

Durham Regional Police Service (DRPS)

2012 – 2015 Diversity and Inclusivity Strategic Plan

Prepared by:
Judy Laws, PhD
Senior Associate



CONTENTS

INTRODUCTION	2
EXPLANATION OF THE NATURE OF DRPS'S CHALLENGE.....	3
DRPS' MEMBERS EXPLANATION OF THE CHALLENGE	3
GRAYBRIDGE MALKAM'S EXPLANATION OF THE CHALLENGE	4
A GUIDING POLICY, COHERENT ACTIONS & MEASURES OF SUCCESS	5

INTRODUCTION

The Durham Regional Police Service (DRPS) not only recognizes the importance of being representative of the communities that it serves but wants to create a service where diversity and inclusion becomes part of the way it does business. DRPS started its focus on diversity management with its 2005-2007 Business Plan where they identified the need to create a strategic direction. The goal was to ensure that people who live, work and visit the Durham Region can do so safely and be confident that they will be treated fairly and equally with respect to their different needs. Following this, Graybridge Malkam worked with DRPS to develop its Diversity Strategic Plan for 2005-2010, setting the direction for DRPS in the area of diversity management. Since this Strategy was put into place, the DRPS has seen many successes, demonstrated by its selection as one of Canada's Top 100 Employers by Maclean's/Mediacorp in 2009, 2008 and 2007.

Since the current Diversity and Inclusivity Strategic Plan is coming to an end, the DRPS engaged Graybridge Malkam again to:

- Develop a "Diversity Competence Environmental Scan and Evaluation" to identify DRPS' current level of diversity competence and determine the impact of its diversity efforts since implementing the 2005-2010 Diversity Strategy;
- Prepare a draft 2012-2015 Diversity Strategic Plan; and
- Develop a Future Diversity Training Module.

This report outlines a draft of the 2012-2015 Diversity and Inclusivity Strategic Plan based on the outcomes of the Diversity Competence Environmental Scan and Evaluation.

A good Strategy does more than just urge us to move forward toward a goal or vision; it honestly acknowledges the challenges being faced and provides an approach to overcoming them.¹ Although DRPS' 2005-2010 Diversity Strategic Plan did move the organization forward, it was challenging to achieve given the limited resources assigned to it.

Going forward, it will be important that the 2012-2015 Strategy builds a bridge between desire and immediate objectives that lie within DRPS' grasp. With this in mind, the 2012-2015 Diversity and Inclusivity Strategy will focus the energy and resources of DRPS on a very few, pivotal objectives whose accomplishments will lead to a cascade of favourable outcomes.

A good Strategy includes three crucial elements:²

1. A diagnosis: an explanation of the nature of the challenge. A good diagnosis simplifies the often overwhelming complexity of reality by identifying certain aspects of the situation as being the critical ones.
2. A guiding policy: an overall approach chosen to cope with or overcome the obstacles identified in the diagnosis.
3. Coherent actions: steps that are coordinated with one another to support the accomplishment of the guiding policy.

Hence, DRPS' draft 2012-2015 Diversity and Inclusivity Strategic Plan has been developed following these three crucial elements.

¹ Richard Rumelt, The Perils of Bad Strategy, McKinsey Quarterly, June 2011.

² Ibid.

EXPLANATION OF THE NATURE OF DRPS'S CHALLENGE

DRPS' Members Explanation of the Challenge

As part of the *Diversity Competence Environmental Scan and Evaluation* project, focus group/interview respondents we asked two questions related to the formation of the 2012-2015 Diversity Strategic Plan:

- In your opinion, what are the most pressing diversity related concerns/issues within DRPS currently?
- Where do you suggest DRPS diversity efforts be focused in the 2011-2013 Diversity Strategic Plan? In the short-term? In the long-term?

Respondent's identification of most pressing concerns/issues supported the current state analysis, specifically the need to:

- Develop diversity competence and cultural awareness amongst frontline members,
- Address the lack of representation of diversity at the senior levels and within DRPS, and
- Create concrete actions supported by accurate measurement of diversity competence within the service.

The barriers to address the pressing concerns/issues identified by respondents were also consistent with the overall current state analysis, specifically:

- The need to help members understand what diversity competence means for DRPS and why it is important and
- The recognition that being representative of the diverse community it serves and respectful behaviour at the crutch of DRPS achieving diversity competence.

The short-term and long-term solutions recommended by respondents to be considered in the 2012-2015 Diversity and Inclusivity Strategic Plan included:

- Short-term:
 - Get buy-in from frontline members
 - Continue with community involvement
 - Identify how to measure Diversity Competence and measure it.
 - Grow the diversity office
 - Provide education to members and the community
 - Increase representation of diverse members within DRPS
- Long-term:
 - Consistently meet the expectations of the community and our members
 - Continue to provide resources – financial, data, people, etc.

These suggestions were considered as part of the diagnosis as to what the focus and emphasis of the 2012-2015 Diversity and Inclusivity Strategic Plan should be.

GRAYBRIDGE MALKAM'S EXPLANATION OF THE CHALLENGE

First, DRPS has a commitment to diversity competence on paper i.e. embedded in the 2011-2013 Business Plan and the focus of 2005-2010 Diversity strategy (what we call the head level³). It is evident that they have made great strides towards this commitment i.e. they have followed through with many of the actions identified in the strategy; put many diversity initiatives in place (what we call the heart and hands level). However the only person who seems to be driving diversity wholeheartedly in the organization has been the Diversity Coordinator. True commitment (specifically at hands/will level) at the senior management and on the front line is lacking. Current state analysis pointed to white males (who make up the majority of DRPS members) not seeing themselves as part of diversity hence not engaged. The "What's In It For Me (WIFM)" and reason for increased diversity competence seems to have not resonated with all DPRS members.

Second, the immigrant population living in Durham has increased significantly. For example, the Latin American community in Durham has grown nearly 700% between 2001-2006.⁴ There has also been significant growth in ethnic populations coming from South Asia, Africa and Eastern Europe pointing to trends in the population of visible minorities in the region increasing by nearly 50% between 2001 and 2006.⁵ Further, visible minorities accounted for 57% of the immigrant population growth in Durham over the same five-year period.⁶ It is clear that these trends will continue; Durham can expect an increase of 17% of the immigrant population over the next 5 years (2010-2015) to 153, 574 person or 22% of the total population.⁷

There is recognition, overall, that the immigrant population in Durham is increasing significantly and the need for increased representation of diverse members on the front line and at the senior management level to better serve Durham's diverse community. However the organization continues to struggle to close the gap. Current state analysis pointed to the need to establish trust and rapport with many of the cultural groups residing in Durham. The need for DRPS to represent and engage the diverse community it serves is even more prevalent than in 2005 when the first Diversity and Inclusivity Strategic Plan was created.

There is also a unique opportunity for DRPS to apply its Problem-Oriented Policing approach leveraging diversity. For example, the Royal Canadian Mounted Police have adopted CAPRA, or a model for understanding the *clients* (or *community*) and their needs and expectations, *acquiring* and *analyzing* information, establishing and maintaining *partnerships* for problem solving, *responding* to problems, and continually *assessing* performance. This model leverages the diverse perspectives of officers and community members to solve problems in a diverse community.

Finally, although DRPS has made great strides towards creating an environment of respect and inclusion, there is still room for improvement. Current state analysis indicated that the culture of the organization doesn't make it "socially safe" to be different e.g. LGBT members coming out; inappropriate jokes and behaviour still prevalent in the organization. If DRPS wants to achieve its business objective to "Have an inclusive workforce that promotes learning and values diversity," more work needs to be done to make this happen.

³ Commitment and finding passion can be obtained by addressing three levels – head (thoughts – facts and ideas); heart (feelings – expressed emotions) and hands (will – what is important to the person; what they value).

⁴ Statistics Canada, 2006 Census.

⁵ Ibid

⁶ Ibid

⁷ Statistics Canada, 2006 Census.

A GUIDING POLICY, COHERENT ACTIONS & MEASURES OF SUCCESS

Based on the diagnosis identified above, two strategic goals have been identified for the 2012-2015 Diversity and Inclusivity Strategic Plan:

Strategic Goal A: Gain buy-in and commitment from all members of DRPS, for diversity competence and an inclusive workplace – at an individual level and organizational level – to achieve DRPS' commitment to excellence in service delivery for the Public and DRPS members.

A1: Senior leaders set the tone and commitment for diversity competence through demonstrated behaviour.

A2: All DRPS members, including white males, see themselves as part of diversity.

A3: Invest to ensure that DRPS has informed, committed and diversity competent members.

Strategic Goal B: Engage the community in helping DRPS achieve its Business Plan priorities, specifically with transition to Problem-Oriented Policing and increasing the representation of diverse members in DRPS.

B1: Engage members and the community to address community problems and issues of concern via Problem-Oriented Policing.

B2: Work with community members to change the mindset of those cultural groups which have a negative view of policing, to one of "policing as a reputable career" choice for all diverse groups.

Coherent actions and measures of success can be found for each goal below.

Strategic Goal A: Gain buy-in and commitment, from all members of DRPS, for diversity competence and an inclusive workplace – at an individual level and organizational level – to achieve DRPS' commitment to excellence in service delivery for the Public and DRPS members.	
OBJECTIVE A1	Senior leaders set the tone and commitment for diversity competence through demonstrated behaviour.
Coherent Actions	<ul style="list-style-type: none"> • Identify a diversity and inclusivity vision and well-articulated "diversity and inclusivity dividends"⁸ for diversity and inclusion at DRPS, starting with the senior management team and cascading it down. In support of this, secure a communication strategy and plan that will engage all employees and the public in DRPS' vision and convey the "diversity dividends" for diversity and inclusion at DRPS. • Grow the Diversity and Inclusivity Office. Support the establishment of Diversity and Inclusivity Champions from the Service to help embed diversity and inclusion throughout DRPS. Ensure that all Diversity/Inclusivity Committees and champions have well articulated roles and responsibilities. • Commission a workforce analysis (gender, age, visible minority, disability, Aboriginal, Lesbian, Gay, Bisexual, Transgender (LGBT) and other indicators depending on organizational needs) to gain a better understanding of the representation of diverse group members at all levels within DRPS, in comparison with external representation. After conducting the Workforce Analysis, set diversity goals to increase representation of diverse group members at all levels of the organization. Establish a Strategic Recruitment Committee whose mandate is to identify recruitment initiatives to achieve diversity goals – leadership development programs for diverse members within DRPS, outreach programs, scholarship funds, targeted advertising and career information sessions – directed at the diverse talent pool DRPS is trying to attract and retain. • Institute a Reverse Mentoring Program where senior leaders and identified members are paired with employees from diverse backgrounds i.e. Gen. Y's, LGBT, Person with a Disability, someone from a different culture, etc. to learn about the challenges diverse members' experience. • Introduce accountability into the Annual Performance process for managers/supervisors for setting operational-level diversity goals and engaging in diversity action plans. • Develop a Diversity Scorecard for DRPS. Establish a baseline and ongoing measurement.
Measures of Success	<ul style="list-style-type: none"> • Aggregate scores from Internal Member Survey, specifically Job Satisfaction, Harassment and Discrimination, Job Satisfaction and Wellness. • <i>Opt for Inclusion Assessment</i>TM or "Pulse Polls." • Geographic and demographic representativeness of applications (as data is available). • Percentage of police officer recruits and civilian staff hires from diverse groups. • Demographic data on turnover (voluntary quits and retirement choices). • Presence of diversity and inclusion in recruitment materials, website, etc. • Vibrant Diversity Councils, task forces, etc. • Active involvement of Diversity Champions.

⁸ Diversity dividends can be defined as the benefits/outcomes received as a result of investing in diversity and inclusion e.g. increase in diverse hires, operational problems solved via leveraging diverse perspectives, increased employee engagement and retention, etc.

Strategic Goal A: Gain buy-in and commitment, from all members of DRPS, for diversity competence and an inclusive workplace – at an individual level and organizational level – to achieve DRPS' commitment to excellence in service delivery for the Public and DRPS members.	
OBJECTIVE A2	All DRPS members, including white males, see themselves as part of diversity.
Coherent Actions	<ul style="list-style-type: none"> • Develop a diversity and inclusion awareness strategy aimed at fostering the behaviours and achieving the “diversity dividends” associated with diversity and inclusion. • Conduct a “White Men Are Diverse Too” campaign that includes dialogue sessions and supporting tools, with the intent of obtaining buy-in from men in the WIFM as it relates to diversity and inclusion.
Measures of Success	<ul style="list-style-type: none"> • Aggregate scores from Internal Member Survey, specifically Job Satisfaction, Harassment and Discrimination, Job Satisfaction and Wellness. • <i>Opt for Inclusion Assessment™</i> or “Pulse Polls.” • Demographic data on turnover (voluntary quits and retirement choices). • Demographic data on promotions. • Rewards and recognitions received. • Can see the results in the field i.e. fewer internal & external complaints, access to communities; people feel safe to raise diversity related issues/concerns.

Strategic Goal A: Gain buy-in and commitment, from all members of DRPS, for diversity competence and an inclusive workplace – at an individual level and organizational level – to achieve DRPS' commitment to excellence in service delivery for the Public and DRPS members.	
OBJECTIVE A3	Invest to ensure that DRPS has informed, committed and diversity competent members.
Coherent Actions	<ul style="list-style-type: none"> • Develop and put into action a “Diversity and Inclusion Learning Framework” that includes a solid suite of diversity and educational learning interventions, i.e. understanding the needs and expectations of diverse members, communities, youth, etc.; cross-cultural competence, and respectful workplace training that can be delivered, on a regular basis, across the whole spectrum of DRPS' members. • Train all resources who are involved in the recruitment and selection process in bias-aware interviewing and selection skills to remove any barriers faced by qualified diverse candidates. • Develop a resource library of materials such as online resources and websites, reports, journals, newsletters and videos on topics related to diversity and inclusion that all members can access. • Develop a regularly distributed internal diversity communication highlighting diversity achievements, awards, reports from the Diversity Committee(s), to keep the need for diversity and inclusion “top of mind” for everyone in the organization. Include articles of interest and website links.
Measures of Success	<ul style="list-style-type: none"> • Aggregate scores from Internal Member Survey, specifically Job Satisfaction, Harassment and Discrimination, Job Satisfaction and Wellness. • Number of participants in diversity and inclusion related training programs. • Participant evaluation of diversity and inclusion related training programs. • Presence of diversity and inclusion in internal communications (website, targeted messages, diversity calendar, etc). • Percentage of police officer recruits and civilian staff hires from diverse groups.

Strategic Goal B: Engage the community in helping DRPS achieve its Business Plan priorities, specifically with transition to Problem-Oriented Policing and increasing the representation of diverse members in DRPS.	
OBJECTIVE B1	Engage members and the community to address community problems and issues of concern via Problem-Oriented Policing.
Coherent Actions	<ul style="list-style-type: none"> Educate members and the community on the principles of Problem-Oriented Policing and how it can be used to solve diversity-related challenges. Continue to build positive community relations and work in partnership with individuals, groups and agencies to better understand the problems and issues of concern to both the community and police and to identify the root causes of these problems/issues. Identify a forum and/or process for DRPS and community members to work together to solve problems that involve dimensions of diversity.
Measures of Success	<ul style="list-style-type: none"> Examples of successful innovation in DRPS resulted from Community Based-Problem-Oriented Policing. Violent Crime Severity Index and others (to be identified by DRPS). Can see the results in the field i.e. fewer internal & external complaints, access to communities; people feel safe to raise diversity related issues/concerns. Percentage of community that feel community problems and issues have been solved satisfactorily via Problem-Oriented Policing.

Strategic Goal B: Engage the community in helping DRPS achieve its Business Plan priorities, specifically with transition to Problem-Oriented Policing and increasing the representation of diverse members in DRPS.	
OBJECTIVE B2	Work with community members to change the mindset of those cultural groups, which have a negative view of policing, to one of “policing as a reputable career” choice for all diverse groups.
Coherent Actions	<ul style="list-style-type: none"> Conduct community presentations to help build understanding about the role of policing and what DRPS does for the community. Provide presentations to new Canadians giving information on policing in Canada. Continue to offer and measure the success of the “Youth in Policing” program. Share outcomes internally and externally. Along with this, identify other initiatives such as “Bring a community member to work day,” open house event where community members can come and visit and learn about police work, etc.
Measures of Success	<ul style="list-style-type: none"> Geographic and demographic representativeness of applications (as data are available). Percentage of police officer recruits and civilian staff hires from diverse groups.