

**OPS Multi-Year Action Plan for Bias-Neutral Policing  
Diversity Audit Specialist – Outline of Requirements**

**DRAFT**

**1. Introduction and Background:**

The Ottawa Police Service (OPS) is committed to developing and maintaining the trust of the community it serves by providing responsive, effective and equitable policing to all residents.

Through ongoing dialogue with the people it serves, training of officers and a racial profiling policy developed in consultation with the community, and major projects initiatives like the Traffic Stop Race Data Collection Project and the Gender Audit, OPS continues to work to ensure that all persons live in an environment that is free of police actions based on racial bias or profiling.

OPS is developing a draft Multi-Year Action Plan for Bias-Neutral Policing (MYAP) by June 2017. MYAP will be an organizational plan that includes a multi-pronged approach to ensuring professional and bias-neutral policing. The plan will not only incorporate recommendations from the recent Traffic Stop Race Data Collection Project, but include inputs received through various engagement activities, projects, and reports (including engagement efforts of the temporarily created Outreach Liaison Team of Community Development).

Key pieces of work:

- Engagement and Communications Plan: Continue work with Ottawa Police Services Board, Ottawa Police Association, Ontario Human Rights Commission, other academics, community stakeholders and partners to ensure that there are meaningful consultative and outreach opportunities including:
  - o Information sessions, presentations, focus groups, online and social media feedback opportunities, forums, Partnership in Action sessions, and a dedicated web page for the MYAP and advisory team.
- Advisory Team: Create an external advisory team to advise on and assist with the development of the MYAP, community engagement and outreach planning, monitoring and performance measures, and implementation plan for MYAP.

- OPS Committee(s): Create an internal diversity committee to ensure organizational implementation and monitoring of the MYAP.
- Race Based Data Collection: Continue to coordinate race based data collection, analysis, and reporting for traffic stops and ensure an ongoing operational/program approach that is sustainable and affordable.
- Diversity Audit: An important piece of work within MYAP, an experienced consultant will be contracted to conduct an independent diversity audit to help inform and contribute to the MYAP, provide benchmarking information for comparison and measuring progress, implementation plan, and evidence based decision making.

**Scope of Work – Requirements:**

The Ottawa Police Service is seeking professional services to conduct an employment equity and diversity audit.

The diversity audit should include quantitative and qualitative methods to examine and review organizational culture, including but not limited to these areas:

- Leadership and Governance including organizational vision, goals, business planning, communications, and performance measurement;
- Representation of diversity within the OPS workforce to determine if it reflects the diversity of the city it serves (OPS 2012 and 2017 Census currently underway);
- Human Resources:
  - Outreach and recruitment through to hiring of staff,
  - Career development and promotions,
  - Training,
  - Performance review,
  - Transfers and retention;
- Policies and Procedures including human rights and anti-discrimination policies;
- Service Delivery including deployment, community engagement, and partnerships.

**2. Services and Deliverables:**

The comprehensive diversity audit shall include the following services and deliverables:

<b>PROJECT DELIVERABLES</b>	
1.	Review of existing research including OPS census, gender audit, and results and recommendations of the Traffic Stop Race Data Collection Project.
2.	Methodology design, development, implementation and analysis that includes:

	<ul style="list-style-type: none"> <li>a. Qualitative and quantitative research methods (ie. surveys, interviews, etc).</li> <li>b. Employee and community engagement throughout including – actively participating in the engagement plan activities throughout the project to ensure adequate consultation and communications: project team, advisory team(s), stakeholder meetings and public sessions, surveys, etc.</li> </ul>
3.	Presentation(s) of report with findings and recommendations.
4.	Provide strategic, methodological, and technical advice to the project team on: <ul style="list-style-type: none"> <li>• Project update reports and presentations;</li> <li>• Engagement and Communications Plan strategies and activities; and</li> <li>• Stakeholder and media inquiries.</li> </ul>
7.	Provide support on the evaluation of the project.

### 3. Workplan Schedule

The proposal shall include a project work plan with anticipated completion dates for major milestones and deliverables – expected to begin September 2017 through November 2018.

### 4. Project Goals:

Diversity Audit Project Goals:

- To conduct a comprehensive organizational diversity audit to:
  - Provide benchmarking research data (qualitative and quantitative) to allow for comparisons, measurements, and evidence based decision making;
  - Identify obstacles or barriers and provide recommendations for improvement; and
  - Help inform the MYAP, design, consultation, implementation, and monitoring/measurement plans.
- To use the recommendations and learned experiences from this study to strengthen:
  - Equity, Diversity, and Inclusion within the OPS; and
  - Service to police and community members.

Multi-Year Action Plan for Bias-Neutral Policing Goals:

- To demonstrate leadership in policing by continuing the ongoing work related to ensuring bias-neutral policing.

- To continue to promote trust in policing by discussing and addressing concerns related to racial profiling, racism, human rights, diversity, bias and discrimination.
- To foster a culture that actively promotes equity, diversity, and inclusion.

## **5. Major Partners and Stakeholders:**

The project will be managed by the Ottawa Police Service, Multi-Year Action Plan for Bias-Neutral Policing Project Team which will be built on a significant community and police engagement and communications plan.

The reporting of project updates will be provided regularly to the Ottawa Police Services Board, internal and external stakeholders, and online at [ottawapolice.ca](http://ottawapolice.ca).

## **6. Proposal Requirements**

The proposal document will:

- a. Demonstrate the proponent's understanding of the project requirements as outlined above,
- b. Describe how the proponent would approach the work of the project and demonstrates a willingness to work within the prescribed deliverables.
- c. Define the quality and extent of the end product the Ottawa Police Service can expect.
- d. Include a resume/curriculum vitae demonstrating leadership, expert awareness, and field experience in employment equity and diversity audits. Experience conducting employment equity and diversity audits in law enforcement will be considered an asset.

## **7. Resources**

Relevant resources are available online:

- TSRDCP
- Update Report to the Ottawa Police Services Board: Diversity Audit and Multi-Year Action Plan
- Gender Audit
- OPS Census
- Business Plan