

“PUBLIC AGENDA”

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2020 May 06

SUBJECT: Annual Equity, Diversity and Inclusion Report

FILE #: 2,014

ISSUE:

The Saskatoon Police Service (SPS) continues to work towards a workforce that is reflective of the population we serve. This report provides an annual update on the SPS diversity progress and initiatives.

RECOMMENDATION:

That the attached Equity, Diversity and Inclusion report be received as information.

STRATEGIC PRIORITY:

Human Resources Development – one key goal for the SPS is to be reflective of the population we serve. This report provides a 2019 update on this goal.

DISCUSSION:

A diverse workforce includes individuals of different ages, genders, religions, race, ethnicity, cultural backgrounds, languages, sexual orientation and education. Diversity is a key component of any organization's success, and this is especially true of the SPS. Our diverse workforce returns many benefits, including:

- established and expanded trust between law enforcement and the diverse community we serve;
- enhanced empathy and ongoing ability to relate within cultural groups that have similar backgrounds and experiences as members;
- bridged communication gaps; and
- an enriched organizational culture through our improved multi-cultural understanding.

In valuing diversity, SPS continues to target the following underrepresented equity groups as new positions become open:

- women;
- Indigenous peoples;
- visible minorities; and
- persons with disabilities.

The challenge for the SPS and other policing agencies is to communicate with, capture and then attract these employment equity groups to the Service. We must then support them within the Service and allow the culture of policing to expand through their positive inclusion.


ATTACHMENTS:

Attachment 1 – Saskatoon Police Service 2019 Annual Report on Equity, Diversity & Inclusion

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Chief of Police

Dated: May 12, 2020

SASKATOON POLICE SERVICE



2019 ANNUAL REPORT ON EQUITY, DIVERSITY & INCLUSION



MAKING US STRONGER. TOGETHER.





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In valuing diversity, SPS continues to target the following underrepresented equity groups as new positions become open:

- **Women;**
- **Indigenous peoples;**
- **Visible minorities; and**
- **Persons with disabilities.**

The challenge for the Saskatoon Police Service and other policing agencies is to communicate with, capture and then attract these employment equity groups to the Service. We must then support them within the Service and allow the culture of policing to expand through their positive inclusion.



The Saskatoon Police Service approved the initial Employment Equity Plan in 2002.

Since then, the number of **Sworn and Out of Scope** positions has increased from **386** to **585**, or **52%**.

While this staff part of the Service has grown by **52%** since 2002, the Saskatoon Police Service is very proud of the proportional improvement regarding the recruitment and retention of equity groups that significantly exceeded this rate during the same time period, as outlined below:

FEMALE EMPLOYEES

2002 → **80**

↑ **155%**

2019 → **204**

EMPLOYEES WITH DISABILITIES

2002 → **12**

↑ **192%**

2019 → **35**

INDIGENOUS EMPLOYEES

2002 → **30**

↑ **120%**

2019 → **66**

EMPLOYEES WHO BELONG TO VISIBLE MINORITY GROUPS

2002 → **7**

↑ **300%**

2019 → **28**



The following table illustrates the progress made in employment equity from 2002 to 2019.

Overall in 2019, there were a total of **585** individuals that were in either **Sworn or Out of Scope** positions, **293** or **50%** of them were part of at least one of the equity groups.

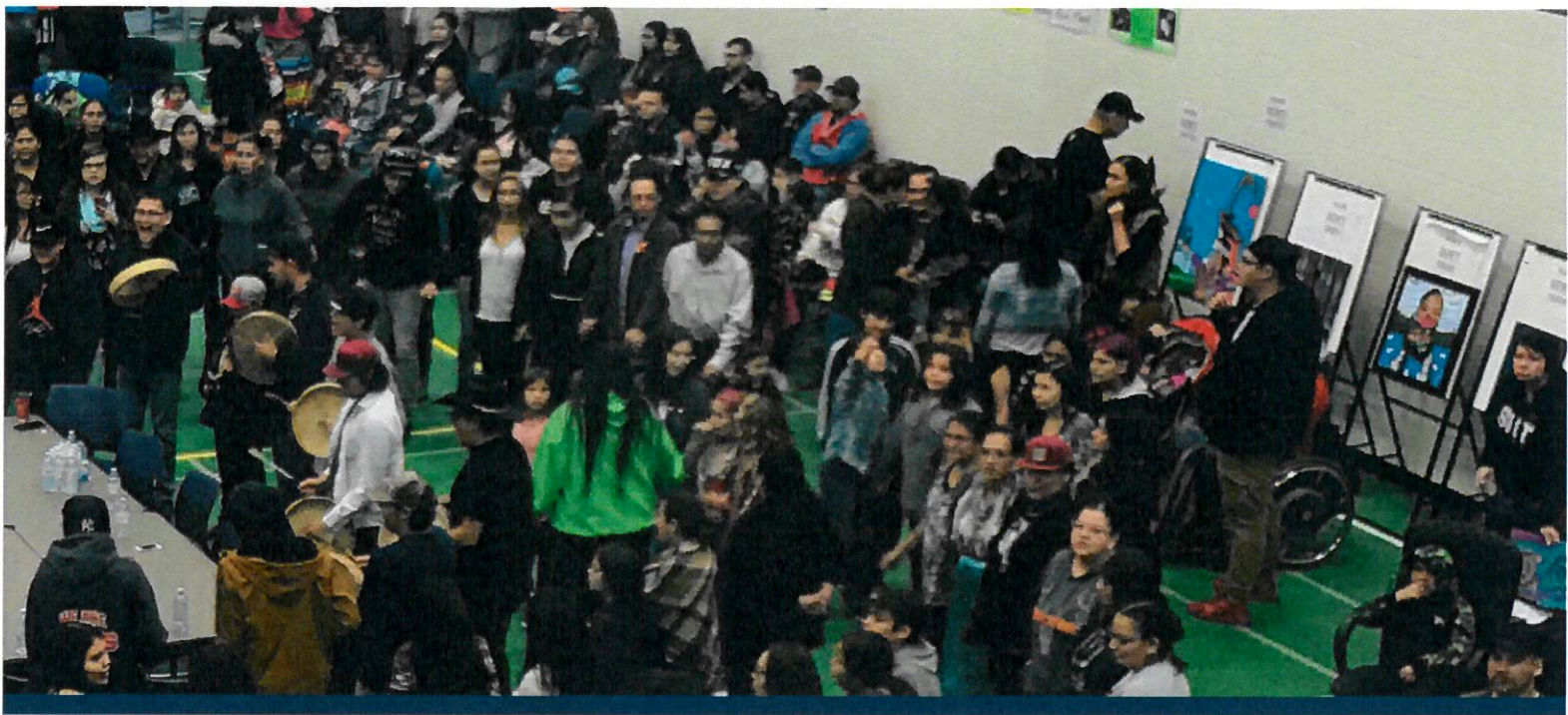
Year	Females	Indigenous	Persons With Disabilities	Visible Minorities	Other Members
2002	80	30	12	7	257
2007	126	42	5	18	286
2008	151	44	7	19	271
2009	157	50	9	19	266
2010	164	52	9	19	267
2011	172	52	11	23	264
2012	178	52	19	23	258
2013	182	53	17	23	261
2014	189	58	23	25	251
2015	188	61	23	24	259
2016	185	62	27	26	257
2017	189	64	30	29	259
2018	193	65	36	28	250
2019	204	66	35	28	252



The following table illustrates the distribution of equity group members by occupational group. It is important to understand the impact diversity has on different levels of the organization, from the front lines to executive level positions.

The occupational groups for the Saskatoon Police Service are defined inside the back cover of this report.

Occupational Groups	Total	Female Employees		Indigenous Employees				Employees with Disabilities				Visible Minority Employees			
		Total	%	F	M	T	%	F	M	T	%	F	M	T	%
Executive	21	4	19.0%	0	2	2	9.5%	0	1	1	4.8%	0	0	0	0.0%
Sergeant and Staff Sergeant	128	28	21.9%	2	13	15	11.7%	1	4	5	3.9%	0	5	5	3.9%
Constables	332	85	25.6%	9	32	41	12.3%	10	11	21	6.3%	1	17	18	5.4%
Special Constables	70	61	87.1%	4	1	5	7.1%	5	1	6	8.6%	3	1	4	5.7%
Exempt Civilians	34	26	76.5%	3	0	3	8.8%	2	0	2	5.9%	0	1	1	2.9%
CUPE 59 Civilians	116	102	87.9%	5	0	5	4.3%	4	0	4	3.4%	7	5	12	10.3%
TOTAL	701	306	43.7%	23	48	71	10.1%	22	17	39	5.6%	11	29	40	5.7%



While significant strides have been made since 2002, the Saskatoon Police Service recognizes that continued and dedicated work is required in our hiring as we continue to work towards the ***Saskatchewan Human Rights Commission (SHRC) 2019 Goals for a Representative Workforce*** in Saskatoon.

Equity Group	2019 SHRC Goals	2019 SPS Actuals
Indigenous People	14.0%	10.1%
Members of a Visible Minority Group	16.8%	5.7%
Persons with Disabilities	22.2%	5.6%
Women	47.0%	*43.7%

*63.4% of the women working at the Saskatoon Police Service are filling roles that are traditionally held by men. (194 out of 306 females) This includes all female sworn members, directors, managers and some senior technical positions.



OUR PLAN TO ACHIEVE A REPRESENTATIVE WORKFORCE

Saskatoon Police Service is committed to growing our representative workforce, one reflective of the community we serve.

Our ongoing focus is dedicated to four key goals, and these will form our building blocks as we work towards attaining SHRC goals for our representative workforce.

- 1. BUILD POSITIVE RELATIONSHIPS AND PARTNERSHIPS WITH COMMUNITY EQUITY GROUPS;**
- 2. EDUCATE AND ATTRACT INDIVIDUALS FROM EQUITY GROUPS TO A CAREER IN LAW ENFORCEMENT;**
- 3. ASSIST INDIVIDUALS IN THE RECRUITMENT PROCESS TO MAXIMIZE THE LIKELIHOOD OF THEIR SUCCESS; AND**
- 4. FOSTER AN EQUITABLE, DIVERSE AND INCLUSIVE WORKPLACE CULTURE.**

GOAL 1: BUILD POSITIVE RELATIONSHIPS AND PARTNERSHIPS WITH COMMUNITY EQUITY GROUPS

Building positive relationships with equity groups is a key building block. We continue to build on this to achieve equity and diversity goals for the Saskatoon Police Service.

This goal focuses on creating a culture of trust, engagement, collaboration and legitimacy between the Saskatoon Police Service and Equity Groups. As the Service continues to nurture and invest in these relationships, we aspire that both current and future generations will begin to see a career in policing as a positive opportunity.

The Saskatoon Police Service has, and will continue to undertake, many new initiatives to foster these positive relationships and build stronger partnerships. Our key initiatives include:

CULTURAL RESOURCE UNIT

This unit strives to provide service based on the core values of the Saskatoon Police Service, to build stronger partnerships and understanding within our community.

Building partnerships with Indigenous people and all culturally diverse communities within Saskatoon will enhance awareness and communication between the Saskatoon Police Service and the community.

In 2019, the Cultural Resource Unit continued working toward accomplishing this goal by:

- Utilizing our Indigenous Relations Consultant to focus on short and long-term strategic planning to enhance Indigenous relations within the community.
- Attending and participating in community activities to maintain a presence and continue to build trust and positive relationships. In 2019, Saskatoon Police Service participated in the following events: the FSIN Powwow, Chinese New Year, annual Muslim, Sikh, Hindu and Jewish celebrations, events within our LGBTQ2S+ community and numerous other powwows, ceremonies, and feasts.
- Providing information on policing to First Nations and Métis organizations such as the Saskatoon Tribal Council, Central Urban Métis Federation Inc., Gabriel Dumont Institute, Saskatchewan Indian Institute of Technology, Dumont Technical Institute, the University of Saskatchewan Aboriginal Justice and Criminology Program, the Aboriginal Police Preparation Program at Saskatchewan Polytechnic and other diverse institutions.
- Planning and delivering recruitment tours to a variety of diverse groups;
- Providing information to the City's growing Ethno-cultural communities through our newcomer agencies such as Newcomer Information Centre, Saskatoon Open Door Society, Global Gathering Place, Saskatchewan Intercultural Association and the International Women of Saskatoon.

INTERPRETER PROGRAM

This initiative aims to improve the quality and timeliness of interpreter services, ensure Charter Rights are fully protected, and to support the effectiveness and efficiency of the justice system. We are proud to state, the Saskatoon Police Service can offer this service in approximately 40 languages.

NEW CANADIAN YOUTH SUMMER PROGRAM

In 2019, in partnership with various settlement agencies, SPS hosted a variety of summer programs for new Canadian youth. The programs wrapped up with an exciting “Diversity Disco” event, which saw over 250 youth and their families from many different backgrounds come to the Saskatoon Police Service’s gymnasium to enjoy the festivities.

THE SASKATOON POLICE ADVISORY COMMITTEE ON DIVERSITY (SPACOD)

Created through recommendations by the Stonechild Inquiry, this committee assists in strengthening relationships with First Nations and Métis People, New Canadians, the LGBTQ2S+ community, persons with disabilities, visual and hearing impairments and intellectual disabilities. SPACOD’s mission is to provide education and serve as a link between the Saskatoon Police Service and the diverse communities of Saskatoon.

THE CHIEF’S ADVISORY COMMITTEE ON FIRST NATIONS AND MÉTIS ISSUES

Consisting of First Nations and Métis Elders, Knowledge Keepers, Cultural Advisors and community members, this committee meets quarterly with the Chief of Police and members of the Saskatoon Police Service to provide the Service with constructive feedback and direction on issues concerning Indigenous communities.

ANNUAL DIVERSITY BREAKFAST

Every March the Saskatoon Police Service hosts a breakfast to commemorate the International Day for the Elimination of Racial Discrimination. The focus of the breakfast is to recognize diversity in the community and within the SPS.

RACE AGAINST RACISM

In addition to raising awareness for diversity, another goal of this event is to provide a positive environment for people of all ages, cultures, religions and ethnic backgrounds to gather and promote an active healthy lifestyle, while encouraging positive police-community relations.

YOUTH ADVISORY COMMITTEE

This committee’s purpose is to locate and target the barriers between police and youth. They are committed to bridging the gap between local law enforcement and young adults through communication and raising awareness of issues that exist within this demographic

WOMEN’S ADVISORY COMMITTEE

This committee is comprised of Indigenous women who represent our community and Indigenous female members of the Saskatoon Police Service who participate to allow their voices to better serve the community. The Circle focuses on actions concerning police-related issues, those that touch the lives of Indigenous women including but not limited to policies, procedures, missing persons, domestic violence, street checks, human trafficking and sexual assaults.

GOAL 2: EDUCATE AND ATTRACT INDIVIDUALS FROM EQUITY GROUPS TO A CAREER IN LAW ENFORCEMENT

Building positive relationships within our community as a whole is an important first step in opening the doors to policing as a career for equity groups.

This goal involves focusing on individuals within these groups that have the potential for a career in law enforcement. The Saskatoon Police Service aims to accomplish this by hosting employment events that provide information and valuable experience. Our ongoing initiatives include:

SASKATOON POLICE PEACEKEEPER CADETS

This program is designed to provide youth with structure, discipline, individual goal setting, and to build the desire to stay in school and participate in organized sports, leadership opportunities and community involvement. In the program, youth work with police officers, volunteers, Elders and community partners while participating in weekly activities.

Volunteerism is an important aspect of any community cadet program as it teaches the importance of giving back to your community. The youth participate in a variety of volunteer opportunities within the community, supporting the ultimate goal of this program - to provide young people with the tools to become positive contributors to society.



CADET ORIENTATION POLICE STUDIES (C.O.P.S.)

This program bridges ethnic and socioeconomic gaps within our community. It is designed to:

- Help build positive relationships with Saskatoon's youth;
- Enhance youth interpersonal skills;
- Create a sense of pride and accomplishment;
- Enable youth to gain a stronger knowledge and understanding of the field of law enforcement; and
- Inspire youth to pursue a career in law enforcement.

During an eight-week program, students are exposed to many different aspects of policing by participating and interacting with various sections of the Service.

NEW CANADIAN INITIATIVES

To aid new Canadians in transitioning to a foreign country, the Cultural Resource Officers assist with Newcomers' integration into Saskatoon by offering education on our traffic and alcohol legislation and common Criminal Code laws. Presentations on employment opportunities within the Saskatoon Police Service are also given to new Canadians. These presentations help to build police legitimacy among our many diverse communities in Saskatoon.

EXXPLORE EMERGENCY SERVICES

This one day showcase is designed to help raise awareness in the community and educate women and girls on the possibilities and dynamic nature of careers in both Police and Fire. The ultimate goal of this well-attended yearly event is to increase the number of female applicants to both professions.

INFORMATION SESSIONS

The Saskatoon Police Service hosts several information nights throughout the year to provide potential candidates with information about the Police Service and the recruitment process. These sessions offer a great opportunity for potential candidates to ask questions and gain a better understanding of a career in law enforcement.

CAREER FAIRS

The Indigenous/Diversity Recruiting Constable and our Recruiting Sergeant attend many career fairs and similar events throughout the province to promote and educate individuals about potential careers in law enforcement.



GOAL 3: ASSIST INDIVIDUALS IN THE RECRUITMENT PROCESS TO MAXIMIZE THE LIKELIHOOD OF THEIR SUCCESS

Once candidates have been identified as being interested in a career in policing and given they are a good fit from the Saskatoon Police Service perspective, the Service takes pride in being able to provide support to these candidates to maximize their likelihood of success in the recruitment process. This is accomplished through a variety of initiatives including:

ABORIGINAL POLICE PREPARATION PROGRAM

The Indigenous Recruiting Constable maintains contact with students enrolled in the Aboriginal Police Preparation Program at the Saskatchewan Polytechnic campuses. The program is designed to provide specific training to assist students to be successfully recruited into careers in Municipal, Federal or Indigenous police services.

TREATY FOUR CITIZENS' POLICE ACADEMY

This interactive one-week program in Regina gives participants hands-on experience in various facets of policing. Participants are certified in First Aid and Level "C" CPR and complete some of the testing required in a hiring competition. Participants are housed at Luther College in Regina for one week experience the life of a police recruit at Police College. They attend daily lectures, fitness classes, drill and deportment and receive mentoring daily. 2019 marks the 15th year of this successful program running.

SUMMER STUDENT PROGRAM

The purpose of the Summer Student Program is to offer students an opportunity to observe in detail what policing is like and to help them decide if policing is something they want to do as a career. The program provides a valuable experience that could be beneficial in the recruitment process.

INDIGENOUS RECRUITING CONSTABLE

This position works closely with prospective candidates by answering any questions they may have during the recruitment process. This position also provides opportunities for well-suited candidates to receive feedback and education/tutoring regarding the SIGMA (Written Exam) portion of the recruitment process.





GOAL 4: FOSTER AN EQUITABLE, DIVERSE AND INCLUSIVE WORKPLACE CULTURE

As important as building relationships within the community and recruiting individuals is, having a positive, multi-cultural and accepting workplace culture is another key element to not only recruiting individuals from equity groups to a career in law enforcement - but to retaining them as well. The Saskatoon Police Service provides many supports to achieve this, including:

DIVERSITY TRAINING

In 2017, the Saskatoon Police Service's training section added 13 hours of diversity training to the recruits' mandatory two-week In-Service training program. This also continued in 2018 and 2019. During 2019, the entire police service both sworn and civilian staff, had the opportunity to participate in the Kairos blanket exercise. Throughout all SPS diversity training programs undertaken, participants are encouraged to share their experiences as we work towards creating increased understanding, respect and harmony in our communities.

GENDER NEUTRAL WASHROOM

In the spirit of continuing to promote diversity and inclusion, the Saskatoon Police Service has provided a gender-neutral washroom in the lobby of its headquarters building. This washroom is designated to be a gender-neutral space so that all people feel welcome in our police service.

ELDERS' TEACHINGS AND LUNCH AND LEARNS

In 2019, the Cultural Resource Unit and the Indigenous Relations Consultant continued hosting several noon hour Lunch and Learns to provide cultural educational opportunities. Ethno-cultural community members, Elders and LGBT2S+ community members shared their experiences and teachings with the police service staff and members of the community. These events offer an opportunity to enhance cultural competencies within the Saskatoon Police Service and the community.

SASKATOON POLICE SERVICE TURNOVER RATES 2014 - 2019

Measuring our turnover rate is important. It is a good indicator of whether or not we are recruiting the right people, selecting and hiring the right people, and how good our training programs are.

Turnover is also an indicator of how good we are at creating a culture that makes the right people stay and be committed to being long-term employees within our Service.

We constantly look at how to keep our turnover rates as low as possible and as our charts indicate, the numbers are not of great concern. Each year we continue to compare turnover rates between the general membership and turnover rates within our equity groups.

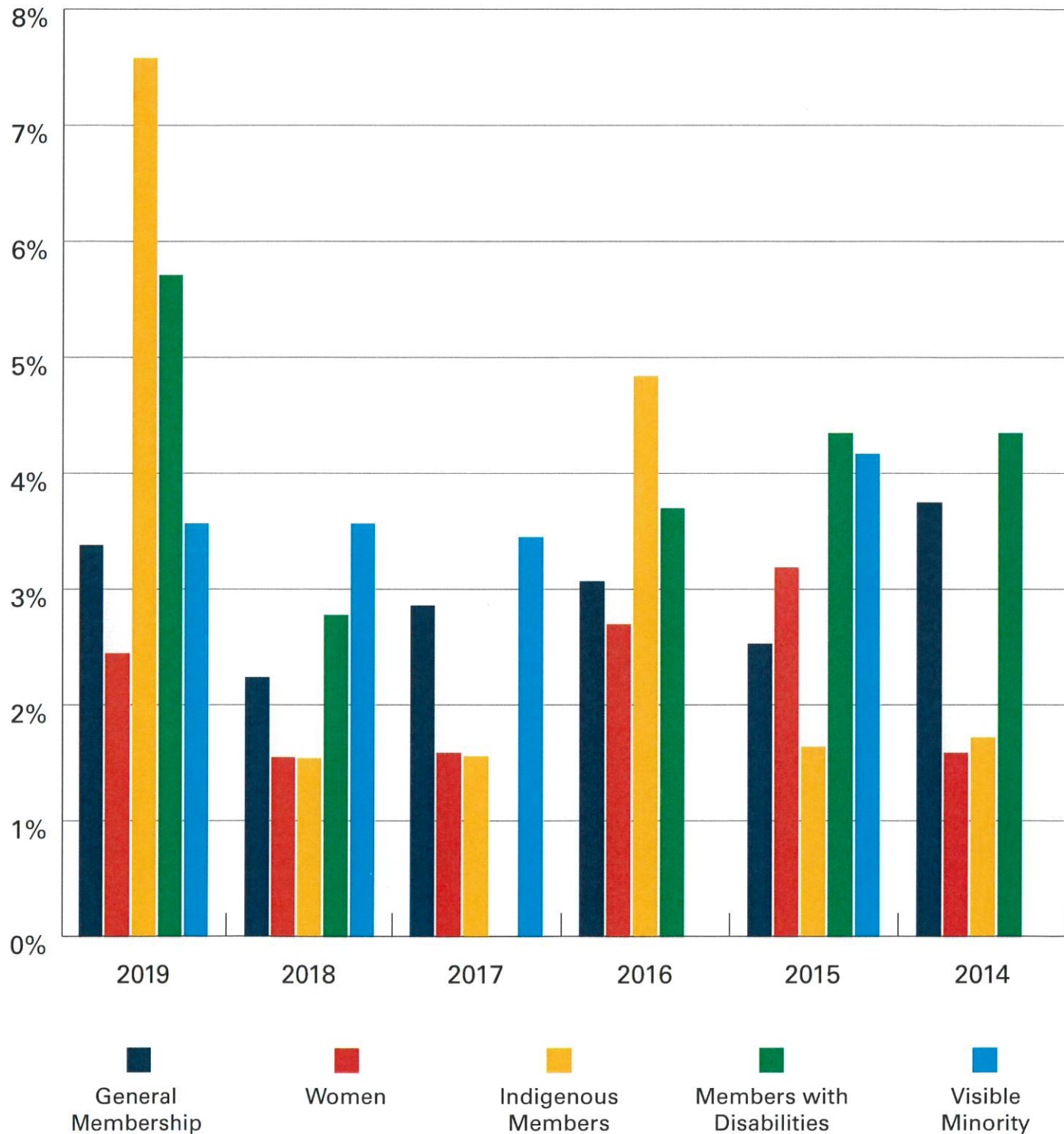
OVERALL, SPS TURNOVER RATES ARE VERY LOW, EVIDENCED IN OUR SIX-YEAR AVERAGE OF 2.97%.

These statistics include Special Constables, Constables, Sergeants, Staff Sergeants and Executive Members. (See inside back cover for occupational group definitions)

SPS TURNOVER RATES

Turnover Rates Year	General Membership	Women	Indigenous Members	Members with Disabilities	Visible Minority
2019	3.38%	2.45%	7.58%	5.71%	3.57%
2018	2.24%	1.55%	1.54%	2.78%	3.57%
2017	2.86%	1.59%	1.56%	0.00%	3.45%
2016	3.07%	2.70%	4.84%	3.70%	0.00%
2015	2.53%	3.19%	1.64%	4.35%	4.17%
2014	3.75%	1.59%	1.72%	4.35%	0.00%

EQUITY GROUPS' TURNOVER RATES 2014 - 2019





The Saskatoon Police Service continues to work towards a workforce that is increasingly more reflective of the diverse community we serve.

Achieving a representative workforce takes time, commitment and a coordinated effort. While significant gains have been made, there are still many challenges ahead. While law enforcement is not often enough the first career choice for many First Nations and Métis people, SPS is committed to providing a variety of opportunities and support to these community members. Our ongoing goal remains to increase interest and maximize the likelihood of success – should Indigenous peoples be interested in our recruitment process.

The Saskatoon Police Service realizes its integral role in developing and maintaining positive, meaningful relationships with members of our diverse community. Our challenge is to continue to implement proactive measures that positively impact the applicant pool for Employment Equity groups.

Human Resources will continue the careful analysis of our turnover and retention rates to ensure Saskatoon Police Service is welcoming members from all underrepresented groups.

Through our dedicated work with our multicultural partners, we are confident in our commitment to achieving the overarching goals of our Employment Equity Plan.

OCCUPATIONAL GROUPS - 2019

EXECUTIVE MEMBERS

The Executive consists of Chief (1 position), Deputy Chiefs (2 positions), Superintendents (3 positions), Inspectors (9 positions), Directors (5 positions) and an Executive Director (1 position).

SUPERVISORS

On December 31, 2019, we had 107 Sergeants and 21 Staff Sergeants. Supervisory positions are our middle management positions and include the ranks of Sergeant and Staff Sergeant. Not all Sergeant positions require the supervision of others; however, they can be transferred at any time and may take on a supervisory role. They are leaders in our organization due to their years of experience and they provide mentorship and coaching to our junior members.

CONSTABLES

On December 31, 2019, we had 332 Constables. The Constable position consists mainly of our front-line officers although we have some positions in investigations and community service-oriented positions such as Schools and Cultural Resources.

SPECIAL CONSTABLES

On December 31, 2019, we had 70 Special Constables. Most positions are utilized within our Communications/Dispatch section. They are responsible for answering public complaints and dispatching members to calls for service. There are also eight Special Constables in Detention. These employees detain arrests and process prisoners for court. We have sixteen additional Special Constable positions throughout the Service; one works at the Service Centre, six work in the Criminal Investigations Section, three divisional Crime Analysts, two in Audio Visual Disclosure Release, one is accommodated in Human Resources, one in the Forensic Identification Unit, one in the Major Crime Section, and one in Headquarters.

CIVILIAN POSITIONS

Most of the Police Service civilian staff work in clerical and support positions that fall under C.U.P.E. Local No. 59. Our Service also has 40 **Out of Scope** staff members.



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