

## Multi-Year Action Plan for Bias-Neutral Policing

### Draft Framework – In Development (to be completed with internal and external consultation this summer)

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

The Multi-Year Action Plan for Bias-Neutral Policing (MYAP) is organizational-wide action plan for bias-neutral policing that responds to the recommendations received from the Traffic Stop Race Data Collection report and community and police feedback received over the several years. It will focus on coordinated action, building diversity leadership, and creating a culture that embraces equity, diversity, and inclusion (EDI).

#### MYAP Goals:

- To demonstrate leadership in policing by continuing the ongoing work related to ensuring bias-neutral policing.
- To continue to promote trust and confidence in policing by discussing and addressing concerns related to racial profiling, racism, human rights, diversity, bias and discrimination.
- To foster organizational culture that actively promotes equity, diversity, and inclusion.

#### Leadership & Accountability – Culture Change:

This is an overarching area that will be led by Senior Management and include shared commitment to MYAP and promoting an EDI culture:

- a. Leadership Commitment to Equity, Diversity, and Inclusion
- b. Monitoring & Progress Reporting
  - Strong links to EDI, Business Plan & performance measurement tools such as Global Diversity & Inclusion Benchmarks Standards.
  - Regular progress reports (semi-annual) to the Ottawa Police Services Board.

#### Governance & Oversight:

Lead & Executive Sponsor: MYAP Lead Supt. Rheume and Executive Sponsor Deputy Chief Jill Skinner

Leadership & Ownership: Ottawa Police Service Executive

Senior Officer Steering Committee: Supt. Chris Rheume, Chief Human Resources Officer, Deputy Chief Jill Skinner, Supt. Mark Ford, Supt. McKenna, Director Steinbachs + Senior Officer Chairs of Key Action Areas

Champions Team: OPS members leading the initiatives, programs, or projects within each area

Human Resources	Policies & Procedures	Training	Research & Data Collection	Engagement
Senior Officer Chairs:	Senior Officer Chair:	Senior Officer Chair:	Senior Officer Chair:	Senior Officer Chairs:
<p>Goals:</p> <ul style="list-style-type: none"> <li>- To better the reflect the diversity of our community through outreach recruitment, promotions and transfers,</li> <li>- Audit and address barriers to ensuring diversity in recruitment, promotions, transfers and retentions</li> </ul> <p>Targets/Measurement Indicators:</p> <ul style="list-style-type: none"> <li>- To be developed</li> </ul>	<p>Goals:</p> <ul style="list-style-type: none"> <li>- Review and evaluate existing policies and procedures for member awareness, barriers, EDI, gaps, and effectiveness.</li> <li>- Create new policies to support bias-neutral policing and EDI.</li> <li>- Compliance reporting of policy requirements.</li> </ul> <p>Targets/Measurement Indicators:</p> <ul style="list-style-type: none"> <li>- To be developed</li> </ul>	<p>Goals:</p> <ul style="list-style-type: none"> <li>- Ensure police have current tools, skills, and knowledge to deliver bias-neutral policing.</li> <li>- Inventory and review training program for effectiveness, gaps, and impact.</li> <li>- Introduce new training for members that considers current trends and issues like mental health, racial profiling, human rights, gender, cultural sensitivity.</li> </ul> <p>Targets/Measurement Indicators:</p>	<p>Goals:</p> <ul style="list-style-type: none"> <li>- Continue human rights data collection, analysis, and reporting to provide benchmarking measurements for measuring progress.</li> <li>- Incorporate human rights based data collection and questions in existing OPS research, surveys, and census projects.</li> <li>- Identify EDI measurement tools and audits to measure progress of MYAP.</li> </ul>	<p>Goals:</p> <ul style="list-style-type: none"> <li>- Ensure meaningful community-police engagement opportunities during the development and implementation of MYAP – focusing on opportunities for partnerships and collaborative action.</li> <li>- Continue building trust in policing with communities who are most affected by focusing on community-police engagement and outreach opportunities in service delivery: events, programs,</li> </ul>

		- To be developed	Targets/Measurement Indicators: - To be developed	committees. - Improve community engagement efforts at the neighbourhood level including with youth. - Improve community-police response to critical incidents.  Targets/Measurement Indicators: - To be developed
<b>Audit/Review of HR Policies, Practices, Procedures</b> Diversity Audit to examine and address barriers to recruitment, promotions, transfers, and retention.	<b>OPS Policy Reviews/Audits:</b> <ul style="list-style-type: none"> <li>- Human Resources related policies will be reviewed via gender/diversity audits</li> <li>- Diversity and Race Relations Policy</li> <li>- Racial Profiling Policy Review</li> <li>- Respectful Workplace</li> <li>- Regulated Interactions</li> <li>- Deployment policy/procedure</li> </ul>	<b>Fair and Impartial Police Training (FIP: 2016 – 2017)</b> <ul style="list-style-type: none"> <li>- Provide Fair &amp; Impartial Police Training Program to all officers (2016)</li> <li>- Provide FIP training all OPS staff members</li> <li>- Review and evaluate FIP training</li> </ul>	<b>Race Based Data Collection for Traffic Stops (2017 – 2018)</b> <ul style="list-style-type: none"> <li>- Continue Race Based Data Collection for Traffic Stops (began on June 27, 2013).</li> <li>- Determine data analysis and regular reporting requirements</li> <li>- Analyze, prepare, and present, report on data collected</li> </ul>	<b>Community &amp; Police Engagement Plan for MYAP</b> Build on TSRDCP community-police engagement plan including: <ul style="list-style-type: none"> <li>- Update Partnership in Action contact/distribution lists</li> <li>- Determine update cycles for PSB, PIA, Media, Stakeholders, &amp; Partnerships</li> <li>- Develop website for progress reports</li> <li>- Develop MYAP Advisory Committee</li> <li>- Consult Community-Police Committees (COMPAC, GLBT, SI Group, etc.)</li> <li>- Consult Stakeholders (OPA, PSB, NCCM, Coalition for Mr. Abdi, OLIP Network, Black Agenda Noir, etc.)</li> <li>- Host open Partnership in Action forums and sessions</li> </ul>
<b>Improve Outreach Recruitment Processes by:</b> <ul style="list-style-type: none"> <li>- Re-vamping recruitment champion program?</li> <li>- Cultural competency training for human resources staff, consultants and contractors – including background investigators</li> <li>- Identifying barriers/obstacles in the recruitment/hiring process and make improvements</li> </ul>	<b>Annual Reports on OPSB Policies:</b> <ul style="list-style-type: none"> <li>- Regulated Interactions</li> <li>- Human Rights and Racial Profiling</li> <li>- Public Consultation Policy</li> </ul>	<b>Regulated Interaction Training (Fall 2016 – March 2017)</b> <ul style="list-style-type: none"> <li>- Provide 8 hour mandatory provincial training for regulated interactions for officers</li> <li>- Review and evaluate RIT training</li> </ul>	<b>Regulated Interactions/Street Checks (2017 – 2018)</b> <ul style="list-style-type: none"> <li>- Implement provincial regulations for regulated interactions</li> <li>- Collect race based data for regulated interactions (street checks)</li> <li>- Prepare and present report on data collected</li> </ul>	<b>Diversity &amp; Race Relations Section – Program Delivery</b>  <b>Committee Coordination:</b> Continue to coordinate monthly meetings, events and activities for: <ul style="list-style-type: none"> <li>- Community-Police Action Committee known as COMPAC.</li> <li>- GLBT Liaison Committee</li> </ul> <b>Community-Police Events:</b> <ul style="list-style-type: none"> <li>- Diversity and Race Relations Section Human Rights Learning Forum in partnership with COMPAC and GLBT Liaison Committee</li> <li>- OPS Diversity Celebration</li> </ul>

				organized by Diversity and Race Relations
<b>Outreach Recruitment Team – Program Delivery</b> Continue outreach efforts and events: <ul style="list-style-type: none"> <li>- Physical Testing Try-Out Events</li> <li>- Recruitment Information Sessions and displays</li> <li>- Partnerships with community organizations/networks, post-secondary schools</li> <li>- Conduct hiring process for recruit classes</li> </ul>		<b>Human Rights, Diversity, and Race Relations Training Sessions</b> <ul style="list-style-type: none"> <li>- Deliver training sessions in partnership with community organizations to new recruit classes and other sections/areas on request.</li> </ul>	<b>OPS Census (2017)</b> <ul style="list-style-type: none"> <li>- Contract consultant to conduct 3<sup>rd</sup> OPS Census in 2017 to determine current representation of the workforce.</li> <li>-</li> </ul>	<b>Youth Engagement (2017 – 2018)</b> <ul style="list-style-type: none"> <li>- Plan/incorporate youth engagement events/activities with racialized youth at the neighbourhood level</li> <li>- Develop a youth friendly “Know Your Rights” information resource</li> </ul>
<b>Gender Audit Project (2016 – 2017)</b> <ul style="list-style-type: none"> <li>- Contract consultant to conduct OPS gender audit</li> <li>- Present results of gender audit phase I and II to PSB, Human Rights Commission (November 2016)</li> <li>- Present results of Phase III to Human Rights Commission and PSB in May 2017</li> <li>- Present results of Phase IV to Human Rights Commission and PSB in Nov. 2017 (draft training curriculum)</li> </ul>		<b>EDI - Gender Training (2018)</b> <ul style="list-style-type: none"> <li>- Deliver new training curriculum that was developed via Gender Audit.</li> </ul>	<b>Diversity Audit (2017 – 2018)</b> <ul style="list-style-type: none"> <li>- Contract consultant to conduct 2017 employment equity/diversity audit.</li> </ul>	<b>Critical Incident/Situation Response Program</b> <ul style="list-style-type: none"> <li>- Revitalize the police-community partnership approach to responding to critical incidents.</li> </ul>
<b>Development of Equity, Diversity, and Inclusion Office (2018)</b> <ul style="list-style-type: none"> <li>- The Gender Audit Project Team recommended the creation of an EDI Office for OPS.</li> </ul>		<b>Review/Audit Training</b> Review training for impact, effectiveness, and gaps.	<b>OPS Member and Public Surveys</b> <ul style="list-style-type: none"> <li>- Contract consultant to conduct next employee survey and incorporate EDI and Bias-Neutral Policing indicators</li> <li>- Contract consultant to conduct next OPS public survey and incorporate EDI and Bias-Neutral Policing indicators</li> </ul>	
<b>Reporting Requirements:</b>				