OPP participate in these celebrations annually. As demonstrated by the article below, participation of employees and our communities is the norm. Other celebrations have included a conference at GHQ in 2008 with speakers and cultural displays.

Aboriginal celebrations



Members of the OPP were among those attending a mini pow wow held on National Aboriginal Day. It was on Victoria Island, not far from Parliament Hill, and attracted nearly 400 children. Sgt. Al Badour assisted kids in making book marks out of black ash and sweet grass.

From left: Lynda Kitchikeesic of the Centre for Traditional Knowledge; Prov. Const. Pierre Dubois; Insp. Garry MacPherson; Prov. Const. Eric Booth; Richard David, a silviculture expert with the Akwesasne Environment Department; Prov. Const. Lyndon Slewidge; and Eric Burroughs and Francis Myre of the Hawkesbury OPP Explorers.

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Black History Month

Black History Month provides an opportunity to share and learn about the experiences, contributions and achievements of peoples of African ancestry. It was initiated in Canada by the Ontario Black History Society, which was founded in 1978.

The OPP actively celebrates Black History Month by providing information sessions and hosting speaker series and seminars.



PRIDE Week

Pride Toronto is the not-for-profit organization that hosts Pride Week, an annual event in downtown Toronto. Pride Week celebrates the diverse sexual and gender identities, histories, cultures, creativities, families, friends and lives. It includes a three-day street festival with over eight stages of live entertainment, an extensive street fair (including community booths, vendors, food stalls), a special Family Pride program, a politically charged Dyke March, a Trans March and the famous Pride Parade.

COMMUNITY CELEBRATIONS

Sikh Community

In April, 2010, members of the Highway Safety Division's Diversity Advisory Council attended at the annual Versaki Parade. The Versaki Parade is a celebration of the Sikh religion and its foundation. In this picture OPP members pose with members of the Sikh community, wearing the religious head covering.



Toronto Chinese Festival

In 2009 members of the OPP participated in the Toronto Chinese Festival. A display booth at the site profiled the OPP, increasing community awareness and building relationships. A chance meeting of the Consular General of the Chinese Embassy was a highlight. The OPP has been participating in this festival since 2006.



OPP Traditional Pow Wow

A milestone relationship event for the OPP took place in July 2009 when it hosted the first ever OPP Traditional Pow Wow at General Headquarters. Celebrating the 100th Anniversary of the OPP provided the opportunity to highlight relationships - past, present and future, with Ontario's First Nations leadership, police services and communities.

Celebrating Aboriginal teachings, culture and tradition and a century of policing in Ontario, the Pow Wow theme was: Dancing, Listening, Laughing and Learning...Coming Together in Friendship.

More than 600 dancers, drummers, vendors and spectators came together that day.



COMMUNITY CELEBRATIONS

World Religions celebrated

Members of the OPP Highway Safety Division's Diversity Council participate in the observance of World Religion Day.



International Plowing Match

The OPP has had a major presence at the International Plowing Match. This photo marks the OPP's 100th anniversary in Earlton, Ontario in 2009 where the OPP were honoured at the official opening.



Caribana Festivals

The Caribana Festival Toronto is an exciting two-week cultural explosion of Caribbean music, cuisine, revelry as well as visual and performing arts. The OPP has participated in Caribana festivities by holding recruiting booths and displays.



Partnerships in Policing celebrated at Western Regional Headquarters



October 14, 1997, Western Regional Headquarters was officially opened in London. The ceremony included the planting of a tree dedicated to "Partnerships in Policing". The official ceremony was followed by tours of the building and displays representing the many different resources available from the OPP.

Assisting with the tree planting were (from left) OPP Commissioner Thomas O'Grady; OPP Western Region Commander Chief Superintendent Gwen Boniface; Charles Cornelius, Director, Intergovernmental Affairs, Association of Iroquois & Allied Indians; Chief Superintendent Bob Hannam, RCMP "O" Division; and Chief Larry Gravel, Waterloo Regional Police.

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Drum gifted by First Nations to OPP

Ronnan sounds of the Grandfather Drum echo the heartbeat of Mother Earth, honouring, strengthening, healing those who gather near.



The OPP Aboriginal Drum was officially introduced at the opening ceremony of the Ontario Association of Chiefs of Police academy. Drummers, clockwise from left, are Sr. Const. Monty Kerkola, Insp. Ron George, Sr. Const. Luke George and Sr. Const. Tim Kambal.

The first time the drum was played was in a healing song at the funeral of First Nations Const. Paul Neudert, killed in a collision near his Walpole Island Police Service office this past May.

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OPP recruits engage in community outreach

Bi-nbaan Endaayaang - Come Stay at Our Home

Members of Orientation Class 390 visited the Bi-nbaan Aboriginal Homeless Shelter in Barrie to ask what they could do to help improve the facility. It was decided that the third-floor great room and the front yard were most in need.

To construct an Aboriginal Grandfather Gardens, recruits brought a "grandfather/grandmother rock" from their home locations and gave gifts of tobacco to Mother Earth where each rock was removed.

Meanwhile, a second team was busy painting. Everyone at the shelter became caught up in the activity and the recruits were treated to an evening meal.

Late, at Class 390's graduation dinner, Bi-nbaan staff members were presented with an OPP map with recruit names indicating the origin of each rock. Bi-nbaan presented hand-crafted unity pins to Academy Director Insp. Ed Medved, Chief Instructor Don McKnight and project leaders. Pins were also presented to every graduate and a commemorative plaque is now displayed in the shelter.



Bi-nbaan Aboriginal Homeless Shelter Supervisor Lynn Monague said, "The OPP recruits were a godsend; their initiatives and efficiency were wonderful, overwhelming."

This marked the beginning of a valuable relationship.

Subsequently, Class 392 completed carpentry work at Bi-nbaan and, in another venture, Class 392 insulated the entire first floor of a Habitat for Humanity home in Orillia.

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OUTSTANDING ACHIEVEMENTS

Accolade Award

In 2003 a recognition program – Accolade Awards – was initiated to recognize outstanding achievements of individuals who have demonstrated, through their behaviours, their commitment to The Promise and professionalism. Specifically, an award entitled “Valuing and Supporting People” recognizes individuals who embody the OPP vision by:

- Seeking to understand different perspectives, cultures, lifestyles, creeds and applying that understanding to effect quality policing;
- Strengthening relationships with First Nations communities and First Nations policing partners;
- Communicating and sharing best practices;
- Building and maintaining a positive, supportive work environment;
- Fostering openness, learning, collaboration and initiative by bringing out the best in people;
- Encouraging teamwork, cooperation, and flexibility;
- Recognizing personal strengths and development needs and an individual who takes the necessary steps to help improve current and future job performance;
- Encouraging and supporting the development of individual learning plans; or
- Supporting people to broaden their expertise and helping them to prepare for future responsibilities.



OUTSTANDING ACHIEVEMENTS



Jim Potts

The Jim Potts Award, recognizes the dedication of OPP members whose efforts are directed toward strengthening relationships and developing Aboriginal awareness throughout the organization.

This Award is named in honour of Retired Inspector Jim Potts, who had a distinguished 45-year career in policing. Throughout his service with the RCMP and the OPP, he provided insight, guidance and support to help establish and strengthen relationships with Aboriginal communities and cultural awareness training to prepare officers to work and live in Aboriginal communities across Canada.



2007

Elizabeth Foster was instrumental in creating a computer-based, Sexual Assault Investigation training package for officers from First Nations police services. It includes a perspective that is based on the unique geographical, historical, logistical and resource challenges facing First Nations police services. She was responsible for the design, development and implementation of this crucial learning package.



2008

The Aboriginal Relations Team and the Major Event Liaison Team, better known as ART/MELT, have made significant contributions to community and public safety as well as policing in areas where First Nations issues are part of the community fabric. Their influence in diffusing potentially high risk situations and responding to contentious issues has contributed to the positive relationships developed with Aboriginal and non-Aboriginal communities throughout Ontario.



2009

Const. Kohoko has been influential in assisting with peaceful resolutions to tense situations in Aboriginal and non-Aboriginal communities. He was a guiding force for the development of the ART/MELT teams and passes his knowledge and experience on to OPP employees through training at the Provincial Police Academy, Ontario Police College and in the OPP Native Awareness Training. He was a key player in the establishment of the course training standards for the Native Awareness training curriculum at the PPA.



2010

The Organized Crime Enforcement Bureau (OCEB) partnered with numerous First Nations police services to address the challenges in remote areas of Northern Ontario with the destructive impact of abuse of illegal drugs and prescription medication. By fostering new partnerships, they were able to increase awareness and understanding of the impacts to the Aboriginal community leaders. The relationship grew which then led to better training for First Nations officers and greater public awareness.

OUTSTANDING ACHIEVEMENTS

Valuing & Supporting People

These winners mentioned exemplify the meaning behind the Accolade for Valuing & Supporting People and embody all that the award represents.



2007

Provincial Constable Dennis Smith was the First Nation Liaison Officer at Armstrong Detachment. He built strong relationships with the communities and their leaders which provided him with a unique understanding of local history and culture.



2008

Staff Sergeant Dan Davidson of Sioux Lookout has built solid relationships with community organizations and established valuable partnerships in his communities. His participation in efforts to support the broader Aboriginal community (including fly-in areas) and, in particular, First Nations Police Services has been of benefit to many aspects of life in Sioux Lookout. This support includes making changes to the Northwest Patrol which covers many remote and Aboriginal communities.



2009

Staff Sgt. Demeules and OPP members in Kapuskasing, Cochrane, Hearst and Moosonee were involved in the untimely displacement and unique challenges faced by native coastal residents along flood-prone James Bay. Families were forced to move far away from their homes, to a community where there were language and cultural barriers. Valuable emergency response preparation and coordinated first response plans and exercises were developed involving a number of stakeholders, agencies and community-based service providers.



2010

Laura Young is noted for her commitment to helping others that goes beyond the organization's duty to accommodate, genuinely caring for each and every employee. She is now seen as a conduit with respect to the insurance provider and the member's association as well as the driving force to get all of the required parties to the table in a meaningful and respectful way. As a result, great strides have been made and workers, who have been off the job for substantial lengths of time, have been brought back into the organization as valuable and contributing employees, in either front-line or modified duties.

EXCELLENCE THROUGH VALUING DIVERSITY

Recognition of Diversity Efforts

- 2000** - OPP receives Amethyst Award – Native Awareness Training
- 2004** - OPP receives Amethyst Award – Focus on Professionalism
- 2005** - OPP receives IACP Award – Civil Rights – Focus on Professionalism (Prevention)
 - OPP receives IACP Award – Civil Rights – OPP Bound – Aboriginal People
 - OPP receives First Nations Chiefs of Police Partnership Award
- 2006** - OPP receives IACP Award – Civil Rights – ART Teams
 - OPP receives Public Service Quality Fair - Bronze Award – “Meeting the Needs of Diverse Communities”
- 2008** - OPP receives OPS HR Award of Excellence – “Fostering Diversity”
 - OPP receives Ovation Award
 - OPP Bound 2007
 - United Way Campaign
 - Niigan Mosewak Youth Program
- 2009** - OPP receives IACP Award – Indian Country Award – North of 50
- 2009** - OPP wins Chinese Law Enforcement Police Service Member of the Year Award

Recruiting Diversity

Year	Visible Minority	Aboriginal	Women
2000	0.5%	0%	21%
2001	0%	0%	12.5%
2002	3.6%	2.2%	18.5%
2003	9.5%	3.8%	24%
2004	6.9%	15.1%	37.2%
2005	4.9%	11.3%	23.2%
2006	6%	2%	13%
2007	8.4%	6.7%	25%
2008	7.3%	5.6%	22%
2009	6%	4%	17.3%
2010	7.9%	4%	24%

2009 - Employees Self-identify

In 2009 the OPS Employee Engagement survey requested employees self-identify based on certain diverse groups. Outlined below is the breakdown based on 3305 uniform and civilian employee responses.

	OPP	Ontario	OPS	Canada**
Female	36%	48%	59%	51%
Visible Minority	5%	22%	19%	15%
Disabled	7%	9%	8%	0%
Francophone	10%	4%	8%	0%
Aboriginal	4%	2%	2%	4%

** According to 2006 Census

COMMISSIONER'S CLOSING MESSAGE

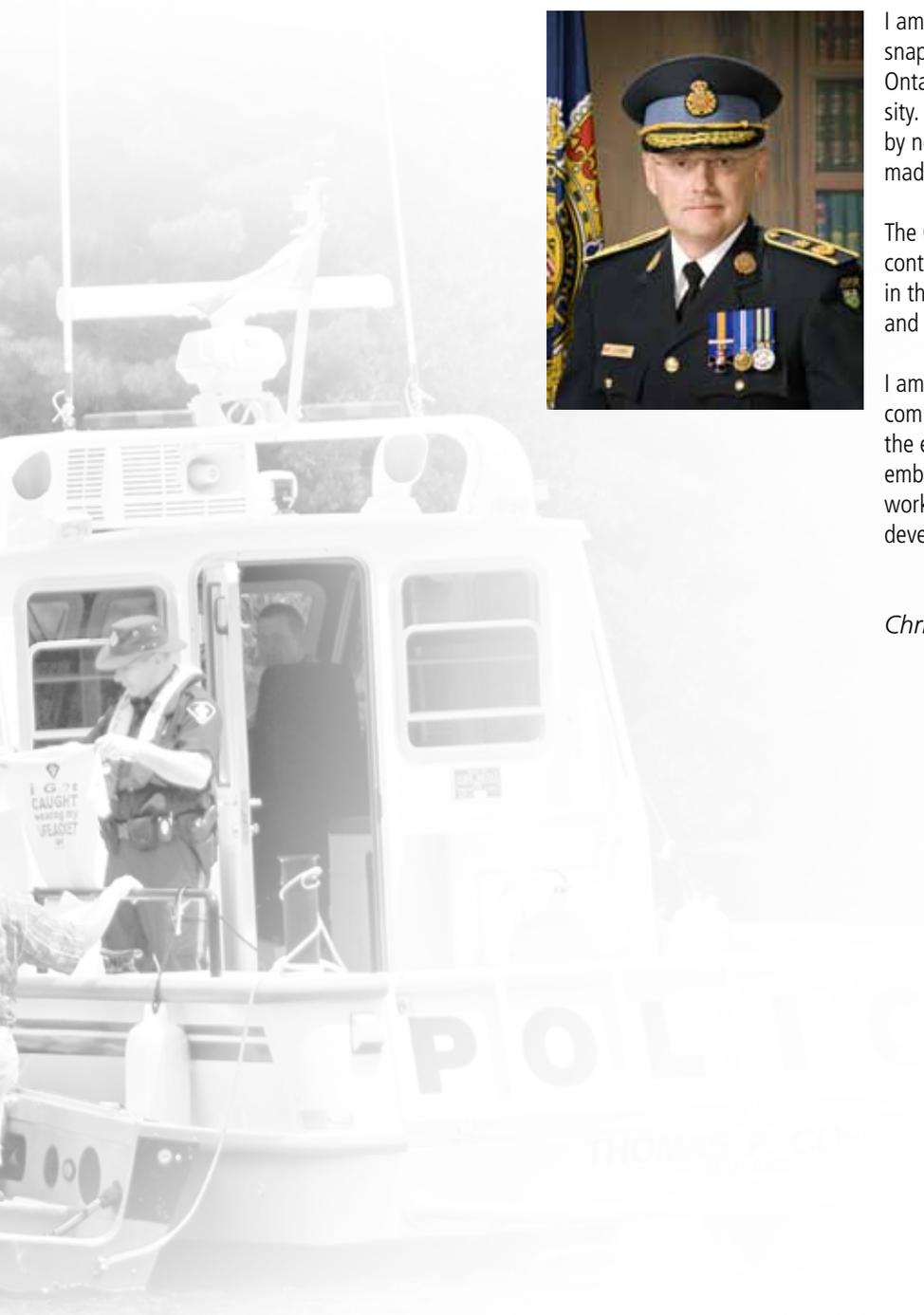


I am pleased to provide this report, which gives a snapshot of the rich history of and journey by the Ontario Provincial Police (OPP) in support of diversity. While it is a very comprehensive document, it by no means addresses every effort that has been made over the years.

The OPP has always believed that it must work continually to earn the public's trust and confidence in the delivery of programs that are responsive to and respectful of all the people it serves.

I am certain that this document will inform our communities, partners and our own employees of the extraordinary efforts that have been made to embed diversity in our processes, build an inclusive workplace, reflect the communities we serve, and develop responsive public safety programs.

Chris D. Lewis







ACKNOWLEDGEMENTS

Special thanks to Ms. Terra Nevard, Corporate Communications Bureau, for providing the graphic design and layout for this report.

This report prepared by OPP Strategic Initiatives Office,
Ontario Provincial Police – February 2011

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ONTARIO PROVINCIAL POLICE