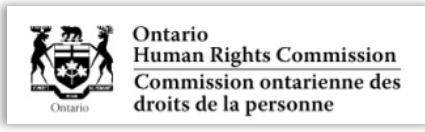
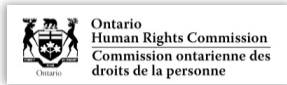

Human Rights Project



Final Report

October 2014





Human Rights Project

Vision Statement

The Windsor Police Service endeavours to be a professional, effective and accountable law enforcement organization that upholds the human rights and dignity of all people in accordance with the Ontario *Human Rights Code*. The Windsor Police Service is committed to playing its part in making Windsor a community where everyone lives, works and visits in a safe, comfortable and inclusive environment.

Mission Statement

As a partner to the Human Rights Project Charter, the Windsor Police Service is committed to working in community partnerships to develop and implement initiatives aimed at identifying, eliminating, and preventing any possible discrimination in its employment practices and its service delivery to Windsor's diverse community.





Table of Contents

Summary 7

Background 10

Project Overview 11

Human Rights Project Organizational Chart..... 12

Recruitment, Selection, Promotion & Retention Subcommittee 13

Accountability Subcommittee 33

Public Liaison Subcommittee 43

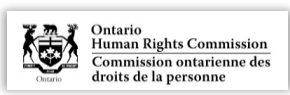
Accommodation Subcommittee..... 64

Training Group 73

Next Steps..... 77

Contact Information..... 78





Summary – FINAL REPORT

On February 24, 2011 the Windsor Police Service (Service), Windsor Police Services Board (Board), Ontario Human Rights Commission (OHRC), and Ontario Police College (OPC) launched the Human Rights Project (Project) to address policing and human rights issues. The main objective of the Project was to develop and implement initiatives aimed at identifying, eliminating, and preventing any possible discrimination in the Windsor Police Service's employment practices and service delivery.

Over a three year period, the Project looked at the Service's existing policies and programs, and developed strategies to help the Service and the Board address human rights concerns. Four Project subcommittees were developed to address key areas: Recruitment, Selection, Promotion and Retention, Accountability, Public Liaison, and Accommodation. Four groups were developed to support the subcommittees and carry out key Project functions: Training, Evaluation, Project Communication, and Research.

The following are highlights of the work completed by each of the four subcommittees and the Training group.

Recruitment, Selection, Promotion, and Retention Subcommittee

The Recruitment Subcommittee developed and implemented a Workplace Census Directive¹, which provides policy and procedure on the collection of internal demographic data.

In consultation with the Research Group, this subcommittee developed and conducted the 2012 WPS Workplace Census. The collected data was reported alongside Statistics Canada data for the City of Windsor in a census report released publicly on January 24, 2013.

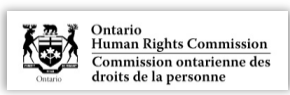
The inaugural PEACE (Police Ethnic and Cultural Education) program took place in October 2012. This program targets pre-employment, culturally diverse youth, and incorporates education and training in various police related topics, with an aim to foster a positive approach to policing careers.

Accountability Subcommittee

The Accountability Subcommittee developed an overarching Human Rights Directive, which was implemented on October 4, 2013.

A human rights checklist was created and is used in the development and review of all Service Directives to check for human rights elements and ensure the Directives comply with the Ontario *Human Rights Code*. With the implementation of the checklist every

¹ Windsor Police Service Directives include policy and procedures.



directive will be reviewed with a human rights lens at least once every three years as part of the regular Directive review process. As well, a reference to the *Code* and the WPS Human Rights Directive is being included in all Service Directives as they come up for review.

The subcommittee has submitted a recommendation for approval to include a component in all Service job descriptions that addresses human rights issues and requires compliance with the Ontario *Human Rights Code*.

Public Liaison Subcommittee

Community Consultation sessions were held in 2012 and 2013. Participants provided feedback in many areas related to policing and human rights. The project subcommittees used the feedback in the development of the Community Consultative Meetings Directive and in the development of strategies related to recruitment.

Many advances have been made to improve the Service's communications with community members. The Service launched the telephone interpretation service for persons with limited English proficiency. The Service is able to communicate with community members through telephone translation in over 200 languages. As well, the Service launched video remote interpretation for American Sign Language (ASL), which enables immediate, on-site communication with people who use ASL.

The Service has produced an Emergency 911 pamphlet that is available to the public in electronic and written form in 6 different languages. The Service has made use of its website and social media platforms to create awareness internally and externally about the availability of multi-language communication and the Service's commitment to human rights and diversity initiatives.

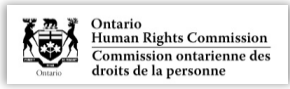
A WPS Chaplaincy Program Policy handbook and Police Chaplains Program Directive were created and are being used to guide the expansion of the internal Chaplaincy program.

Accommodation Subcommittee

The Accommodation Subcommittee developed an Accommodation Directive, which was implemented on August 11, 2014. The policy considers accommodation for members of the public and Service members and includes guidelines related to family status for Service members and creed for members of the public.

A student Workplace Facility Assessor was employed to conduct an audit on the accessibility of Windsor Police Service HQ. The assessment report is complete and includes recommendations re: the accessibility of the facility.



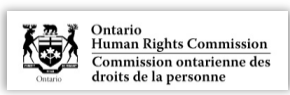


The subcommittee has submitted recommendations for approval related to the transportation of persons who require the use of a wheelchair or other aids, and the detention of persons who require the use of a service animal or support person.

Training Group

The Training Group developed and implemented a checklist used to evaluate all training programs provided by the WPS to identify any human rights issues. The checklist has been used over the past three years and has resulted in the modification of some programs to include a human rights training element. The checklist will be used on an ongoing basis to evaluate all future training programs.

The Training Group in cooperation with the Executive Group has hosted training sessions for Project members in several areas including, basic human rights, accommodation, policy review, and inclusive design.



Background

In May 2007, the Ontario Human Rights Commission, the Toronto Police Service (TPS) and Toronto Police Services Board (TPSB) agreed on a Human Rights Project Charter that outlined a program of joint activity to develop and implement a number of interventions aimed at enhancing the capacity of the TPS and TPSB to address human rights concerns. This three year joint project concluded in May 2010.

The Windsor Police Service and the Windsor Police Services Board for many years have been open to the concerns brought forward by various ethno-racial, cultural and faith organizations and communities. The Board and Service responded with service-wide change initiatives aimed at protecting and promoting human rights and equity, including the development of a Diversity Statement in August, 2004.

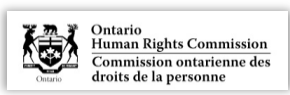
In addressing internal and external complaints made to the Human Rights Tribunal of Ontario, and previously to the OHRC, the Service implemented organizational-wide training. As well, both the Board and the Service continued working with the OHRC to develop policies that serve the public good as complaints were addressed, such as an expanded policy for Unlawful Profiling or Bias-Based Policing and an additional policy directive specific to Racially Biased Policing and Racial Profiling.

Throughout these events the Board and the Service continued to make efforts to be reflective of our community's demographics. The Service reviewed the representativeness of its applicant pool and its ranks. This review confirmed the applicant pool was not representative of the makeup of the Windsor community. It further confirmed the ranks within the Service above constable level did not represent the makeup of the community or the constable pool itself. The Board and Service recognize this lack of representativeness has contributed to the public's view that the Service is not reflective of the City of Windsor.

In view of these factors, the Board and Service approached the OHRC and OPC proposing a project charter modeled after the Toronto project charter. Representatives of all four organizations met and a project charter was negotiated that determined an appropriate project structure and approach to review, and if necessary, alter existing initiatives, and policies, procedures, and practices of the Board and Service to ensure that the requirements of the Ontario *Human Rights Code* are upheld in all service provisions and employment practices of the Service.

On February 24, 2011 the Windsor Police Service, Windsor Police Services Board, Ontario Human Rights Commission and Ontario Police College launched the Project. Leaders of the four agency partners are committed to implementing the Human Rights Project Charter and signed the agreement for a three year period.





Project Overview

The main objective of the Human Rights Project was to develop and implement initiatives aimed at identifying, eliminating, and preventing any possible discrimination in the Windsor Police Service's employment practices and service delivery. The Project looked at the Service's existing policies and programs, and developed strategies to help the Service and the Board address human rights concerns. The four partner organizations identified target change objectives², which are listed in Appendix A of the Human Rights Project Charter.

Following the framework set out by the TPS, a project team was developed by drawing on the expertise of all four partner organizations and of Service members from all levels and ranks, including sworn and civilian personnel. Over 35 members from the four Project partner organizations participated in the Project.

Four subcommittees were formed to address the target change objectives, which are categorized into the following key areas:

- Recruitment, Selection, Promotion, & Retention
- Accommodation
- Accountability
- Public Liaison

Four groups were formed to support the subcommittees and carry out key Project functions:

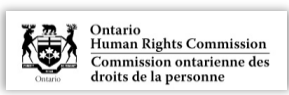
- Research
- Training
- Evaluation
- Project Communication

The Project ran for a three year term. The first year focused on increasing the Project members' human rights knowledge base, and identifying and prioritizing human rights barriers in the four key areas. Strategies were identified to remove these barriers. The second year continued with developing and implementing the strategies. The third year saw further implementation of the strategies and preparations for the evaluation phase.

The following sections describe each subcommittee's plan and progress, including:

² Initially the agreed upon target change objectives included in Appendix A to the Charter were listed under the following headings: Pre-employment, Employment Practices & Environment, Training, Accountability, and Public Liaison. On September 7, 2011 the Sponsor Group approved amendments to Appendix A of the Charter. The Pre-Employment, Employment Practices & Environment heading was changed to Recruitment, Selection, Promotion & Retention. The associated target change objectives remained the same. Additional target change objectives categorized under the heading Accommodation were added to the Charter. The Training target change objectives were removed from Appendix A. A Training Group was established and tasked with addressing these objectives.



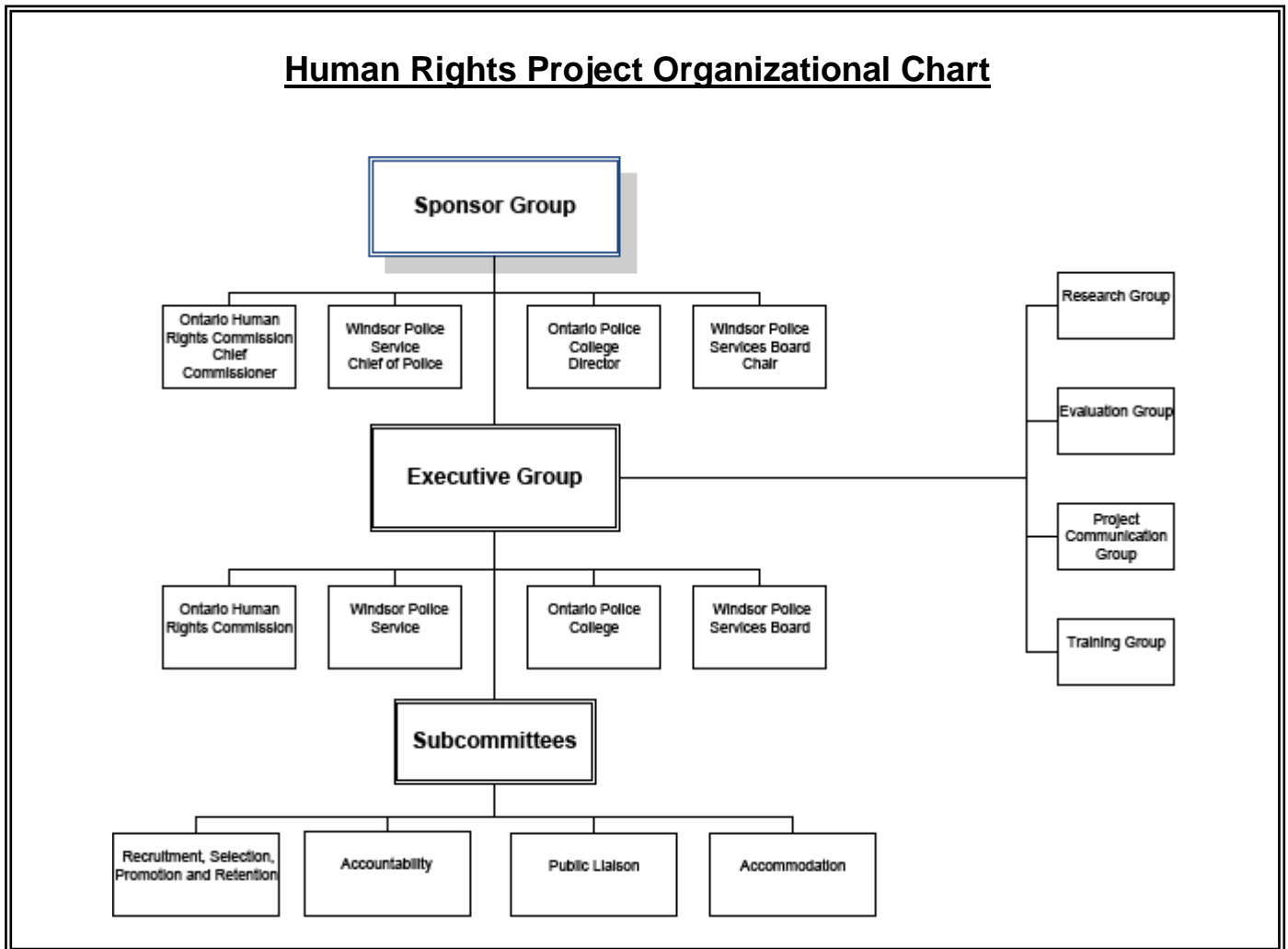


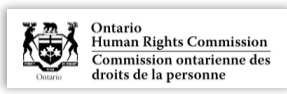
Human Rights Project

Final Report 2014

- The subcommittee mandate and goal;
- The situation, which includes the issues identified by the subcommittees; and,
- The strategies selected for development and implementation, including:
 - Target completion date;
 - Outputs, which are the products of the completed strategies;
 - Outcomes, both short and long term; and
 - Projected milestones, including projected completion date and status.

Over the life of the Project, the Service underwent many changes that affected the course of the Project. As well, internal and external feedback and strategy development affected the progress and development of some Project strategies. To account for these changes adjustments were made to the Project strategies, which included: changing target completion dates, combining strategies, and deferring strategies.





Recruitment, Selection, Promotion & Retention

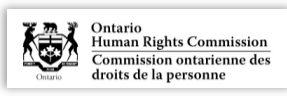
Recruitment, Selection, Promotion & Retention

The mandate of the Recruitment, Selection, Promotion, and Retention Subcommittee is to guide the development of strategies and initiatives for the Windsor Police Service to provide equitable treatment to current and prospective WPS members in the recruiting, hiring and promoting of qualified individuals, with the goal of developing a Service workforce that is reflective and representative of the diversity in the City of Windsor.

Situation

1. The Windsor Police Service is not representative of the community it serves. Being more reflective and representative of the community enhances the Service's ability to work cross culturally and more effectively serve the citizens of Windsor.
2. The Windsor Police Service has inadequacies in information and data evaluation systems with respect to its demographic makeup, impeding the Service's ability to establish a "baseline" by which future initiatives and activities can be assessed.
3. Recruitment outreach activities do not reach members of all the communities the Service would like to reach, in particular members of underrepresented groups, in order to achieve its goal of reflecting the community it serves. Improving and expanding outreach activities will encourage and prepare members of the community for a career in policing. It will also encourage members from Windsor's diverse community to continue to apply for positions within the Service.
4. Concerns have been expressed with regards to the fairness and equitability of the Service's promotional processes and the systems that support them, including mentoring and promotion recruitment. A fair and equitable promotional process where all members of the Service, in particular members from underrepresented groups, have the opportunity to be promoted will increase employee satisfaction, retention of applicants in the promotional process, and diversity through the ranks of the Service.





Human Rights Project

Final Report 2014

Recruitment, Selection, Promotion & Retention

Strategy 1

Develop a human resources policy on internal data collection, in regards to the Ontario *Human Rights Code* (Code) staff identifiers.

Objectives

Outputs Within the 3 year duration of the Project

A Directive on internal data collection is developed.
Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

WPS can measure its demographic status with respect to *Code* categories.

Outcomes 5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)

Status

June 2012 **Begin development of Directive** **Complete**

February 2014 **Complete Directive on internal data collection** **Complete**

A Workplace Census Directive was developed in collaboration with the WPS Quality Assurance & Audits Section (QA&A). The Directive includes policy and procedure relating to internal data collection and requires a census take place at a minimum once every 5 years or as deemed necessary. The directive was approved by the Chief of Police and took effect on February 15, 2013.

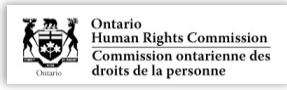
Strategy Lead(s):

Pat Keane, Inspector, Major Crime Section

Ongoing Responsibility:

Inspector, Quality Assurance & Audits





Recruitment, Selection, Promotion & Retention

Strategy 2 (combined with Strategy 3)

Develop an internal data collection process to document the diversity of Service members, generate a baseline, and maintain current information. The process will include conducting a formal internal census.

Strategy 3

Promote the formal internal census within the Windsor Police Service.

Objectives

Outputs	Within the 3 year duration of the Project
----------------	---

An accurate census profile of WPS members is created, and provides a baseline of internal demographic information to aid future initiatives.

Target completion date: January 2013

The formal internal census is promoted within the WPS.

Target completion date: January 2013

Outcomes	3 to 5 years after the launch of the Project
-----------------	--

WPS can measure its demographic status with respect to *Code* categories.

WPS can demonstrate progress on demographic diversity.

Outcomes	5 to 10 years after the launch of the Project
-----------------	---

WPS workforce is reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.

WPS ability to work cross culturally is improved.

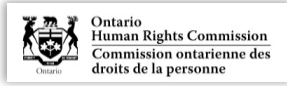
WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)

Status

October 2011 – August 2012	Promote Census	Complete
	Informal promotion of the census began in October 2011 and continued throughout the development and	





Human Rights Project

Final Report 2014

Recruitment, Selection, Promotion & Retention

Projected Milestone(s)		Status
May 2012	<p>implementation of the census. A formal two-week promotion period occurred just prior to implementation of the census.</p> <p>Develop census survey and methodology</p> <p>The Research Group developed the census questionnaire form in consultation with all Project partners. The questions were modeled after Statistics Canada Census of Population questions and the Ottawa Police Service's 2005 census questions.</p>	Complete
May 2012 – August 2012	<p>Begin collection of census data</p> <p>The data was collected in two phases. The initial phase was a two week collection period. The second phase was a three month collection period from members who were not present at work during the initial phase.</p>	Complete
September 2012	<p>Begin tabulation and analysis of collected data</p> <p>All responses were tabulated and compared to data for the Windsor community where available.</p>	Complete
January 2013	<p>Complete report on Windsor Police Service demographic data</p> <p>The Windsor Police Service has an accurate baseline of internal demographic information to aid future initiatives.</p>	Complete

Strategy 2 Lead(s):

William Donnelly, Inspector
 Director Barry Horrobin, Planning & Facilities Section

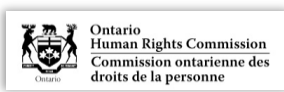
Ongoing Responsibility:

Inspector, Quality Assurance & Audits

Strategy 3 Lead(s)

Rick Cote, Sergeant, Quality Assurance & Audits





Human Rights Project

Final Report 2014

Recruitment, Selection, Promotion & Retention

Strategy 4

Research and report on community demographics related to all internal census categories where possible.

Objectives

Outputs

Within the 3 year duration of the Project

Report on community demographics is generated.

Target completion date: April 2012

Outcomes

3 to 5 years after the launch of the Project

WPS has information to compare its demographics to the Windsor community.

Outcomes

5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)

Status

April 2012

Complete report on community demographics

Complete

Statistics Canada data for the City of Windsor was compared to data collected in the 2012 WPS Workplace Census and is included in the WPS Workplace Census report, which was publicly released on January 24, 2013.

The report on community demographics was delayed so Statistics Canada data that was not available until after April 2012 was included in the WPS Workplace Census report.

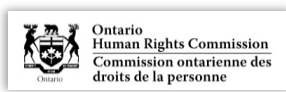
Strategy Lead(s):

William Donnelly, Inspector
Barry Horrobin, Director, Planning & Facilities Section

Ongoing Responsibility:

Inspector, Quality Assurance & Audits Section





Recruitment, Selection, Promotion & Retention

Strategy 5

Identify what recruitment outreach is currently in place for high school students.

Develop and/or improve upon high school student outreach programs, focusing on underrepresented³ groups.

Objectives

Outputs Within the 3 year duration of the Project

Current high school outreach programs are identified and assessed.

Target completion date: March 2012

High school outreach programs are developed or improved, and delivered.

Target completion date: September 2012

Outcomes 3 to 5 years after the launch of the Project

Increasing numbers of high school students, in particular, from underrepresented groups participate in:

- Outreach programs; and,
- Recruitment seminars.

Increasing number of persons from underrepresented groups participate in the application process for a position within the Service.

WPS assists individuals to prepare for a career in policing, with an emphasis on reaching members of our diverse community, and in particular, the underrepresented members of the community.

Outcomes 5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

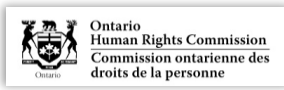
WPS workforce is reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.

Members of Windsor's diverse community, and in particular, the underrepresented members of the community, continue to apply for positions within the WPS.

WPS ability to work cross culturally is improved.

³ Underrepresented groups have been identified through the 2012 WPS Workplace Census.





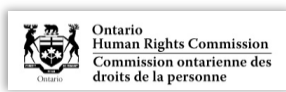
Human Rights Project

Final Report 2014

Recruitment, Selection, Promotion & Retention

Projected Milestone(s)	Status
<p>March 2012</p>	<p>Identify & assess current high school outreach programs</p> <p>WPS currently participates in the YIPI (Youth in Policing Initiative) and Cooperative Education programs. YIPI employs approximately 5 high school students per year. It runs in the summer months and supports positive relationships between communities and the police. The Cooperative Education program is designed to assist high school students with on-site workplace training. Both of these programs are successful initiatives for high school outreach.</p> <p>On March 1, 2012 Chief Frederick approved PEACE (Police Ethnic and Cultural Education). This program targets pre-employment, culturally diverse youth, and incorporates education and training in various police related topics, with an aim to foster a positive approach to policing careers.</p> <p>Community Services & High School Liaison officers are involved in recruitment outreach; however, this has been identified as being informal in nature.</p>
<p>October 2012</p>	<p>Obtain Community Feedback on Recruitment</p> <p>Two community outreach sessions were held in 2012. The first session provided participants with general Project information. The second session focused on five issues, including the WPS outreach/recruitment process. During the sessions feedback was obtained from the 91 participants regarding the recruitment and hiring process.</p> <p>In September 2012 the Windsor Police Service hosted two Recruitment Outreach Sessions. The purpose of these sessions was to provide an opportunity for community members to obtain information on the requirements and process to apply for a police position within the Service. During the sessions a feedback form was completed by 37 of the 90 participants. Feedback was obtained in relation to the information presented as well as any</p>





Recruitment, Selection, Promotion & Retention

perceived barriers in the recruitment/hiring process.

In October 2012 a recruitment survey was distributed to all our community partners for distribution to community members. The questionnaire asked questions regarding perceptions about Windsor Police Service recruitment and hiring practices. The Service received 10 responses to the survey.

October 2012	Implement PEACE Program	Complete
---------------------	--------------------------------	-----------------

The inaugural PEACE program was implemented on October 24, 2012. Through the WECDSB, 26 grade 11 & 12 high school students were identified to participate in the program. Twenty-three students completed the program. Approximately 2/3 of students were from racialized groups.

In 2013, there were 22 graduates from the program. Due to internal personnel shifts, the program did not run in the Spring of 2014. The Fall session begins on October 15, 2014.

The goal is to deliver the program twice a school year, once in the fall and once in the winter semester.

April 2013	Modify Job descriptions of Community Services Officers and High School Liaison Officers	Complete
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Inspector Crowley of Professional Advancement met with Community Services and High School Liaison officers and discussed the expectations and messages the Service wants communicated to high school students regarding recruitment outreach.

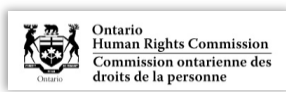
Modifications were made to the Job descriptions for these officers to formalize recruitment outreach duties and the importance of outreach to underrepresented groups within the community.

Refresher training was delivered in March 2013.

Strategy Lead(s)
Tom Crowley, Inspector, Professional Advancement

Ongoing Responsibility:
Inspector, Professional Advancement





Human Rights Project

Final Report 2014

Recruitment, Selection, Promotion & Retention

Strategy 6

Explore the possibility of obtaining applicable statistics on demographics by *Human Rights Code* identifiers from Applicant Testing Services Inc. (ATS), a private firm used by WPS for the assessment of police position applicants.

Objectives

Outputs

Within the 3 year duration of the Project

Report on possibility of obtaining statistics from ATS.

Target completion date: March 2012

Outcomes

3 to 5 years after the launch of the Project

WPS has information on the number of ATS applicants from underrepresented groups and their success rate to use in the development of recruitment strategies.

Outcomes

5 to 10 years after the launch of the Project

Number of people from underrepresented groups successfully completing ATS process and applying to WPS is increasing.

WPS workforce is reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.

Members of Windsor's diverse community, and in particular, the underrepresented members of the community, continue to apply for positions within the WPS.

Projected Milestone(s)

Status

March 2012

Report on possibility of obtaining ATS statistics

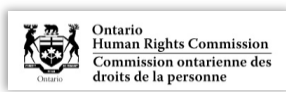
Complete

Inspector T. Crowley, WPS ATS liaison, consulted with ATS and found demographic information for ATS applicants was not available. However, it was identified that the physical readiness component of the testing posed the most difficulty for women.

Strategy Lead(s):

Tom Crowley, Inspector, Professional Advancement





Recruitment, Selection, Promotion & Retention

Strategy 7

Identify and review formal processes and strategies by which members of the community, in particular the underrepresented members, are mentored and guided toward Windsor Police Service careers to identify gaps.

Develop initiatives to support members of the community, in particular, underrepresented members of the community, to be better prepared to meet the standards and requirements to be hired as qualified police officers.

Objectives

Outputs Within the 3 year duration of the Project

Formal external mentoring processes and strategies are identified, and reviewed.

Target completion date: September 2012

Programs are developed to improve external mentoring.

Target completion date: September 2013

Outcomes 3 to 5 years after the launch of the Project

Increased number of persons from underrepresented groups participating in the application process.

More members of underrepresented communities perceive policing to be a positive, potential career choice.

Outcomes 5 to 10 years after the launch of the Project

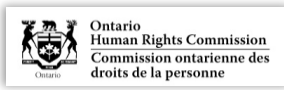
WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

WPS workforce is reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community

Members of Windsor's diverse community, and in particular, the underrepresented members of the community, continue to apply for positions within the Windsor Police Service.

Windsor Police Service ability to work cross culturally is improved.





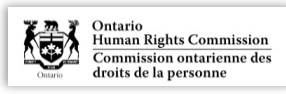
Human Rights Project

Final Report 2014

Recruitment, Selection, Promotion & Retention

Projected Milestone(s)	Status
<p>September 2012 Identify and review formal mentoring strategies and processes</p> <p>The Service participates in the YIPI and Cooperative Education programs.</p> <p>The Service implemented the PEACE program in October 2012.</p> <p>Windsor Police Service Community Services and High School Liaison officers conduct recruitment outreach activities as part of their regular duties.</p> <p>The Service hosts recruitment outreach sessions in conjunction with active recruitment. The sessions are held at the WPS Training Facility.</p>	Complete
<p>October 2012 Obtain Community Feedback on Recruitment</p> <p>Two community outreach sessions were held in 2012. The first session provided participants with general information about the Project. The second session focused on five issues, including the Windsor Police outreach/recruitment process. During the sessions feedback was obtained from the 91 participants regarding the recruitment and hiring process.</p> <p>In September 2012 the Windsor Police Service hosted two Recruitment Outreach Sessions. The purpose of these sessions was to provide an opportunity for community members to obtain information on the requirements and process to apply for a police position within the Service. During the sessions a feedback form was completed by 37 of the 90 participants. Feedback was obtained in relation to the information presented as well as any perceived barriers in the recruitment/hiring process.</p> <p>In October 2012 a recruitment survey was electronically sent to all our community partners for distribution to community members. The questionnaire asked questions regarding perceptions about Windsor Police Service recruitment and hiring</p>	Complete





Recruitment, Selection, Promotion & Retention

practices. The Service received 10 responses to the survey.

September 2013 Develop and/or improve formal mentoring programs Complete

In response to the feedback received through community consultation, the Service has hosted regular recruitment outreach sessions at local community venues rather than a police facility.

The Service launched the PEACE program in 2012.

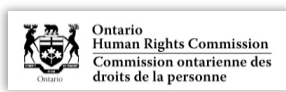
In consulting with Applicant Testing Services (ATS) it was identified that the physical readiness component of the testing posed the most difficulty for women. In response, WPS hosted PREP sessions open to all applicants and sessions specific to women, to give applicants experience with the testing components and feedback on their performance, with the anticipated impact of a greater success rate for all applicants.

To address concerns identified in the feedback received from the community on recruitment, the subcommittee has made a recommendation re: a formal mentoring program for members of the community interested in a policing career. The program would offer an opportunity for a community member to consult with a trained police officer about various topics, including the recruitment process. The recommendation has been submitted for approval.

Strategy Lead(s):
John St.Louis, Superintendent,
Investigative Services Division

Ongoing Responsibility:
Inspector, Professional Advancement





Recruitment, Selection, Promotion & Retention

Strategy 8

Consult community to obtain feedback regarding any barriers in our recruitment and selection process.

Objectives

Outputs

Within the 3 year duration of the Project

Feedback from community regarding our recruitment and selection process is obtained and a report on barriers is generated.

Target completion date: September 2012

Outcomes

3 to 5 years after the launch of the Project

Number of persons from underrepresented groups participating in application process is increased.

More members of underrepresented communities perceive policing to be a positive, potential career choice.

Outcomes

5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

WPS workforce is reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.

Members of Windsor's diverse community, and in particular, the underrepresented members of the community, continue to apply for positions within the WPS.

Windsor Police Service ability to work cross culturally is improved.

Projected Milestone(s)

Status

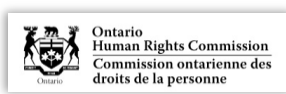
January 2012
May 2012

Obtain feedback from community consultation sessions

Complete

Two community consultation sessions were held in 2012. The first session provided participants with general information about the Project. The second session focused on five issues, including the





Recruitment, Selection, Promotion & Retention

Windsor Police outreach/recruitment process. During the sessions feedback was obtained from the 91 participants regarding the recruitment and hiring process.

September 2012 Obtain feedback from recruitment outreach sessions Complete

In September 2012, the WPS hosted two recruitment outreach sessions. The purpose of these sessions was to provide an opportunity for community members to obtain information on the requirements and process to apply for a police position with the Service. A feedback questionnaire form regarding the information presented and any perceived barriers in the recruitment/hiring process was completed by 37 of the 90 participants.

October 2012 Obtain feedback from community consultation on recruitment survey Complete

In October 2012 a recruitment survey was sent electronically to all our community partners for distribution to community members. A five-question survey canvassed the community on perceptions about WPS recruitment and hiring practices. The Service received 10 responses to the survey.

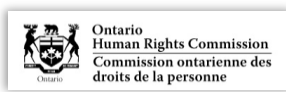
September 2012 Complete a report on barriers in WPS recruitment process Complete

Information was compiled from the above events, and a final report on community consultation related to recruitment was completed. Dan Younan, a Cooperative Education student from Holy Names High School who was assigned to Windsor & Essex County Crime Stoppers for the 2013 winter/spring semester, prepared the report. The report identified three main areas of concern: race, youth, and competitiveness and fairness.

Strategy Lead(s):
Laurie Jacobs, Sergeant, Professional Standards Branch

Ongoing Responsibility:
Inspector, Professional Advancement





Recruitment, Selection, Promotion & Retention

Strategy 9

Conduct internal focus groups with specified groups to determine where concerns of equitability in the Service's internal promotional process exist. The specified groups are:

- Women;
- Racialized minorities;
- Persons with disability accommodations (subgroup for permanently modified duties);
- Comparative group (group based on seniority); and,
- Groups based on age of all employees.

Objectives

Outputs

Within the 3 year duration of the Project

Focus groups are conducted. Gaps and issues are identified. Recommendations are generated based on the information obtained.

Target completion date: October 2012

Outcomes

3 to 5 years after the launch of the Project

WPS has information to help ensure promotional processes and systems are congruent with the goals of human rights.

Outcomes

5 to 10 years after the launch of the Project

WPS is representative of the community across all ranks.

Projected Milestone(s)

Status

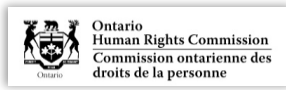
October 2012

Conduct focus groups, identify gaps and issues, and make recommendations Pending

On March 16, 2012 the WPS announced a review of the Sworn Promotional Process. A Promotional Process Committee was formed consisting of members of the WPS and WPA.

One of the first steps taken by the Promotional Process Committee was to canvass the membership for input regarding the promotional process. The canvass was conducted by sending an open letter to





Human Rights Project

Final Report 2014

Recruitment, Selection, Promotion & Retention

the membership requesting feedback.

Project member Inspector Pat Keane, is assigned to the Promotional Process Committee. The committee has addressed and will continue to address human rights issues through consultation with Inspector Keane as it moves forward in developing a new promotional process.

In anticipation of a new promotional process and in light of the recent canvass, the subcommittee elected to put this initiative on hold.

Upon commencement of the development of a new promotional process, consideration will be given to conduct internal focus groups in collaboration with the Promotional Process Committee.

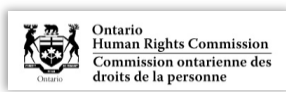
Strategy Lead(s):

Mari Sue Bachmeier, Manager, Human Resources Section

Ongoing Responsibility:

Manager, Human Resources Section





Human Rights Project

Final Report 2014

Recruitment, Selection, Promotion & Retention

Strategy 10

Research the feasibility of internal support networks (ISNs) being developed within the Service and respond appropriately.

Objectives

Outputs

Within the 3 year duration of the Project

Recommendations stemming from the research on ISNs are produced.

Target completion date: January 2013

Outcomes

3 to 5 years after the launch of the Project

Number of people from underrepresented groups applying for internal promotion and remaining in the system is increasing.

Outcomes

5 to 10 years after the launch of the Project

Ranks within the WPS workforce are more reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.

Employee satisfaction, in particular with underrepresented members, is increasing.

Projected Milestone(s)

Status

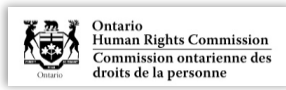
September 2012 **Canvass membership for interest in forming Internal Support Networks** **Complete**

A formal canvass was put on hold over the summer as members had recently been canvassed on several other issues. In the fall of 2012 an informal canvass of officers by Constable Mike Akpata found there is interest in organizing a black officer's internal support network.

August 2014 **Complete Directive on Internal Support Networks** **Complete**

Initially the subcommittee was to make a recommendation to include a reference to ISNs in the Human Rights Directive, which outlined policy





Human Rights Project

Final Report 2014

Recruitment, Selection, Promotion & Retention

and/or procedures related to the development and support for ISNs within the Service.

After review of this initiative, the subcommittee instead developed an Internal Support Networks directive, which includes policy related to ISNs. The policy states the Service is committed to ensuring that a range of support mechanisms are in place within the organization and that Members are provided with a working environment which is free from discrimination, harassment, victimization and all forms of inappropriate and unfair treatment.

The aim of the policy is to outline, emphasize, and ensure that Service members are aware of the range of support available to them as well as to encourage members to form ISNs.

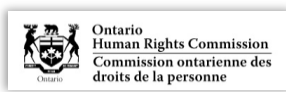
Strategy Lead(s):

Michael Akpata, Constable, Financial Crimes

Ongoing Responsibility

Inspector, Quality Assurance & Audits





Recruitment, Selection, Promotion & Retention

Strategy 11 (combined with Strategy 12 & 13)

Review current formal internal mentoring system, identify gaps, and make recommendations for improvement.

Strategy 12

Review access to developmental opportunities throughout the Service (i.e. job shadowing, training), with particular attention to underrepresented groups.

Develop initiatives, improve current strategies, and/or make recommendations regarding access to developmental opportunities throughout the Service.

Strategy 13

Review the processes and strategies currently used for internal promotion recruitment and identify gaps.

Develop initiatives, improve current strategies and processes, and/or make recommendations regarding internal promotion recruitment.

Objectives

Outputs	Within the 3 year duration of the Project
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Recommendations are made for:

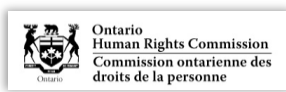
- Internal mentoring
Target completion date: January 2013
- Developmental opportunities
Target completion date: September 2013
- Promotion recruitment
Target completion date: September 2012

Outcomes	3 to 5 years after the launch of the Project
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WPS has information to help ensure promotional processes and systems are congruent with the goals of human rights.

Promotional support processes are congruent with the goals of human rights i.e. inclusive, equitable etc.





Human Rights Project

Final Report 2014

Recruitment, Selection, Promotion & Retention

Number of people from underrepresented groups applying for internal promotion and remaining in the system is increasing.

Outcomes | 5 to 10 years after the launch of the Project

WPS members are more reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.

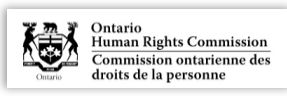
Employee satisfaction, in particular with underrepresented members, is increasing.

Projected Milestone(s)	Status
<p>January 2013 Make recommendations for the internal mentoring program, developmental opportunities program and the promotion recruitment program</p> <p>These programs have been included in identified strategic initiatives and committees are presently addressing these programs. The committees will be reviewing the programs and making changes or recommending changes to the programs.</p> <p>Instead of duplicating the work of the committees identified above, members of the Human Rights Project will review the committees' work upon completion for compliance with the <i>Human Rights Code</i> and make recommendations.</p>	<p>Pending</p>

Strategy Lead(s):
 Pat Keane, Inspector, Major Crime Section
 John St. Louis, Superintendent, Investigative Services Division

Ongoing Responsibility:
 Manager, Human Resources





Accountability

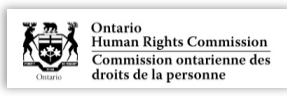
Accountability

The mandate of the Accountability Subcommittee is to ensure that the current and future policies, procedures, and directives of the Windsor Police Service are in compliance with the Ontario *Human Rights Code* such that all members of the service are effectively held accountable to the requirements of the *Code*. Also, to guide the development and implementation of specific measurable and achievable performance indicators to measure compliance with change initiatives.

Situation

1. The Windsor Police Service needs an overarching human rights directive, which includes policy and procedures, to guide the activities of the Service to ensure compliance with the Ontario *Human Rights Code*. Creating a guiding human rights policy will increase awareness among Service members on human rights issues.
2. Windsor Police Service governance needs to be reviewed to ensure that all policies, procedures, and directives are in compliance with the Ontario *Human Rights Code*. Ensuring that Service governance is in compliance with the *Code* will minimize internal and external complaints that have a human rights component.
3. The Windsor Police Service needs to review the job descriptions of civilian and sworn positions to ensure that they include components that focus on and require compliance with the Ontario *Human Rights Code*. Including a human rights component within the job descriptions of every position within the service will promote awareness and accountability regarding human rights issues.
4. The Windsor Police Service needs to create a central repository to collect data in relation to internal and external complaints that have a human rights component. A central repository will provide a baseline by which the Windsor Police Service can assess future complaints that have a human rights component, increasing the accountability of the Windsor Police Service.





Human Rights Project

Final Report 2014

Accountability

Strategy 1

Develop an overarching human rights directive to guide the activities of the Service to ensure they are compliant with the Ontario *Human Rights Code*.

Objectives

Outputs Within the 3 year duration of the Project

A Human Rights Directive is created in consultation with OHRC.
Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

The Human Rights Directive is implemented.
 WPS complies with human rights legislation.
 All members comply with directives.

Outcomes 5 to 10 years after the launch of the Project

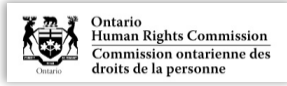
WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.
 Fiscal liability from internal and external complaints is reduced.
 Internal and external complaints with a human rights component are reduced and resolved in a timely fashion (taking into account that an initial spike in complaints is likely to be experienced as trust and understanding of the process improves).
 The Human Rights Directive continues to be monitored, implemented, and improved upon.

Projected Milestone(s)

Status

January 2012	Consult other police services for Human Rights Policy documents	Complete
April 2012	Begin development of the Directive	Complete





Human Rights Project

Final Report 2014

Accountability

February 2014 **Complete overarching human rights directive** **Complete**

A Human Rights Directive was drafted in consultation with the OHRC and WPS Quality Assurance & Audits Section (QA&A). The directive includes policy and procedure relating to human rights in the workplace and human rights as a service provider.

The directive was implemented on October 4, 2013.

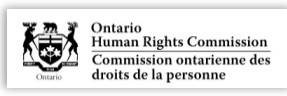
Strategy Lead(s):

Susan Gagnon, Manager, Information and Technology Section
Staff Sergeant Brad Hill, Criminal Intelligence Unit

Ongoing Responsibility:

Inspector, Professional Standards Branch
Inspector, Quality Assurance & Audits





Human Rights Project

Final Report 2014

Accountability

Strategy 2

Identify and review relevant Directives to be reviewed to ensure they are clear and consistent and do not conflict with the Ontario *Human Rights Code*.

Recommend Directive changes and development to address any identified gaps.

Objectives

Outputs Within the 3 year duration of the Project

All Directives are reviewed and assessed for their Human Rights impact level. Documentation will include the human rights impact level, the stakeholders to be consulted during a Directive review and comments/recommendations relating to possible human rights issues.

A Directive review checklist is developed for human rights issues to be included in the Directive review/development package and used during Directive development and review to ensure Directives are clear and consistent, and do not conflict with the Ontario *Human Rights Code*.

Recommendations for Directive changes or development are made to address any identified gaps.

Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

All Directives are reviewed to ensure compliance with the *Human Rights Code*.

All Directives comply with the Ontario *Human Rights Code*.

All members comply with Directives.

Outcomes 5 to 10 years after the launch of the Project

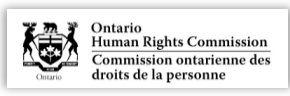
Windsor Police Service identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)

Status

April 2012	Identify relevant Directives to be reviewed All Service Directives were identified as needing	Complete
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Accountability

review to ensure compliance with the *Code*. Due to the number of Service Directives, it would not have been possible for the subcommittee to conduct a review of all Directives during the life of the Project.

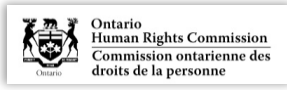
Instead, the subcommittee developed a checklist process to be used in the regular review of all Service Directives to identify potential human rights issues. By the end of a three year period each Directive would be reviewed with a human rights lens, as per the Directive review schedule.

The subcommittee:

- Assessed and documented all Directives for human rights impact level. They included human rights comments and recommendations relating to possible issues and stakeholders to consult during a review. The document is used during Directive reviews.
- Developed a Directive review checklist for human rights issues to include in the Directive review/development package and use during Directive development and review.
- Selected one Directive to review using the Directive review checklist and obtain feedback from OHRC.

June 2012	Assess and document all Windsor Police Service Directives for human rights impact level	Complete
June 2012	Select one Directive to review and use to develop a Directive review checklist The Prisoner Care & Control Directive was selected for review.	Complete
July 2012	Develop Directive review checklist and review Prisoner Care & Control Directive	Complete
October 2012	OHRC review of Prisoner Care & Control Directive and accompanying Directive Review Checklist	Complete
April 2013	Revise Prisoner Care & Control Directive based	Complete





Human Rights Project

Final Report 2014

Accountability

on feedback and finalize Directive Review Checklist

June 2013	Recommend changes to the Prisoner Care & Control Directive to the Responsible Manager	Complete
	The recommendations have been submitted for approval.	
August 2013	Include Directive Review Checklist in Directive Development and Review Package	Complete
	The checklist has been included in the package used during the regular review of all Service Directives. This ensures human rights concerns are taken into consideration during future reviews of all Service Directives.	
January 2014	Review of additional Directive according to priority list	Incomplete
	Due to workload and staffing issues, the subcommittee was not able to review an additional Directive.	
September 2014	Inclusion of a reference to the Ontario Human Rights Code and the Service Human Rights Directive in all Service Directives	Complete
	The statement below is being included in all Service Directives as they are reviewed. All Service Directives will include this statement by the end of 2015 according to the Directive review schedule.	
	This directive shall consider provisions of the Ontario Human Rights Code to prevent and address human rights issues, and shall follow the Human Rights Policy directive.	

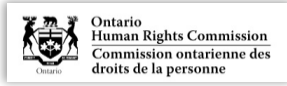
Strategy Lead(s):

Staff Sergeant Geoff Dunmore,
Professional Advancement
Constable Jason DeJong, Patrol
Services

Ongoing Responsibility:

Inspector, Quality Assurance & Audits





Human Rights Project

Final Report 2014

Accountability

Strategy 3

Review and recommend changes to the job descriptions for all positions within the service to ensure a component of the description addresses human rights issues and requires compliance with the Ontario *Human Rights Code*.

Objectives

Outputs Within the 3 year duration of the Project

All positions within the service include a component that addresses human rights issues and requires compliance with the Ontario *Human Rights Code*.
Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

Every WPS member understands how human rights related Directives are enacted in their job.

Every WPS member is accountable to comply with human rights related Directives.

Outcomes 5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)

Status

November 2012 Consult with OHRC, OPC and WPSB Complete

February 2014 Review and recommend changes to job descriptions for all positions within the Service Complete

The subcommittee has submitted recommendations for approval regarding the addition of statements addressing human rights issues and requiring compliance with the *Code* to WPS job descriptions.

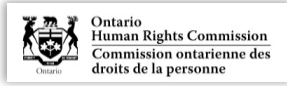
Strategy Lead(s):

Inspector Rick Facciolo, Quality Assurance & Audits

Ongoing Responsibility:

Manager, Human Resources





Human Rights Project

Final Report 2014

Accountability

Strategy 4

Develop communications and training to promote awareness of Directive changes to Windsor Police Service members.

Objectives

Outputs Within the 3 year duration of the Project

Communications and training are developed and delivered.
Target completion date: September 2013

Outcomes 3 to 5 years after the launch of the Project

Every member of WPS is aware of and familiar with human rights related directives.

Outcomes 5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)

Status

September 2013 **Develop communications and training to promote awareness of directive changes to WPS members** **Complete**

The Service currently has a process to advise members of changes to Directives, which creates awareness among members of Directive changes. If needed, the subcommittee will develop further communications and training relating to Directive changes throughout the duration of the Project.

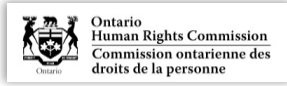
Strategy Lead(s):

Pamela Mizuno, Sergeant, Special Project

Ongoing Responsibility:

Inspector, Quality Assurance & Audits





Human Rights Project

Final Report 2014

Accountability

Strategy 5

Research a method and medium to be used to collect and store data related to all internal and external Service complaints that have a human rights component.

Strategy 6

Develop policy and procedures to collect, store, analyze, and report data related to all internal and external Service complaints that have a human rights component.

Objectives

Outputs	Within the 3 year duration of the Project
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Research is conducted and recommendations are made regarding the collection of information related to complaints with a human rights component in a central repository. The recommendations will include: the information to be collected, and policy and procedure related to the collection, storage, analysis and reporting of the information.

Target completion date: February 2013

Outcomes	3 to 5 years after the launch of the Project
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Performance and discipline incidents related to compliance with human rights related Directives are tracked, addressed in a timely manner, and reduced.

Outcomes	5 to 10 years after the launch of the Project
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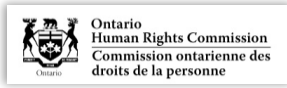
WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Fiscal liability from internal and external complaints is reduced (taking into account that an initial spike in complaints is likely to be experienced as trust and understanding of the process improves).

Projected Milestone(s)	Status
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August 2012	Identify current data collection processes for receiving and recording internal and external complaints	Complete
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Human Rights Project

Final Report 2014

Accountability

Human Resources, Administration, PSB, and other various areas within the Service that receive internal and external complaints were consulted to determine how complaints are received and recorded.

August 2012 **Determine what information needs to be compiled in a registry for complaints with a human rights component** **Complete**

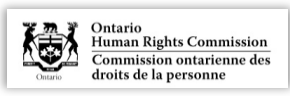
April 2013 **Make recommendation to Senior Leadership Team re: information to be collected in a central repository for human rights complaints** **Complete**

As the Service is currently in the process of researching alternative methods to record complaints, the subcommittee will only make recommendations on the collection, recording and reporting of internal and external complaints that have a human rights component. These recommendations have been submitted for consideration as the Service moves forward with its initiative and may be included in any new processes for recording and reporting on complaints.

Strategy Lead(s):
Constable Jason DeJong, Patrol Services

Ongoing Responsibility:
Inspector, Professional Standards Branch





Public Liaison

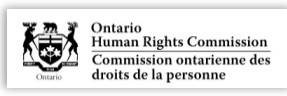
Public Liaison

The mandate of the Public Liaison Subcommittee is to guide the development of strategies and initiatives that raise public awareness of human rights and responsibilities relating to police services and to improve the Service's relationship with the community, facilitating better policing and effective fulfillment of human rights obligations.

Situation

1. The Windsor Police Service lacks an ongoing formal process to consult with the community on specific issues such as human rights. A formal community consultation process will provide a forum for the Service to consult with the community about human rights issues, increase public awareness about human rights responsibilities relating to police services, and reinforce the Service's commitment to human rights.
2. The Windsor Police Service has gaps in its communications relating to the use of terms consistent with human rights standards and the provision of service in multiple languages, including American Sign Language (ASL). By addressing these gaps, the Service will remove communication barriers and improve its relations with the community.
3. The Windsor Police Service needs to determine if the outreach strategies it uses to communicate with individuals or groups that lack many conventional communication tools are sufficient. If the outreach strategies are not sufficient, the Service needs to improve or create new strategies so its communications have the potential to reach all members of the community.
4. The Windsor Police Service needs to improve its current electronic communication to reinforce the Service's commitment to human rights issues, increase public awareness of our commitment, and provide another layer of accessible communication to the community.
5. The Windsor Police Service needs to expand its chaplaincy program to provide more diverse religious leadership to current and prospective Service members, reinforcing the Service's commitment to human rights. The expansion of the chaplaincy program will also help to enhance the relationships between the Service and diverse religious groups within the community.





Human Rights Project

Final Report 2014

Public Liaison

Strategy 1

Research and develop an ongoing formal community consultation process to support human rights and equity concerns.

Objectives

Outputs Within the 3 year duration of the Project

Formal community consultation process is established.

Feedback from the consultation process is used to support the Project.

Formal community consultation process is ongoing and supports human rights and equity concerns.

Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

Communication barriers with the public are removed.

Relationships and communications with the public re: human rights are established.

Public awareness of human rights and responsibilities relating to police services is increased.

Service members' awareness of community demographics, needs, and concerns related to human rights, and assets/resources available to the community and police to address human rights concerns is increased.

Outcomes 5 to 10 years after the launch of the Project

Relationships and communications with the community are improved.

Public awareness of the Service's commitment and responsibilities regarding human rights is increased.

WPS is responsive to community, needs, and concerns related to human rights.

WPS uses community assets/resources to address human rights concerns.

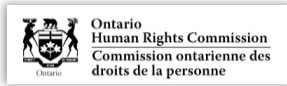
Projected Milestone(s)

Status

January 2012 Consult other police services

Complete





Human Rights Project

Final Report 2014

Public Liaison

May 2012 Assess past practices of the Service Complete

Information was received from internal and external sources that several years ago the Service held some consultation sessions at the Windsor Public Library. The consultation sessions were discontinued for reasons unknown. The subcommittee was unable to locate any information related to these sessions.

The Service continues to hold public consultation sessions in the development of the Service's Business plan.

January 2012 Conduct community outreach session Complete

The first community consultation sessions held in 2012 involved 45 participants from various community organizations. The sessions provided participants with general Project information. The feedback received from the participants was compiled in a report on the session.

May 2012 Conduct community outreach session Complete

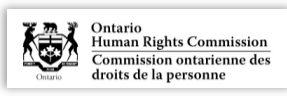
The second community consultation session involved 46 participants from various community groups and the general public. The sessions focused on five issues, but only the issue of future community consultation sessions was discussed in depth. A large amount of feedback was received, including information pertaining to who should be involved in the consultations and the human rights areas to be addressed. The feedback from this session will be used in the development of the formal community consultation process. The feedback was compiled in a report on the session.

May 2013 Conduct community outreach session Complete

The 2013 community consultation session involved 35 participants from various community groups and the general public.

February 2014 Establish formal community consultation process Complete





Human Rights Project

Final Report 2014

Public Liaison

The feedback obtained at the Community Consultation sessions was used in the development of a formal Community Consultative Meetings Directive. The Directive has been drafted and submitted for approval.

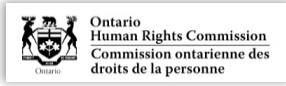
Strategy Lead(s):

Jim Farrand, Staff Sergeant,
Professional Standards Branch
Tammy Fryer, Staff Sergeant, Patrol
Services
Lori Powers, Director, Emergency 911
Centre

Ongoing Responsibility:

Inspector, Quality Assurance & Audits





Public Liaison

Strategy 2 (combined with Strategy 5 & 7)

Determine the written Service communications to be selected for translation and the languages to be provided.

Strategy 5

Develop a plan to provide translation for written and oral communications in languages which are not provided for by the Windsor Police Service.

Strategy 7

Develop policy and procedures on written communications.

Objectives

Outputs

Within the 3 year duration of the Project

Written Service communications to be translated and the languages to be provided are determined.

Target completion date: September 2012

Directive on communications is developed.

Target completion date: February 2014

Outcomes

3 to 5 years after the launch of the Project

More written communications are provided in languages that are prevalent in the community.

WPS members are aware of and comply with Directive.

WPS communications are current, and continue to reflect community needs.

Outcomes

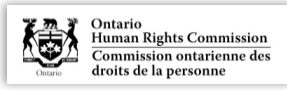
5 to 10 years after the launch of the Project

WPS provides linguistically accessible policing services.

WPS ability to work cross culturally is improved.

WPS has the ability to respond appropriately diverse language needs.





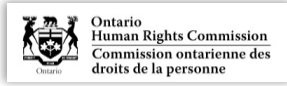
Human Rights Project

Final Report 2014

Public Liaison

Projected Milestone(s)		Status
February 2012	<p>Determine the top languages in Windsor</p> <p>Top languages were determined after consulting with Multicultural council of Windsor and Essex County and statistics from Language Services used for WPS interpretation.</p>	Complete
March 2012	<p>Identify all written Windsor Police Service communications that are available or distributed to the community</p> <p>The Guide to Police Practices pamphlet published by the Service is available in 7 languages other than English.</p> <p>Assistance to Victims of Crime pamphlet published by the Service is only available in English.</p> <p>The Community Services Unit distributes other written communications. These are communications produced by other organizations and are available only in English.</p>	Complete
April 2012	<p>Selection of brochure for translation and printing/distribution of selected brochure</p> <p>The Emergency 911 brochures were selected for translation into 6 languages, Simplified Chinese, Arabic, Italian, Somali, Spanish, and French. The brochures were printed and are available at the Service and on the Service website.</p>	Complete
February 2014	<p>Develop a Communications Directive</p> <p>A Communications Directive will encompass Public Liaison Strategies 2, 5 and 7. The Directive may include policy related but is not limited to:</p> <ul style="list-style-type: none"> • Review of languages most frequently requiring translation • Review of languages for which the Service currently provides translation • Written communications • Language translation services 	In-Progress





Human Rights Project

Final Report 2014

Public Liaison

A draft Directive will be authored, which will address Service communications.

Strategy 2 Lead(s):

Lori Powers, Director, Emergency 911 Centre
Tammy Fryer, Staff Sergeant, Patrol Services

Ongoing Responsibility:

Inspector, Quality Assurance & Audit

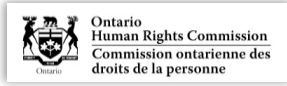
Strategy 5 & 7 Lead(s):

Jim Farrand, Staff Sergeant, Professional Standards Branch

Ongoing Responsibility:

Inspector, Quality Assurance & Audits





Public Liaison

Strategy 3

Provide Windsor Police Service main office, detention unit, professional standards branch, and collision reporting centre staff with the ability to communicate in different languages, through the use of a telephone language translation service and video interpretation service for ASL.

Educate members on the availability and use of multi-language communication.

Objectives

Outputs Within the 3 year duration of the Project

Telephone and video translation services are available in the main office, detention unit, professional standards branch, and collision reporting centre.

Target completion date: April 2012

Windsor Police Service members are trained in the use of the translation services.

Target completion date: June 2012

Outcomes 3 to 5 years after the launch of the Project

Language line is implemented, training is completed and services are accessed.

Outcomes 5 to 10 years after the launch of the Project

WPS has the ability to respond appropriately to diverse language needs.

Projected Milestone(s)

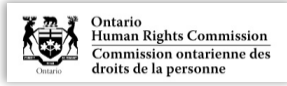
Status

April 2012 Translation services are available for WPS Complete

headquarters main office, detention unit, traffic unit, E911 Unit, professional standards branch and collision reporting centre through the telephone language translation service

The language line provides officers with the ability to communicate through telephone interpretation in over 200 languages. As well, officers can call E911 Centre and request a conference call with Language Services or they can request an interpreter.





Human Rights Project

Final Report 2014

Public Liaison

April 2012 **Video remote interpretation (VRI) is available in WPS main office, detention unit, and the collision reporting centre** **Complete**

Due to technical difficulties, VRI was not available in the Detention Unit until December 2012.

June 2012 **Complete training for all WPS patrol services, detention unit, traffic unit, professional standards branch and collision reporting centre members on the use of the telephone language translation service and video remote interpretation where applicable** **Complete**

All of the above-mentioned members received training in the use of the language line and VRI. As well, desk reference cards with instructions for accessing a telephone interpreter and VRI are located in the Main Office, Traffic unit Detention Unit, CRC and PSB and a trouble shooting booklet for VRI is located at designated computer terminals.

VRI training for detention unit members was completed in February 2013.

June 2012 **Awareness campaign for WPS members on the availability of telephone language translation and video remote interpretation** **Complete**

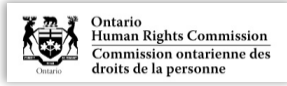
Strategy Lead(s):

Lori Powers, Director, Emergency 911 Section

Ongoing Responsibility:

Director, Emergency 911 Section





Public Liaison

Strategy 4

Educate the community on the availability of multi-language communication.

Objectives

Outputs Within the 3 year duration of the Project

Awareness campaign is developed.

Target completion date: June 2012 – ongoing

Outcomes 3 to 5 years after the launch of the Project

Community members are aware of and access multi-language communication.

Outcomes 5 to 10 years after the launch of the Project

WPS members provide accessible services to all members of the community.

Relationships and communications with the community are improved.

Public awareness of the Service's commitment to human rights is increased.

Projected Milestone(s)

Status

May 2012 **Notify local agencies and members of the DHHSI community on the availability of services** **Complete**

The local Canadian Hearing Society, Windsor Association of the Deaf and local ASL interpreters were advised of the availability of services and were invited to preview and critique the interpretation service.

May 2012 **Media event on the launch of telephone language interpretation and video remote interpretation services.** **Complete**

The media event was well attended by local media resulting in a large amount of local media coverage on the availability of language services at WPS.





Human Rights Project

Final Report 2014

Public Liaison

January 2013 **Use social media and website to make community aware of multi-language communications** **Ongoing**

WPS promoted the on-line reporting service which is available on the Service website in 6 languages on Twitter and Facebook. WPS Social media accounts and website will continue to be used to promote awareness of multi-language services.

July 2013 **Develop and post a video with sign language interpretation on WPS website about E911 centre and the availability of VRI services at Police facilities.** **In-progress**

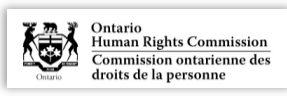
Strategy Lead(s):

Lori Powers, Director, Emergency 911 Section

Ongoing Responsibility

Public Information Officer, Corporate Communications Unit





Public Liaison

Strategy 6

Develop an internal, local language guide.

Objectives

Outputs

Within the 3 year duration of the Project

Language guide is developed.

Target completion date: February 2014

Outcomes

3 to 5 years after the launch of the Project

Windsor Police Service members use appropriate terms when referring to diversity.

Internal and external communications use appropriate human rights language.

Outcomes

5 to 10 years after the launch of the Project

Windsor Police Service relationships and communication with the community is improved.

Projected Milestone(s)

Status

June 2012

Consult other organizations for research and/or best practices regarding the issue of race-based and inclusive language.

Complete

Other police services were consulted and it was challenging to find any information regarding a guide on race-based and inclusive language. Some information was found on-line regarding inclusive language.

June 2012

Consult OHRC for research and/or best practices regarding the issue of race-based and inclusive language.

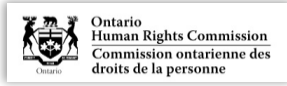
Complete

May 2013

Community consultation on internal language guide

Ongoing





Human Rights Project

Final Report 2014

Public Liaison

The development of an internal language guide was a topic at the community consultation session in May and limited feedback was received from participants.

The community will be consulted on an ongoing basis as information is compiled and posted to the internal Service website.

September 2014 Cultural and Community Services Guide posted Complete on WPS Internal Website

A Cultural and Community Services Guide page has been included on the WPS Internal Website. The page will be populated and updated with information on an ongoing basis.

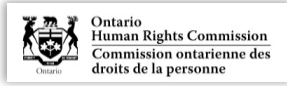
Strategy Lead(s):

Jim Farrand, Staff Sergeant,
Professional Standards Branch

Ongoing Responsibility:

To be determined





Public Liaison

Strategy 8

Identify current Service outreach strategies to groups that lack conventional communication tools and develop initiatives or improve current initiatives to communicate with these groups.

Objectives

Outputs Within the 3 year duration of the Project

Current outreach strategies are identified.

Target completion date: January 2013

Current initiatives are improved and/or initiatives are developed.

Target completion date: January 2014

Outcomes 3 to 5 years after the launch of the Project

Communication with individuals and groups who lack conventional communication tools is improved.

Outcomes 5 to 10 years after the launch of the Project

WPS relationships and communication with the community is improved.

Services are made more accessible for persons who lack conventional communication tools.

Projected Milestone(s)

Status

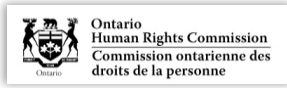
January 2013 **Identify current outreach strategies** **Complete**

January 2014 **Improve and/or develop initiatives** **Ongoing**

Seniors have been identified as a group who may lack conventional communication tools.

Recently the Fraud Unit held several seminars entitled "Securing our Seniors S.O.S". Promotion for this campaign in the downtown core was done through door-to-door distribution of pamphlets, recognizing that many seniors in the area do not





Human Rights Project

Final Report 2014

Public Liaison

have access to conventional communication tools.

The Service also recognized many seniors attend neighbourhood watch meetings and are not aware of the services the WPS provides. To improve outreach to seniors in the community, members of the E911 centre now attend the meetings to provide information as required.

As the need to provide outreach to communities that lack conventional communication tools is identified, the Service is committed to developing strategies to address the need within the community. The Human Rights Project has created an awareness within the Service of the need to provide inclusive, non-discriminatory Service to our community.

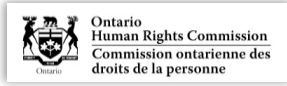
Strategy Lead(s):

Tammy Fryer, Staff Sergeant, Patrol Services

Ongoing Responsibility:

Public Information Officer, Corporate Communications Unit





Public Liaison

Strategy 9

Educate internally and externally on availability of all communication initiatives.

Objectives

Outputs Within the 3 year duration of the Project

Develop training/communications for members on all communication initiatives.

Target completion date: September 2013 and ongoing as needed

Public awareness campaign is completed.

Target completion date: January 2014

Outcomes 3 to 5 years after the launch of the Project

WPS members are aware of communication initiatives.

The Windsor community is aware of and accesses alternative communication mechanisms.

Outcomes 5 to 10 years after the launch of the Project

WPS members provide accessible services to all members of the community.

WPS relationships and communications with the community are improved.

WPS members provide accessible services to all members of the community.

Relationships and communications with the community are improved.

Public awareness of the Service's commitment to human rights is increased.

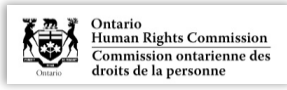
Projected Milestone(s)

Status

September 2013 and ongoing as needed **Develop an internal training/communication strategy on all communication initiatives.** **Ongoing**

As new initiatives are launched, such as the implementation of the language line and VRI, training and communication strategies have been put in place to create awareness and educate members on the availability and use of the new resources.





Human Rights Project

Final Report 2014

Public Liaison

January 2014 **Develop an external awareness campaign of all Ongoing communication initiatives**

As new initiatives are launched, such as the implementation of the language line and VRI, external awareness campaigns have been put in place to create awareness and educate the public on the availability and use of the new resources.

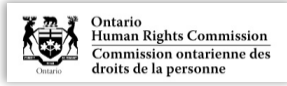
Strategy Lead(s):

Tammy Fryer, Staff Sergeant, Patrol Services

Ongoing Responsibility:

Public Information Officer





Public Liaison

Strategy 10 (combined with Strategy 11)

Develop a plan in collaboration with Special Project members to use current and future electronic communications to:

- Reinforce the Service’s commitment to human rights issues;
- Increase public awareness of our commitment; and,
- Provide another layer of accessible communication to the community.

Strategy 11

Work with Special Project members to identify any gaps during the redesign of the Service’s website relating to human rights language, themes, and content.

Objectives

Outputs	Within the 3 year duration of the Project
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Plan to use electronic communication to reinforce the Service’s commitment to human rights issues is developed.

Target completion date: August 2012

Gaps in website are identified and addressed.

Target completion date: August 2012

Outcomes	3 to 5 years after the launch of the Project
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WPS uses electronic communication to increase public awareness of the Service’s commitment to human rights.

Electronic communication is increased or improved.

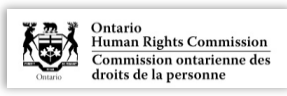
WPS website reinforces the Service’s commitment to human rights.

Outcomes	5 to 10 years after the launch of the Project
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Relationships and communications with the community are improved.

Public awareness of the Service’s commitment to human rights is increased.





Human Rights Project

Final Report 2014

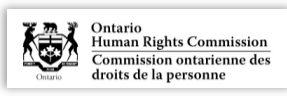
Public Liaison

Projected Milestone(s)	Status
<p>August 2012 Create a Human Rights Project tab on the WPS website</p> <p>There is currently a tab on the WPS website for the Human Rights Project. Information regarding the progress of the Project is posted regularly. The site is also used to promote human rights and/or diversity related Service events.</p>	Complete
<p>August 2012 Use WPS social media accounts to promote human rights and diversity</p> <p>The Service social media accounts have been used to promote Service and other local human rights related events. These events have been communicated to the media through Daily News Releases and Media Advisories. The Service will continue to use these accounts to increase public awareness of its commitment to human rights.</p> <p>In addition, when available, members of Corporate Communications attend local human rights related events so that stories can be posted on the Service websites and/or social media platforms.</p>	Ongoing
<p>April 2013 Create a Human Rights & Diversity view on the Service Facebook page</p>	Complete
<p>May 2013 Identify any gaps during the redesign of the Service’s website relating to human rights language, themes, and content</p>	Complete

Strategy Lead(s):
 Pamela Mizuno, Sergeant, Special Project

Ongoing Responsibility:
 Public Information Officer





Public Liaison

Strategy 12

Expand the Chaplaincy program of the Windsor Police Service.

Objectives

Outputs Within the 3 year duration of the Project

Number/type of Chaplains in the Windsor Police Service is increased.
Target completion date: June 2012

Outcomes 3 to 5 years after the launch of the Project

WPS Chaplaincy program is improved by increasing the number of Chaplains, potentially from various faiths, thereby improving the Service's relationship with its members and the community.

Chaplaincy program is responsive to WPS religious diversity.

WPS members are supported in their faith needs.

Outcomes 5 to 10 years after the launch of the Project

WPS is able to attract and retain a diverse workforce.

WPS relationship with the community is improved.

Public awareness of the Service's commitment to human rights is increased.

Projected Milestone(s)

Status

February 2012	Identify the criteria for selection into the Chaplain program, current WPS program, role and tasks of a Chaplain, and plan for expansion Chaplain Chuck Congram developed a vision for the expansion of the Chaplaincy program as well as a Handbook for WPS Chaplains, which include all of the above-mentioned information.	Complete
February 2013	OHRC review of Vision and Handbook for WPS Chaplains	Complete





Human Rights Project

Final Report 2014

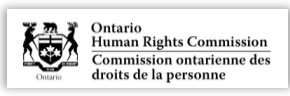
Public Liaison

July 2013	Obtain approval re: Chaplain Handbook and Complete Program Vision	
January 2014	<p data-bbox="467 447 1003 487">Increase number of WPS Chaplains</p> <p data-bbox="467 499 1218 756">Chaplain Chuck Congram has begun the process to recruit new Chaplains for the WPS. He has requested input from Service members for potential candidates and is currently working toward establishing a working group to review and evaluate each of the candidates. It is anticipated the process will be completed in 2015.</p>	In-Progress

Strategy Lead(s):
Chaplain Chuck Congram, WPS

Ongoing Responsibility:
Chaplain Chuck Congram, WPS





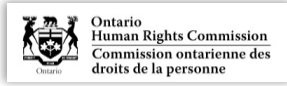
Accommodation

Accommodation

The mandate of the Accommodation Subcommittee is to guide the development of strategies and initiatives so that Windsor Police Service members and members of the community are provided human rights accommodation to the point of undue hardship as required by the *Code* and to aim towards inclusive design of all systems, structures, programs, and initiatives.

Situation

1. The Windsor Police Service does not have an internal or external accommodation policy and procedures. The Service has practices and procedures that it uses to accommodate members, but these processes are not widely known throughout the organization. By developing an accommodation policy, the service will be able to meet the needs of its employees and the citizens it serves.
2. The Windsor Police Service may have deficiencies in providing accessible services to members of the community in accordance with the *Accessibility for Ontarians with Disabilities Act* and the *Ontario Human Rights Code*. Providing accessible services to the community fulfils requirements under Ontario legislation and opens up communication and cooperation with the community.
3. Current Windsor Police Service practices may present barriers to current and prospective members of the service. All Windsor Police Service systems, strategies, programs, and initiatives need to be reviewed to meet the goals of inclusive design, particularly for underrepresented groups within the community and the Service. Identifying and addressing potential barriers within the Service will help to build an equitable and welcoming work environment. Designing inclusively will create a more welcoming environment for members of the community and the Service.



Accommodation

Strategy 1

Develop an accommodation policy and procedures that covers internal and external accommodation in collaboration with the OHRC.

Develop guidelines with the policy and procedures that focus on creed for external accommodation and family status for internal accommodation.

Objectives

Outputs Within the 3 year duration of the Project

Accommodation Directive and accompanying guidelines for internal and external accommodation are developed.

Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

WPS accommodation directive is compliant with the Ontario *Human Rights Code* and the *AODA*.

The number of complaints related to external and internal accommodation is reduced.

Fiscal liability from internal and external complaints is reduced.

Outcomes 5 to 10 years after the launch of the Project

WPS members are accommodated in accordance with the Ontario *Human Rights Code* and the *AODA*.

Members of the public are accommodated in accordance with the *Human Rights Code* and the *AODA*.

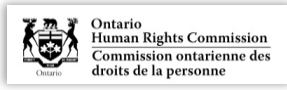
WPS meets the needs of the citizens it serves.

WPS provides a welcoming environment for members of the community.

WPS systems, strategies, programs, and initiatives provided to the public and its employees are inclusive.

WPS attracts and retains a diverse workforce.





Human Rights Project

Final Report 2014

Accommodation

Projected Milestone(s)	Status
March 2012 Consult other police services for Accommodation policies	Complete
July 2012 Conduct internal Accommodation survey	Complete
May 2013 Complete Accommodation Directive An Accommodation Directive was developed and implemented on August 11, 2014. The policy considers accommodation for members of the public and Service members.	Complete
July 2013 Complete Accommodation Guidelines Guidelines attached to the Accommodation Directive for Family Status and Creed were developed and implemented on August 11, 2014.	Complete

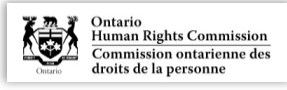
Strategy Lead(s):

Mari Sue Bachmeier, Manager, Human Resources Section

Ongoing Responsibility:

Manager, Human Resources Section





Accommodation

Strategy 2

Review the *Accessibility for Ontarians with Disabilities Act (AODA)* and Regulations as they relate to:

- Physical structures
- Accessibility of patrol response services

Identify and make recommendations to address any gaps in accessibility regarding the Service's physical structures and accessibility of patrol response services.

Objectives

Outputs Within the 3 year duration of the Project

AODA and Regulations are reviewed as they relate to physical structures and the accessibility of patrol response services.

Target completion date: February 2013

Gaps in accessibility regarding WPS physical structures and patrol response services are identified and recommendations are made to address gaps.

Target completion date: February 2013

Outcomes 3 to 5 years after the launch of the Project

Gaps in accessibility are identified and recommendations are scheduled for implementation at Windsor Police Service buildings & structures.

Patrol services are compliant with the AODA and Ontario *Human Rights Code*.

Outcomes 5 to 10 years after the launch of the Project

WPS buildings & structures are fully accessible to all Service members and members of the community.

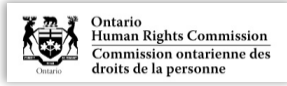
WPS patrol services are fully accessible to members of the community.

Projected Milestone(s)

Status

May 2012	Develop job description for Student Workplace Facility Assessor	Complete
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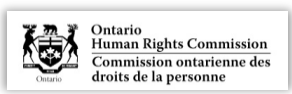
Human Rights Project

Final Report 2014

Accommodation

July 2012	Employ Student Workplace Facility Assessor and begin facility assessment	Complete
January 2013	Complete Report on Workplace Facility Assessment Accessibility Audit of the Windsor Police Service facility is complete and contains recommendations re: the accessibility of Windsor Police Service HQ.	Complete
June 2012	Identify priority areas where accessibility of Patrol Services may be an issue Identified areas include: <ul style="list-style-type: none"> • Transporting persons who require the use of a wheelchair • Detaining persons who require a service animal or support person • Providing service in relation to a person with Alzheimer's or Autism • Providing service to members of the Deaf, Hard of Hearing or Speech Impaired community 	Complete
April 2013	Recommendations re: transportation of persons who require the use of a wheelchair or other aids The subcommittee has consulted other police services and reviewed the <i>AODA</i> . The subcommittee has made recommendations for changes to the Directive(s) and submitted for approval.	Complete
April 2013	Recommendations re: detaining person who require a service animal or support person The subcommittee has consulted other police services and reviewed the <i>AODA</i> . The subcommittee has made recommendations for changes to the Directive(s) and submitted for approval.	Complete
February 2013	Recommendations re: providing service in relation to a person with Alzheimer's or Autism Current programs in place include a local Autism registry, and a National Wandering Persons Registry. No gaps were identified and no	Complete





Accommodation

recommendations are being made.

Update: The WPS has since implemented a Vulnerable Persons Registry in partnership with the Alzheimer Society of Windsor Essex County that promotes communication and gives police quick access to critical information about a registered vulnerable person where the person wanders from their place of safety.

February 2013

Recommendations re: providing service to members of the Deaf, Hard of Hearing or Speech Impaired (DHHSI) community

Complete

The Windsor Police Service has recently implemented several initiatives re: service provision to the DHHSI community:

- Implementation of VRI for ASL
- The Training Group is developing an e-learning package for Windsor Police Service members re: providing service to members of the DHHSI community.
- The Public Liaison subcommittee is creating a video with sign language interpretation on 911 services and the availability of VRI at Windsor Police Service HQ.

At this time no recommendations are being made as the above-mentioned initiatives address the identified gaps.

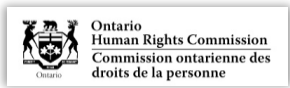
Strategy Lead(s):

Jeremy Souchuk, Forensic Identification Branch
Barry Horrobin, Director, Planning and Facilities Section

Ongoing Responsibility:

Manager, Human Resources





Accommodation

Strategy 3

Develop a plan to conduct ongoing inclusive design reviews related to *Code* ground areas.

Conduct initial inclusive design reviews in relation to:

- Internal dress code;
- Creed as it relates to external services; and,
- Family status as it relates to internal services.

Objectives

Outputs

Within the 3 year duration of the Project

Plan to conduct inclusive design reviews related to code ground areas is created.

Target completion date: February 2014

Initial inclusive design reviews are conducted:

- Dress code
Target completion date: January 2013
- Creed as it relates to external accommodation
Target completion date: June 2013
- Family status as it relates to internal accommodation
Target completion date: June 2013

Outcomes

3 to 5 years after the launch of the Project

Ongoing inclusive design reviews are conducted in *Code* ground areas according to the plan.

Outcomes

5 to 10 years after the launch of the Project

WPS provides inclusive services, facilities, and employment.

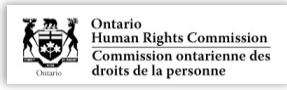
WPS attracts and retains a diverse workforce.

Projected Milestone(s)

Status

November 2011	Complete inclusive design training and consult OHRC on process to conduct inclusive design	Complete
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Human Rights Project

Final Report 2014

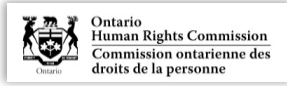
Accommodation

September 2012	reviews	
September 2012	Consult other Services re: Dress Code policies	Complete
April 2013	Conduct internal dress code inclusive design review	Complete
	The Service's internal dress code was reviewed in relation to the <i>Code</i> grounds, and the Dress Code Directive was amended on March 28, 2014 as a result of the review.	
June 2013	Conduct family status inclusive design review as it relates to internal accommodation	Complete
	Guidelines attached to the Accommodation Directive were developed and implemented on August 11, 2014.	
June 2013	Conduct a Creed inclusive design review as it relates to external accommodation	Complete
	Guidelines attached to the Accommodation Directive were developed and implemented on August 11, 2014.	
February 2014	Develop a plan to conduct ongoing Inclusive Design Reviews	Complete
	The WPS Human Rights Directive states that the Service will take steps to advance inclusive design, and to identify, prevent and remove barriers related to <i>Code</i> grounds and the steps should be taken regularly, with the requirement that all <i>Code</i> grounds be covered within a five-year cycle	
	An inclusive design review process checklist was developed to assist in all inclusive design reviews in relation to the <i>Code</i> grounds. This checklist was used in conducting the dress code inclusive design review.	

Strategy Lead(s):
 Carole Forbes, CPIC/Charge Processor
 Pamela Mizuno, Sergeant, Special Project

Ongoing Responsibility:
 Inspector, Quality Assurance & Audits





Human Rights Project

Final Report 2014

Accommodation

Strategy 4

Develop a communications and training to promote awareness of policy, procedure, and directive changes to Windsor Police Service members.

Objectives

Outputs Within the 3 year duration of the Project

Communications and training to promote awareness of changes to Directives related to accommodation are developed.

Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

Communication and training on accommodation Directive changes are delivered.

WPS members are aware of and comply with accommodation Directives.

Outcomes 5 to 10 years after the launch of the Project

WPS provides inclusive services, facilities, and employment.

WPS attracts and retains a diverse workforce.

Projected Milestone(s)

Status

February 2014 **Develop communications and training to promote awareness of changes to Directives regarding accommodation** **Complete**

The Service currently has a process to advise members of changes to Directives, creating awareness among members of Directive changes. If needed, further communications and training related to Directive changes will be developed throughout the duration of the Project.

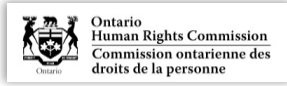
Strategy Lead(s):

Pamela Mizuno, Sergeant, Special Project

Ongoing Responsibility:

Quality Assurance & Audits
Professional Advancement





Training

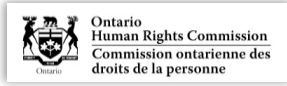
Training

The mandate of the Training Group is to develop a training plan for the Windsor Police Service to continue to provide diversity and human rights training and engage in ongoing professional development of all members of the Service with the goal of providing members with the knowledge, skills, and abilities to provide policing services in a manner which is fully consistent with the non-discrimination requirements of the Ontario *Human Rights Code* and is equitable, professional, respectful, acceptant, and inclusive. Also, to provide training for Windsor Police Service Human Rights Project subcommittee and group members as needed throughout the duration of the Project.

Situation:

1. The Windsor Police Service has implemented organizational wide training to address internal and external complaints made to the Human Rights Tribunal of Ontario and previous to the change to the human rights system, to the Ontario Human Rights Commission.
2. The Windsor Police Service needs to look at its current and past training programs, materials, and curriculum to determine if they are sufficient to address the issues of equity, diversity, and the non-discrimination requirements of the Ontario *Human Rights Code*. Providing current and effective training to Windsor Police Service members in the area of human rights will enable the Windsor Police Service to provide service to the community that is in accordance with the Ontario *Human Rights Code*, with the goal of improving relationships with the public and minimizing the number of internal and external complaints with a human rights component.
3. The Windsor Police Service needs to provide human rights training for subcommittee and group members to enable them to meaningfully participate in and contribute to the Project. Having fully engaged and knowledgeable Project participants will aid in the development of effective and efficient strategies to achieve the goals of the Project.





Training

Strategy 1 (combined with Strategy 2)

Review and evaluate all current training programs, materials, and curriculum provided to new staff and current members of the Service to determine whether issues of equity, diversity, and the non-discrimination requirements of the Ontario *Human Rights Code* are being addressed sufficiently

Develop or expand training programs, materials, and curriculum to ensure that issues of equity, diversity, and the non-discrimination requirements of Ontario's *Human Rights Code* are being addressed sufficiently and on an ongoing basis

Strategy 2

Develop a plan to regularly monitor training programs, materials, and curriculum to determine their effectiveness in meeting their stated objectives.

Objectives

Outputs	Within the 3 year duration of the Project
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Current training programs, materials, and curriculum are reviewed and evaluated.
Target completion date: December 2013

Training programs, materials, and curriculum are developed or expanded.
Target completion date: February 2014

Plan to regularly monitor training programs, materials, and curriculum to determine their effectiveness is developed.
Target completion date: February 2014

Outcomes	3 to 5 years after the launch of the Project
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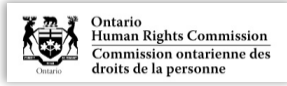
Issues of equity, diversity, and the non-discrimination requirements of the Ontario *Human Rights Code* are being addressed sufficiently and on an ongoing basis within the training provided to Service members.

Training and learning programs, materials, and curriculum are effective and meet their stated objectives.

Outcomes	5 to 10 years after the launch of the Project
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Windsor Police Service members have the knowledge, skills, and attitudes to provide policing services in a manner which is fully consistent with the non-discrimination requirements of the Ontario *Human Rights Code* and is professional,





Human Rights Project

Final Report 2014

Training

respectful, acceptant, and inclusive.

Relationships with the community are improved.

Internal and external complaints with a human rights component are minimized.

Projected Milestone(s)	Status
<p>January 2012 Develop a checklist to evaluate all current training programs, materials, and curriculum provided to new staff and current members of the Service</p> <p>The checklist will be used on an ongoing basis as a tool to monitor the training programs, materials and content and determine the effectiveness in meeting</p>	Complete
<p>December 2013 Evaluate all current training programs, materials, and curriculum provided to new staff and current members of the Service</p> <p>All of the training programs provided by Windsor Police Service to its members during the past year were evaluated using the checklist.</p>	In-progress and Ongoing
<p>February 2014 Develop or expand training programs, materials, and curriculum</p> <p>The training branch has implemented many changes to its programs based on the feedback from the evaluation checklist.</p> <p>An e-learning package re: providing service to the DHHSI community is being developed.</p>	In-progress and ongoing

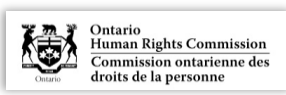
Strategy Lead(s):

Geoff Dunmore, Staff Sergeant,
Professional Advancement
Stefan Jaworiwsky, Constable,
Professional Advancement

Ongoing Responsibility:

Inspector, Professional Advancement





Training

Strategy 3

Provide training to Human Rights Project subcommittee and group members as needed throughout the duration of the Project.

Objectives

Outputs Within the 3 year duration of the Project

Training is provided to Project members as needed throughout the duration of the Project.

Target completion date: Ongoing until the completion of the Project

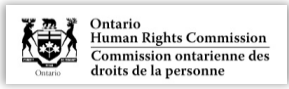
Windsor Police Service Human Rights Project subcommittee and group members have the knowledge, skills, and attitudes needed to meaningfully participate in and contribute to the Project.

Projected Milestone(s)	Status
May 2011 August 2011 Basic human rights training Basic human rights training has been provided to Project subcommittee and group members, members of the Training Branch, Community Services, High School Liaison officers, and many members of the Senior Leadership Team.	Complete
August 2011 Accommodation training	Complete
September 2011 Project strategy training	Complete
September 2011 Toronto Police Service HRPC presentation	Complete
November 2011 Inclusive design training	Complete
April 2012 Policy review training	Complete
September 2012 Inclusive design process	Complete

Strategy Lead(s):

Pamela Mizuno, Sergeant, Special Project





Next Steps

Next Steps

The Windsor Police Service is committed to working in community partnerships to identify, eliminate, and prevent any possible discrimination in its employment practices and its service delivery to Windsor's diverse community.

The WPS HRP has implemented policies and procedures and strategies to ensure the work of the Project continues in the coming years. For example, the review process of Service Directives requires all policies and procedures, which are reviewed at least once every three years, are reviewed with a human rights lens to ensure they are clear and consistent and do not conflict with the Ontario Human Rights Code.

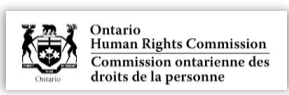
The census policy will ensure the service conducts a census on a regular basis to evaluate the Service's progress toward being reflective and representative of the community it serves.

While the Service has already seen the impact of the Project in the recruitment of female police officers, it is anticipated the full impact of the Service's recruitment initiatives will not be evident for a few years. There are initiatives focusing on high school students who would not be eligible for employment for some years. As well, as members from marginalized or racialized groups are hired, it takes time for them to move through the ranks to diversify the upper ranks of the Service.

The inclusion of human rights themes through all WPS training and the requirement to monitor training programs to ensure that human rights issues are being addressed on an ongoing basis, will assist WPS members to provide services to the public without discrimination.

An analysis of the Project will be undertaken in the upcoming months to evaluate the Project activities, provide recommendations and future directions to consider. The WPS is currently in the process of establishing a partnership with an external organization to conduct the final evaluation of the Project. Once the evaluation is complete the report will be made available to the public.





Contact Information

Contact Information

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Windsor Police Services Board

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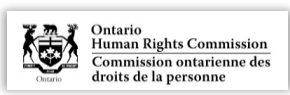
Sponsor Group

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Chief Albert Frederick	WPS
Chief Commissioner Barbara Hall	OHRC
Director Bruce Herridge	OPC
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S/Sgt. Pamela Mizuno	WPS
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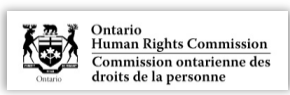
Accountability Subcommittee

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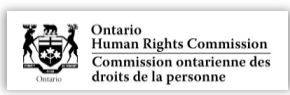
Project Communication Group

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Human Rights Project

Final Report 2014

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