



SASKATOON _____
POLICE SERVICE

TO: Jo Custead, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Office of the Chief

DATE: 2022 April 04

SUBJECT: Representative Workforce and Turnover Rates at the Saskatoon Police Service

FILE #: 2,014

ISSUE:

This report is created annually to update the Board of Police Commissioners on the Saskatoon Police Service’s progress respecting four employment equity groups: Indigenous, Visible Minorities, Persons with Disabilities and Women in Underrepresented Occupations.

RECOMMENDATION:

That the following report be received.

DISCUSSION:

The Saskatoon Police Service (SPS) has been actively recruiting new members to replace senior officers who have either retired, or plan to retire in the near future. As the population of Saskatoon grows, an even greater demand is placed on our Recruiting Unit to hire more police officers. The SPS has been exploring areas that have been underrepresented in the past, including women, Indigenous people, visible minorities and persons with disabilities.

We are currently in a unique provincial situation in that the Indigenous youth population is growing, while the province’s non-Indigenous population is aging. Labour force participation by Indigenous people, as well as new Canadians, will be essential to the economic growth of Saskatoon. Human Resource personnel at the SPS must utilize this information to guide and shape our recruitment initiatives.

Policing is an area that can provide a model of diversity where differences are embraced and a sense of belonging is fostered. Our workforce needs to be representative of the community we

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serve in order to achieve a stronger connection with the citizens of Saskatoon and to strengthen public trust with the SPS, especially within the underrepresented communities. The challenge for all police agencies is to capture these employment equity groups, to attract them to the Service, to support them within police organizations, and to allow the culture of policing to expand through their positive inclusion.

Employment Equity at the Saskatoon Police Service

The SPS has implemented inclusive recruiting best practices and successful strategies that are consistent with employment equity. Within the Service’s business plan are goals to enhance and manage human resources while reflecting the diversity of our community. Inclusive recruiting increases diversity by using inclusive recruitment and hiring practices at every step of the process which includes the following:


1. Identifying criteria for the job description
2. Attracting and sourcing diverse candidates
3. Assessing the applicants
4. Making the selection decision and job offer

The SPS approved the initial Employment Equity Plan in 2002. Since then, the Service has grown and the number of Sworn and Out of Scope positions has increased from **386 to 604 or 56%**.

While Sworn and Out of Scope positions have grown by 56% since 2002, the SPS 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
2021 → **224**  180%

INDIGENOUS EMPLOYEES
2002 → 30
2021 → **66**  120%

EMPLOYEES WITH DISABILITIES
2002 → 12
2021 → **40**  233%

EMPLOYEES WHO BELONG TO VISIBLE MINORITY GROUPS
2002 → 7
2021 → **33**  371%

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In 2021, **63 percent** of new Constables and Special Constables hired were from employment equity groups. This is encouraging because as more equity group members are hired to the rank of Constable they will have the opportunity to become eligible for promotion, thus increasing our diversity in supervisory positions. The numbers in the table below show that in 2021, 60 percent of employees were equity group members.

Table 1 – (Sworn Members, Special Constables and Out of Scope Employees)

Year	Females	Indigenous	Persons With Disabilities	Visible Minorities	Total Equity Group Members	Total Sworn and Out of Scope Employees	% of Equity Group Members
2002	80	30	12	7	129	386	33.42
2007	126	42	5	18	191	477	40.04
2008	151	44	7	19	221	492	44.92
2009	157	50	9	19	235	501	46.91
2010	164	52	9	19	244	511	47.74
2011	172	52	11	23	258	522	49.43
2012	178	52	19	23	272	530	51.32
2013	182	53	17	23	275	536	51.31
2014	189	58	23	25	295	546	54.03
2015	188	61	23	24	296	555	53.33
2016	185	62	27	26	300	557	53.86
2017	189	64	30	29	312	571	54.64
2018	193	65	36	28	322	572	56.29
2019	204	66	35	28	333	585	56.92
2020	210	65	37	30	342	585	58.46
2021	224	66	40	33	363	604	60.01

**Note: Some individuals fall into more than one equity group (i.e. an Indigenous female).*

“PUBLIC AGENDA”

Table 2 below highlights the sworn members excluding Special Constables and Out of Scope employees. This Table shows equity group members that are Constables, Sergeants, Staff Sergeants, Inspectors, Superintendents, Deputy Chiefs and the Chief.

Table 2 – (Sworn Members only at Constable rank and above)

Year	Females	Indigenous	Persons With Disabilities	Visible Minorities	Total Equity Group Members	Total Sworn Members (Constable rank and above)	% of Equity Group Members
2014	116	52	17	20	205	459	44.66
2015	115	54	18	19	206	467	44.11
2016	111	55	22	20	208	468	44.44
2017	111	57	24	24	216	477	45.28
2018	113	57	29	23	222	475	46.74
2019	117	58	27	23	225	481	46.78
2020	118	59	28	24	229	477	48.00
2021	121	60	30	24	235	479	49.06

**Note: Some individuals fall into more than one equity group (i.e. an Indigenous female).*

“PUBLIC AGENDA”

Table 3 below highlights the distribution of equity group members by occupational group.

Table 3

Workforce Analysis of Total Staff by Occupational Group as of December 31, 2021

Occupational Groups	Total	Female Employees		Indigenous Employees				Employees with Disabilities				Visible Minority Employees			
		Total	%	F	M	T	%	F	M	T	%	F	M	T	%
Executive (Chief, Deputy Chiefs, Superintendents, Inspectors, Executive Director, Directors)	20	5	25.0%	0	2	2	10.0%	0	0	0	0.0%	0	0	0	0.0%
Supervisors (Staff Sergeants, Sergeants)	127	30	23.6%	3	12	15	11.8%	4	6	10	7.9%	0	4	4	3.1%
Constables	337	89	26.4%	11	32	43	12.8 %	8	12	20	5.9%	1	19	20	5.9%
Special Constables	77	64	83.1%	2	3	5	6.5%	7	1	8	10.4%	4	2	6	7.8%
Alternate Response Officers	6	1	16.7%	0	1	1	16.7%	0	1	1	16.7%	0	0	0	0.0%
Exempt Civilians	37	26	70.3%	1	0	1	2.7%	1	0	1	2.7%	1	2	3	8.1%
CUPE 59 Civilians	103	91	88.3%	4	0	4	3.9%	1	0	1	1.0%	8	2	10	9.7%
TOTAL	707	306	43.3%	21	50	71	10.0%	21	20	41	5.8%	14	29	43	6.1%

The occupational groups for the SPS are defined as follows:

Executive:

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

Supervisors:

Supervisory positions are our middle management positions and include the ranks of Sergeant and Staff Sergeant. We presently have 107 Sergeants and 20 Staff Sergeants. Not all Sergeant positions require the supervision of others; however, they can be transferred at any time and may

“PUBLIC AGENDA”

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:

At December 31, 2021 we had 337 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 in the School Resource and Equity and Cultural Engagement Units.

Special Constables:

At December 31, 2021 we had 77 Special Constables and 6 Alternative Response Officers. 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 Criminal Investigations, three divisional Crime Analysts, two in Audio Visual Disclosure Release, one in the Forensic Identification Unit, one in the Major Crime Section, one in Headquarters, and one in the Information Technology Division.

Civilian Positions:

Most of the Police Service civilian staff work in clerical and support positions which fall under C.U.P.E. Local No. 59. Our Service also has 43 out of scope staff members. Both of these numbers are included in Table 3 of this report.

Table 4 specifies the Saskatchewan Human Rights Commission’s 2021 Goals for a Representative Workforce in Saskatoon. Expressed as percentages of the Saskatchewan population which can vary somewhat depending on location, the targets are informed by Statistics Canada’s Census and prepared with the assistance of the Saskatchewan Bureau of Statistics. For the purposes of the recommended targets, “working age” includes those 15 to 74 and the four equity groups are defined using Statistic Canada’s definitions. The goal for the SPS would be to have the same percentages in our organization as in the community.

Table 4

Saskatchewan Human Rights Commission
2021 Goals for a Representative Workforce in Saskatoon

Equity Group	SHRC Goals	2021 SPS Actual Percentages
Indigenous People	14.0%	10.0%
Members of a Visible Minority Group	16.8%	6.1%
Persons with Disabilities	22.2%	5.8%
Women in Underrepresented Occupations	47.0%	43.3%

“PUBLIC AGENDA”

The Service recognizes that the numbers provided in the above tables for the organization are based on employees self-declaring their belonging in that equity group and therefore may be understated.

OUR PLAN TO ACHIEVE A REPRESENTATIVE WORKFORCE

The SPS is committed to growing our representative workforce, one that is reflective of the community we serve.

Based on our 2021 Business Plan, we focused on the following strategies as we work towards attaining SHRC goals for our representative workforce.

These strategies included:

1. Work towards the SPS being representative of the population we serve;
2. Continue to engage with the Indigenous Community in a purposeful and meaningful way;
3. Continue to focus on relationships with youth to build trust through education, collaboration and outreach;
4. Sustain and foster existing positive relationships with multi-cultural communities; and
5. Foster the relationship with the gender diverse community and enhance the SPS’s knowledge of gender diverse challenges related to policing.

STRATEGY 1: WORK TOWARDS THE SASKATOON POLICE SERVICE BEING REPRESENTATIVE OF THE POPULATION WE SERVE

The Recruiting Unit has met with an external recruiting agency, to explore a possible partnership. They will assist with our Indigenous recruiting strategies in the areas of engagement and inclusion. An external agency is uniquely positioned with knowledge of both employers and Indigenous communities to be able to provide strategic workplace inclusion guidance to organizations.

The SPS has also expanded our 2021 advertising campaign to attract equity groups to apply for a career in law enforcement. Employment opportunities are advertised on the SPS website as well as other external social media sites such as Facebook, Twitter, LinkedIn and Indeed to capture a wider audience. We are showcasing members from various equity groups so applicants can picture themselves working in a career in law enforcement.

This strategy involves focusing on individuals within these groups that have the potential for a career in law enforcement. Once candidates have been identified as being interested in a career in policing and if they are found to be a good fit from the SPS perspective in terms of qualities such as emotional intelligence, temperament, behavior, etc., the Service takes pride in being able to provide support to these candidates to maximize their likelihood of success in the recruitment process. All candidates are evaluated and selected on their own merits and on a case by case basis.

“PUBLIC AGENDA”

The SPS has purchased additional exercise equipment to help individuals prepare themselves to complete the POPAT. Once COVID health restrictions lifted in 2021, our Recruiting Unit set up testing sessions and ran programs during the recruitment process. Programs may be tailored towards an identified applicant who may be a potential hire but who is struggling with fitness. Additionally, our Wellness Coordinator may be utilized as part of this process to provide tips on exercising and nutrition. Sessions on resume building and interviewing skills are also being considered.

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. The SPS aims to accomplish this by hosting employment events that provide information and valuable experience.

Our ongoing initiatives include:

INFORMATION SESSIONS

The SPS hosted several information nights on You-Tube 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. In 2021, our Public Relations and Strategic Communications and Human Resources Divisions combined efforts to compile a Facebook video link that provides this information to interested parties to watch virtually at their leisure.

CAREER FAIRS

The Indigenous Recruiting Constable and our Recruitment Sergeant attend many career fairs and similar events throughout the province to promote and educate individuals about potential careers in law enforcement. A number of these events and career fairs were held virtually over Zoom this past year.

SASKATCHEWAN WOMEN IN POLICING (SWIP)

SWIP is a newly conceived, nonprofit organization that aims to support and advance Saskatchewan women in the policing community, with an emphasis on increasing women’s representation in leadership roles. The SWIP Board is comprised of female police leaders from across the province. These efforts are carried out by providing the opportunity for women in policing to connect, to access female-centric training, mentorship and to build strong professional relationships. In November 2020, the first interim Board meeting was held in Saskatoon. Much of 2021 was spent branding and advertising and promoting the organization on social media. Three conferences have already been planned for the fall of 2022.

STRATEGY 2: CONTINUE TO ENGAGE WITH THE INDIGENOUS COMMUNITY IN A PURPOSEFUL AND MEANINGFUL WAY

Building positive relationships with the Indigenous community is a key building block. We continue to build on this to achieve equity and diversity goals for the SPS.

This strategy focuses on creating a culture of trust, engagement, collaboration and legitimacy between the SPS and Indigenous 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 SPS has, and will continue to undertake, many new initiatives to foster these positive relationships and build stronger partnerships.

Our key initiatives include:

EQUITY AND CULTURAL ENGAGEMENT UNIT (ECEU)

This Unit strives to provide service based on the core values of the SPS, 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 SPS and the community.

COVID-19 continued to present many challenges in 2021, however the ECEU continued working toward accomplishing this goal by moving many engagements and events to an online format:

- 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 previous years the SPS has participated in the following events: the FSIN Powwow, Chinese New Year, annual Muslim, Sikh, Hindu and Jewish celebrations, events within our gender diverse community and numerous other powwows, ceremonies, and feasts. Again in 2021, many of these celebrations were cancelled due to COVID-19.
- Providing information to the City’s growing Ethno-cultural communities through our settlement support agencies such as Newcomer Information Centre, Saskatoon Open Door Society, Global Gathering Place, Saskatchewan Intercultural Association and the International Women of Saskatoon, through an online platform.
- Continue to sit on the Anti-Racism Network, including the Justice and Equity Indicators Sub Committees.

“PUBLIC AGENDA”

- Continue to be an active member with Reconciliation Saskatoon and participate in the Rock Your Roots action group and The Healing Circle.
- Work with OUTSaskatoon to create the Gender Based Violence Workshop Series.
- SPS continued to develop the foundation for the Indigenous Engagement Strategy with the guidance of a cultural advisor with focused efforts on community consultation.
- ECEU is focusing on ways to better support our SPS membership who identify with the gender diverse community.

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

This committee consists of Elders, Knowledge Keepers, Cultural Advisors and community members. They continued to have online quarterly meetings in 2021 with the Chief of Police and members of the SPS to provide the Service with constructive feedback and direction on issues concerning Indigenous communities.

INDIGENOUS WOMEN’S ADVISORY CIRCLE

This committee met virtually in 2021 and is comprised of Indigenous women who represent our community and Indigenous female members of the SPS who participate to allow their voices to better serve the community. Coming out of Calls for Justice (MMIWG2S) was to elevate Indigenous women back to their place as decision makers and leaders within 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.

ELDER’S TEACHINGS AND LUNCH AND LEARNS

In 2021, the ECEU was unable to host any lunch and learns but were fortunate to share many online events still taking place within the community. The ECEU is hopeful these in-person sessions will resume in the fall of 2022.

STRATEGY 3 – CONTINUE TO FOCUS ON RELATIONSHIPS WITH YOUTH TO BUILD TRUST THROUGH EDUCATION, COLLABORATION AND OUTREACH

The Service continues to work with the youth in our community to build positive relationships with law enforcement has begun assisting potential future applicants by providing them with pre-requisite experience if they choose to pursue a career in policing. This activity aims to provide valuable experience to interested applicants who might be too inexperienced for a role as a police officer. We have established a few unofficial partnerships to find opportunities to broaden life and work experiences, which will enhance their skillsets and make them a more competitive applicant for future competitions.

“PUBLIC AGENDA”

Other initiatives that the Service participates in 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. In 2021 COVID restrictions were a challenge, therefore the program did not proceed. Fortunately, three outdoor events have already been planned for fall 2022.

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. In 2021 COVID prevented the program from going ahead at all however this program has been reinstated in 2022 with a graduation scheduled for April 6th.

ABORIGINAL POLICE PREPARATION PROGRAM

The Indigenous Recruiting Constable maintains contact with students enrolled in the Aboriginal Police Preparation Program at the Saskatchewan Polytechnic campuses, but due to COVID there was no in-class presentation done in 2021. The program is designed to provide specific training to assist students to be successfully recruited into careers in Municipal, Federal or Indigenous police services.

NEW CANADIAN YOUTH SUMMER PROGRAM

In 2021 due to COVID, in person events were put on hold. The ECEU explored opportunities for online virtual engagement with settlement youth programs. For this upcoming summer, the ECEU has partnered with the Open Door Society to organize and coordinate activities for the youth in the gymnasium at Police Headquarters.

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. In 2020, discussions began to revitalize the committee but due to COVID, the committee still was not established by the end of 2021. The ECEU is attempting to get new youth involved and revitalize the committee in 2022.

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.

STRATEGY 4 – SUSTAIN AND FOSTER EXISTING POSITIVE RELATIONSHIPS WITH MULTI-CULTURAL COMMUNITIES

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 SPS. The Service maintains relationships with settlement agencies by providing support through education and engagement and attends cultural events within the community and at religious centres.

The SPS provides many supports to achieve this, including:

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 Peoples, New Canadians, the gender diverse 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 SPS and the diverse communities of Saskatoon. This committee continued to meet virtually with the Chief and the ECEU in 2021, with exploring the option of a hybrid approach to meetings for 2022 (virtual online and/or in-person meetings).

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. In 2021, due to COVID the Race Against Racism was not held. There are plans to resurrect this annual event in the fall of 2022.

INTERPRETER PROGRAM

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

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. In 2021, the Unit provided a “drive-thru” breakfast due to COVID. With COVID restrictions lifting, an in-person event was held in March 2022.

NEWCOMERS INITIATIVES

To aid Newcomers in transitioning to Canada, the ECEU assists with their integration into Saskatoon by offering education on Canadian policing, laws and interacting with the Police. During 2021 due to the pandemic, these presentations were done online to many of the settlement agencies to help build police legitimacy among our many diverse communities in Saskatoon.

STRATEGY 5 - FOSTER THE RELATIONSHIP WITH THE GENDER DIVERSE COMMUNITY AND ENHANCE THE SASKATOON POLICE SERVICE'S KNOWLEDGE OF GENDER DIVERSE CHALLENGES RELATED TO POLICING

PRIDE PARADE

The SPS participates in the annual Pride Parade. During COVID this did not occur, however the Service is continuing to work towards improving the relationship with the gender and sexually diverse community.

SOCIAL MEDIA AWARENESS

The ECEU is working on the creation of a province-wide Facebook page to support members of the gender diverse community within law enforcement. The ECEU also maintains a liaison role with OUTSaskatoon to continue to build and foster relationships.

GENDER NEUTRAL WASHROOM

In the spirit of continuing to promote diversity and inclusion, the SPS 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.

SASKATOON POLICE SERVICE TURNOVER RATES 2014 - 2021

Measuring our turnover rate is important. It is a good indicator of whether or not we are recruiting, selecting, hiring and providing the best training for the candidates that can support the organization delivering on its vision.

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

We continually look at how to keep our turnover rates at or below industry average. 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 eight-year average of 3.31%.

The chart below depicts the turnover rate of our general membership. These statistics include Special Constables, Constables, Sergeants, Staff Sergeants and Executive Members.

**Note: Individuals may be reflected in more than one table as they may belong to more than one equity group.*

General Membership:

Year	Number of Resignations and Retirements	Number of Members as of January 1/21	Turnover Rate
2021	18	544	3.31%
2020	22	544	4.04%
2019	18	533	3.38%
2018	12	535	2.24%
2017	15	525	2.86%
2016	16	521	3.07%
2015	13	514	2.53%
2014	19	506	3.75%

The following charts depict the turnover rate of our various equity groups for the past eight years.

“PUBLIC AGENDA”

Women that resigned or retired:

Year	Number of Women that left	Total Number of Women	Turnover of Women
2021	5	224	2.23%
2020	9	210	4.29%
2019	5	204	2.45%
2018	3	193	1.55%
2017	3	189	1.59%
2016	5	185	2.70%
2015	6	188	3.19%
2014	3	189	1.59%

- In 2021, one woman retired after 21 years of service, one woman resigned after 14 years of service and two women resigned only after a few years of service. One woman became a Regular Constable. (note: one of these females was Indigenous and Disabled).
- In 2021, 27.78% of the members that resigned or retired were women (5 out of 18 = 27.78%).

Indigenous Members that resigned or retired:

Year	Number of Indigenous Members that left	Total Number of Indigenous Members	Turnover of Indigenous Members
2021	5	66	7.58%
2020	4	65	6.15%
2019	5	66	7.58%
2018	1	65	1.54%
2017	1	64	1.56%
2016	3	62	4.84%
2015	1	61	1.64%
2014	1	58	1.72%

- In 2021, one Indigenous male retired after 23 years of service, one Indigenous male retired after 20 years of service, one Indigenous male retired after 12 years of service, one Indigenous male resigned after 6 years of service and one Indigenous woman resigned after 14 years of service.
- In 2021, 27.78% of the members that resigned or retired were Indigenous (5 out of 18 = 27.78%).

“PUBLIC AGENDA”

Members with Disabilities that resigned or retired:

Year	Number of Members with Disabilities that left	Total Number of Disabled Members	Turnover of Members with Disabilities
2021	2	40	5.0%
2020	0	37	0%
2019	2	35	5.71%
2018	1	36	2.78%
2017	0	30	0%
2016	1	27	3.70%
2015	1	23	4.35%
2014	1	23	4.35%

- In 2021, one male retired and one female resigned with disabilities after 20 and 14 years of service.
- In 2021, 11.11% of the members that resigned or retired were Disabled (2 out of 18 = 11.11%).

Visible Minority Members that resigned or retired:

Year	Number of Visible Minority Members that left	Total Number of Visible Minority Members	Turnover of Members with Disabilities
2021	2	33	6.06%
2020	0	30	0%
2019	1	28	3.57%
2018	1	28	3.57%
2017	1	29	3.45%
2016	0	26	0%
2015	1	24	4.17%
2014	0	25	0%

- In 2021, one male Visible Minority retired and one male Visible Minority resigned, both to pursue other employment.
- In 2021, 11.11% of the members that resigned or retired were Visible Minority (2 out of 18 = 11.11%).

Based on the tables above, there is indication of significant equity group turnover compared to the rest of the organization.

CONCLUSION:

The SPS continues to work towards a workforce that is 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.

The SPS 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 as an indicator of how inclusive our Service is.

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

Written by: **Human Resources Division**

Approved by: **Michele Arscott**
Executive Director, Corporate Strategy and Performance

Mitch Yuzdepski
Deputy Chief of Support Services

Submitted by:



Troy Cooper
Chief of Police

Dated:

April 11, 2022