

WRPS EQUITY, INCLUSION & DIVERSITY (EID) STRATEGIC PLAN 2019-2022

Staff Sergeant Julie Sudds



Consultative Process

Barbara Herring & Associates

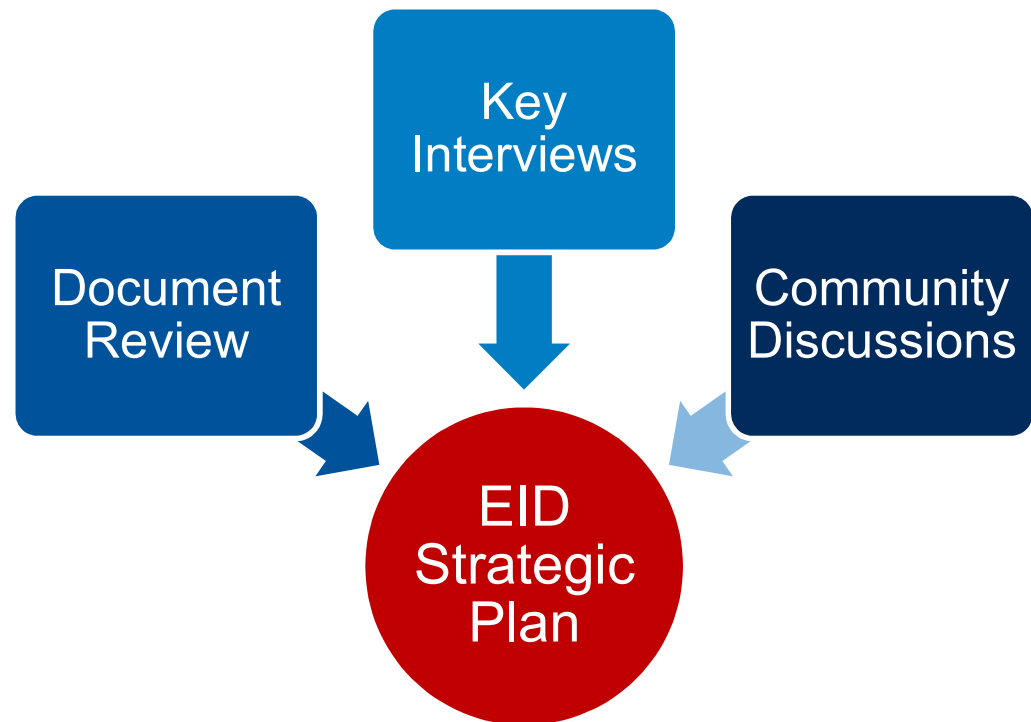
- Barbara Herring
- Libby Zeleke

Perivale + Taylor

- Keith Taylor

WRPS Members

Community Members



Goals of EID Strategic Plan



1 Total Community Engagement

Achievements

- Individual community initiatives and connections
- Ambassador Program
- Operations Plan providing for more strategic partnerships with the diverse community

Actions

- Plan for coordinated community/police response to high profile occurrences (e.g. Hate Crimes & Hate Incidents)
- Process for knowledge/skill transfer with Wellbeing Waterloo
- Process for diverse community members to exchange information & provide direct feedback

Actions

- Fulfill Operations Plan commitment to consult with Indigenous Community representatives to operationalize Calls to Action and Justice
- Establish measurable goals to monitor trust and progress toward community and Service goals

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Diversity Competent Members

Achievements

- Mandatory training for all members on Implicit Bias
- Anti-harassment, respect in the workplace and investigation training
- Training on Transgender Awareness and procedural changes
- EID component to Field Development Officer (FDO) training
- Cultural competency training such as Syrian Culture and Faith Groups

Underway

- Cultural competency training such as Indigenous Awareness
- Mandatory training for Front-line and Civilian Professionals on Implicit Bias

Actions

- Identify gaps where EID training is required
- Develop an EID training plan tailored for various branches and levels
- Develop knowledge and training transfer process for EID trainings

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Diverse Workforce

Achievements

- Recruiters attend College/University and other community recruitment events
- Diversity-focused recruitment information sessions
- Ambassadors attending events have recruitment information
- Outreach programs for the Arabic and Tamil Community

Underway

- Outreach program for the Nigerian Community
- Ensure job descriptions fully describe EID requirements for the job
- Recognize members who participate in outreach to diverse communities

Actions

- Implement an applicant tracking system to determine if there are barriers in recruitment/hiring diverse candidates
- Scrutinize recruitment/hiring process to identify barriers and make changes
- Increase diversity competence of recruiters

4 Leadership Reflects Community

Achievements

- Women in leadership roles has increased significantly
- Transfer process is more member-directed and seeks diverse members when organizational need is recognized
- Management receives 360° feedback aimed a strength based development

Underway

- Formal mentoring program: Professional Development Network (PDN)
- Changes to the current promotional process to remove bias

Actions

- Complete a census of all members to assess diversity across our Service
- Reassess mentoring program to ensure under-represented groups are included and all members become better prepared for promotion/transfer

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Members Feel Secure & Supported

Achievements

- Members say WRPS is a comfortable workplace for LGBTQ2S+ members
- Almost all WRPS facilities have gender neutral washrooms
- Foundation of workplace procedures/process respecting EID
- Wellness Unit and Peer Support

Achievements

- Annual Women in Leadership Committee Program
- Zero tolerance climate around negative workplace culture
- Shift changes and job sharing to accommodate family care needs
- Workplace harassment training for all supervisors

Actions

- Strengthen current Harassment and Discrimination procedures
- Develop support networks for under-represented groups
- Assist members to support healthy work life balance and accommodations
- Develop strategies to address pockets of resistance

Leadership Commitment

Achievements

- WRPS Board Strategic Priorities
- WRPS Operations Plan
- Statements & actions of the Chief
- EID Team

Actions

- Develop a statement of operational benefits of EID
- Embed understanding of benefits into the PDU process
- Procedures to reflect understanding of benefits of EID

Leadership Commitment

Actions

- Development of measures for interim progress or milestones
- Collect qualitative/quantitative evidence of implementation and effectiveness
- Analyze data to assess progress against milestones and goals

Actions

- Report on a quarterly basis to SLT and the Board on these actions and outcomes
- Reporting on milestones reminds and informs stakeholders the extent of goal achievement

WRPS EID Strategic Plan



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**Transformational
Organizational & Cultural
Change**



WATERLOO REGIONAL
POLICE