



# DIVERSITY

Ensure our police service is reflective of our diverse communities.

## DIVERSITY

Diversity is about recognizing and acknowledging all of those things that make us different – our work background, experience, education, age, gender, ethnic origin, and physical ability. Our aim is twofold: first, to create an inclusive work environment that maximizes talent by promoting fairness, mutual respect, acceptance, teamwork, and productivity among people; and, second, to ensure our workforce mirrors the community it serves.



### OBJECTIVE 1 – RECRUIT, SELECT, RETAIN AND PROMOTE DIVERSE TALENT

#### Strategies:

- Continue to work towards being reflective of our diverse communities across the organization.
- Enhance recruitment initiatives to encourage outreach to attract a diverse talent pool.
- Enhance orientation for all recruits to ensure their talents are embraced as they transition to the police service.
- Ensure policies and practices related to recruiting, performance management, career development, promotion and retention are barrier-free.

### OBJECTIVE 2 – BUILD DIVERSE COMMUNITY RELATIONS / PARTNERSHIPS TO ENHANCE POLICE SERVICE

#### Strategies:

- Enhance access to services that can be used by diverse groups in Durham Region.
- Enhance positive community relations by working in problem-solving partnerships with individuals, groups, and agencies to better understand the views and needs of communities when addressing issues.
- Encourage the involvement of volunteers / auxiliary police members from diverse backgrounds.

## ORGANIZATIONAL PRIORITIES

### OBJECTIVE 3 – ENHANCE DIVERSITY COMPETENCE AND AWARENESS WITHIN THE POLICE SERVICE

#### Strategies:

- Continue to support a work environment in which members are aware, confident, and sensitive to culture and diversity to ensure police services are responsive to all individuals and communities.
- Continue commitment to diversity across the organization through ongoing communication and demonstrated behaviour.

#### KEY PERFORMANCE MEASURES

- Proportion of members from diverse groups
- Proportion of applicants from diverse groups
- Proportion of members from diverse groups occupying positions of rank
- Assessment of diversity competence and awareness





# SERVICE-WIDE TRANSITION

Facilitate organizational change to ensure our Service is effective, efficient, and accountable.

## SERVICE-WIDE TRANSITION

The Durham Regional Police is committed to continuous learning to improve the performance of all members and enhance services to the public. We strive for personal and professional excellence and continue to invest in the talent of our members.

We aim to achieve a level of performance that exceeds our community's expectations. To this end, through the principles of Problem-Oriented Policing, we will engage in meaningful consultation with our community partners and focus our joint efforts on promoting public safety, preventing and reducing crime, and protecting the public and victims of crime.

### OBJECTIVE 1 – MANAGE OUR BUSINESS EFFECTIVELY

#### Strategies:

- Undertake service-wide review of resources and their allocation to ensure operational and administrative excellence.
- Continue the development of multi-year staffing, financial, facilities and fleet plans that align with the strategic direction of the Service.
- Enhance the resource allocation process so that unit-based strategic plans and budgeted resources align with strategic priorities and goals.
- Develop and implement an integrated system to evaluate and monitor progress towards strategic performance targets and adherence to Service directives.
- Continue the development of an integrated system to archive and monitor projects, committees, risk management issues, and corporate decisions impacting the organization.

### OBJECTIVE 2 – MANAGE AND DEVELOP THE TALENT OF OUR MEMBERS

#### Strategies:

- Continue to educate and encourage members to engage the community in developing innovative problem-solving approaches supported by the principles of Problem-Based Learning.
- Actively recruit best candidates and continue to explore effective retention strategies.
- Make effective use of the career development system and promotional process to ensure our members' potential is developed in line with organizational strategic priorities.
- Continue to promote member well-being through programs that encourage healthy lifestyles.

# ORGANIZATIONAL PRIORITIES

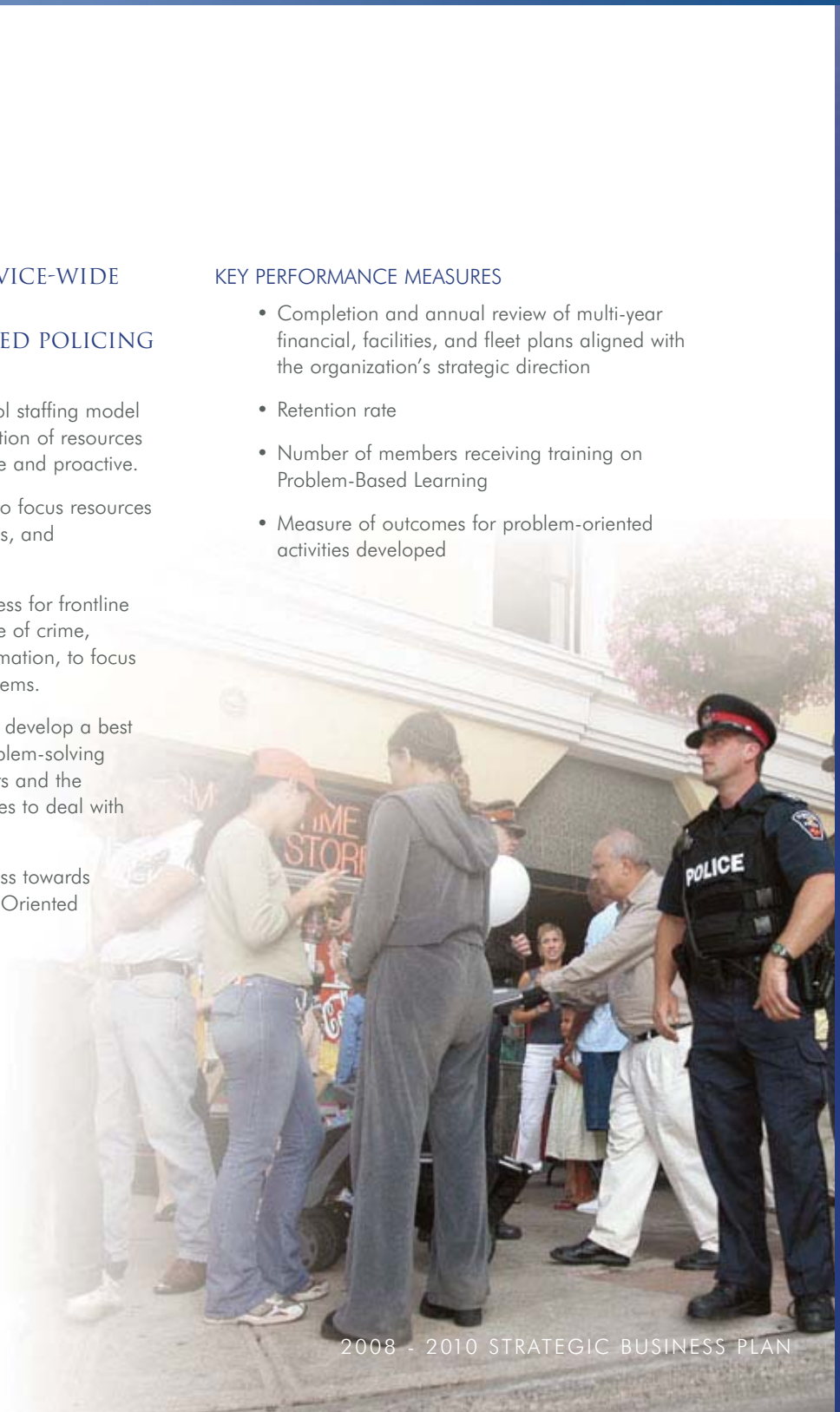
## OBJECTIVE 3 – MANAGE THE SERVICE-WIDE TRANSITION TO PROBLEM-ORIENTED POLICING

### Strategies:

- Implement a stable frontline patrol staffing model that provides for effective distribution of resources to balance activities, both reactive and proactive.
- Enhance crime analysis function to focus resources on problem identification, analysis, and evaluation.
- Enhance the directed patrol process for frontline officers to ensure the ongoing use of crime, disorder and traffic analysis information, to focus proactive time on identified problems.
- Promote information-sharing and develop a best practices knowledge-base of problem-solving initiatives to assist frontline officers and the community in developing strategies to deal with identified issues.
- Continue to communicate progress towards achieving integration of Problem-Oriented Policing into the service delivery model to ensure community and member awareness.

### KEY PERFORMANCE MEASURES

- Completion and annual review of multi-year financial, facilities, and fleet plans aligned with the organization's strategic direction
- Retention rate
- Number of members receiving training on Problem-Based Learning
- Measure of outcomes for problem-oriented activities developed





# INFORMATION MANAGEMENT AND TECHNOLOGY

Effective information management and innovative use of technology to positively impact community safety.

## INFORMATION MANAGEMENT AND TECHNOLOGY

Our intent is to maximize our investment in technology and the sharing of information – both internally and externally – to facilitate effective problem-solving which will improve the safety and quality of life for the residents of Durham Region. We will continue to pursue emerging technologies to improve inter-operability, information-sharing, and public access to police services.

### OBJECTIVE 1 – ENHANCE INFORMATION-SHARING AND REPORTING

#### Strategies:

- Continue to develop management reports to facilitate operational and administrative decisions that are evidence-based.
- Make effective use of information systems to support crime, call, and disorder analysis and improve problem-solving to enhance police service delivery towards community safety.
- Continue to enhance understanding and use of organizational performance indicators for evaluation of police service delivery and supporting infrastructure.

### OBJECTIVE 2 – PURSUE INNOVATIVE INFORMATION MANAGEMENT OR TECHNOLOGY SOLUTIONS FOR MORE EFFECTIVE POLICE SERVICE DELIVERY

#### Strategies:

- Review the integration of information management and technology in conjunction with our key partners and internal stakeholders to improve and sustain productivity and information sharing.
- Develop a service-wide multi-year information management and technology plan that aligns with the organization's strategic direction.
- Continuously explore emerging technologies and ensure evolution of information management systems to enhance police service delivery effectiveness and efficiency.
- Participate in forums at the provincial, national, and international levels to positively influence legislative changes that impact police information management and technology.

## ORGANIZATIONAL PRIORITIES

### OBJECTIVE 3 – SHARE INTEROPERABLE TECHNOLOGY IN THE PUBLIC SAFETY SPECTRUM

#### Strategies:

- Review initiatives to address interoperable technology with police services across Canada.
- Continue to partner with federal and provincial levels for enhanced interoperability of computer and radio systems for public safety in Durham Region.

#### KEY PERFORMANCE MEASURES

- Completion of the multi-year information management and technology plan that aligns with the organization's strategic direction
- Ongoing development of measures and indicators of police operations and workload
- Number of interoperable initiatives reviewed and/or implemented





# EMERGENCY PREPAREDNESS

Ensure that the Service is fully positioned to continue critical policing and systems operations in the event of a major emergency or disaster.

## EMERGENCY PREPAREDNESS

Policing is a 24/7 business. The Durham Regional Police Service recognizes its responsibility to ensure that critical business and operational systems continue to be available to the public, even in the event of a major emergency or disaster.



### OBJECTIVE 1 – ENSURE CRITICAL POLICING OPERATIONS CONTINUE TO BE AVAILABLE

#### Strategies:

- Review and maintain the DRPS Disaster Response Plan to ensure that the Service continues to meet its responsibilities under the Durham Region Emergency Master Plan.
- Maintain and improve plans to continue critical operations in the event of a significant disruption due to a major emergency or disaster.
- Improve member awareness and understanding of roles and responsibilities pursuant to DRPS major emergency/disaster management plans and directives.
- Continue service-wide participation in Regional/Municipal major emergency/disaster training exercises.

### OBJECTIVE 2 – ENSURE BUSINESS CONTINUITY

#### Strategies:

- Conduct a business impact analysis to identify and prioritize critical staff deployment, 9-1-1/emergency communications systems, critical Information Technology systems and components, critical infrastructure and business functions.

## ORGANIZATIONAL PRIORITIES

- Develop a comprehensive business continuity plan, including critical staff deployment, to ensure 9-1-1/ emergency communications capabilities, Information Technology systems, data, facilities and assets remain operational in the event of a major emergency or disaster.
- Explore partnerships with other emergency service providers and relevant external agencies to ensure cost effectiveness through shared resources in business continuity planning.
- Ensure the viability and security of critical systems and infrastructure.

### KEY PERFORMANCE MEASURES

- Participation in training exercises
- Audits on state of readiness

