



SASKATOON _____
POLICE SERVICE

TO: Shirley Greyeyes, Chairperson
Board of Police Commissioners

FROM: Cameron McBride
Office of the Chief

DATE: 2024 August 01

SUBJECT: Equity Diversity and Inclusion Audit Report

FILE #: 2,022-3

BACKGROUND:

In the fall of 2023, the Saskatoon Police Service (SPS) partnered with CultureAlly to complete a comprehensive assessment and visioning for the Service’s Equity, Diversity and Inclusion (EDI) activities. This work included gaining a full understanding of the current state of EDI at the SPS. This was done through different methods of data collection including a staff survey, assessments of existing policies and other written reports, audit and benchmarking against similar organizations in the policing sector. The work included the development of a comprehensive plan with recommendations for the SPS to achieve our long-term EDI objectives. The next steps will be creating actions in collaboration with other SPS team members to address the recommendations.

RECOMMENDATION:

That the Board receives this report as information.

STRATEGIC PRIORITY:

This report supports the SPS’s strategic priority of Our People and the strategy to improve the representation of Saskatoon’s diverse population within SPS.

DISCUSSION:

In 2023, the SPS initiated a request for purchase for an EDI audit to assist the organization in the development and review of policies, strategies, and processes that effectively address the full picture of diversity, equity, and inclusion within the Service. This work was focused on supporting the organization’s goals with respect to:

- Inclusive policing
- Enhanced organizational capacity for equity, diversity, and inclusion
- Translating this high-level vision into functional change and continuous improvement

As a result of the procurement process, SPS engaged with CultureAlly to conduct this work over the last several months. Information was gathered by the consultants through an organization wide survey, focus groups, one on one interviews as well as a review of any relevant policy and practice documentation. Key areas audited within the Service included recruitment and selection, performance management, training and development, EDI governance and integration, and workplace policies and culture.

To oversee and support communication and engagement with the work in the Service, a committee was created including staff from across the organization representing most areas and from a variety of perspectives and leadership levels. This committee was integral in providing guidance and advice on the initial survey as well as how the final report was communicated within the Service.

The survey had an overall response rate of 53.8%. Representation dimensions specifically identified in the survey included: gender representation, race and ethnicity, Indigenous representation, self-declared disability, sexual orientation, religious representation and age. The thorough nature of this demographic information allowed for the consultants to report their insights across the intersectionality of these dimensions (i.e. what is the experience for individuals within the organization that are in the minority of more than one of these areas). As a result of the information gathering that was completed, recommendations were made across five areas of the Service:

Recruitment and Selection

- Enhance physical testing support for recruit candidates
- Continue to develop and enhance targeted recruitment campaigns
- Ensure comprehensive evaluation of candidates
- Provide regular EDI training for recruitment staff
- Continue to engage in community outreach
- Established structured recruitment feedback system
- Collect and analyze data on applicant demographics

Performance Management

- Develop standardized guidelines for performance evaluations
- Enhance transparency in promotion and transfer processes through clear criteria
- Broaden access to development opportunities

“PUBLIC AGENDA”

- Embed EDI considerations into performance appraisals and career development strategies
- Revise the awards and recognition framework
- Establish a continuous feedback loop for more regular discussion on performance and development needs

Training and Development

- Strengthen the integration of EDI principles in all training programs
- Assess EDI training needs for both sworn and civilian staff
- Develop clear criteria for training program selection
- Improve financial reporting to accurately track and utilize allocated training budgets
- Regularly assess the uptake, effectiveness, and operational application of training programs

EDI Governance and Integration

- Monitor and evaluate EDI efforts with clear metrics and regular reporting mechanisms
- Expand training programs to cover a wider range of EDI topics and ensure mandatory training for all members
- Establish channels for continuous feedback from SPS members and the community on EDI efforts
- Conduct annual reviews to adapt to changing community demographics and needs

Workplace Policy and Culture

- Develop a leadership accountability framework for EDI
- Facilitate and support open discussions about EDI
- Improve transparency regarding how leadership and developmental opportunities are accessed within the Service
- Host social activities that are not directly related to policing to encourage interaction, bonding, and understanding among all members
- Implement a feedback mechanism for members to provide input on the inclusivity and effectiveness of current policies

In addition to the above items, there were some recommendations specific to the Collective Bargaining Agreements that may be taken into considerations in future negotiations.

As part of the overall work, an assessment was provided specific to the three key areas of EDI. With respect to diversity, their review of SPS policies, practices, and integration highlighted a strong focus on reflecting community diversity in its workforce. SPS's recruitment strategies were found to attract underrepresented groups, emphasizing the value of diverse perspectives in effective policing. Efforts include targeted outreach and culturally relevant programs. However, their audit found gaps in representing women and visible minorities compared to Saskatchewan Human Rights Commission (SHRC) equity targets. Challenges include strict physical testing and societal perceptions of policing, which may deter potential candidates from diverse backgrounds. Their findings suggest a need for a refinement of diversity strategies to attract a more varied applicant pool.

“PUBLIC AGENDA”

When looking at equity in practice at SPS, the audit found that the Service has policies promoting equity in recruitment, selection, and performance management, emphasizing non-discrimination and fair treatment. These policies aim to ensure merit-based promotions and development opportunities. However, member feedback indicated a gap between policy and practice, with concerns about fairness and access to opportunities. Perceived inconsistencies, influenced by unconscious biases and subjective evaluations, highlight the need for SPS to enhance clarity, consistency, and transparency in its equity framework.

Through the audit it was found that SPS has taken steps toward inclusion, such as conducting morale surveys every three years since 2005 and offering EDI training on anti-racism, unconscious bias, and cultural awareness. However, achieving a fully inclusive culture is challenged by social cliques, a culture of blame, and hierarchical structures. These types of issues can restrict communication and collaboration. Additionally, to date morale survey insights have lacked concrete follow-up actions. To navigate these challenges, it is recommended that SPS deepen its commitment to cultural change with inclusive leadership training, facilitated dialogue, and mentorship programs to create a truly inclusive workplace.

CONCLUSION:

The Saskatoon Police Service will work collaboratively with staff in the Service to create and implement activities to address the recommendations within the report. This work will be part of the Service’s annual planning processes going forward.

ATTACHMENT:

1. Attachment 1 – EDI Audit Executive Summary

Written by:	Michele Arscott, Executive Director, Corporate Services Bureau
Approved by:	Dave Haye, Deputy Chief, Support Services
Submitted by:	Cameron McBride, Chief of Police



SASKATOON POLICE SERVICE (SPS)

2024 EDI Report Executive Summary

Prepared by: CultureAlly

For: Saskatoon Police Service (SPS)





TERMINOLOGY

Equity is ensuring that people have access to the same opportunities. This does not necessarily mean treating everyone equally. Equity acknowledges that historic and systemic barriers exist and recognizes that we do not all start from the same place. To ensure there is equity, barriers must be addressed by making adjustments to imbalances so that everyone has the opportunity to realize their full potential.

Diversity is the state of showing a great deal of variety or differences. These differences can be in the form of experiences, perspectives, and identities, both visible and invisible. There are different dimensions of diversity such as age, religion, gender, sexual orientation, nationality, ethnicity, mental and physical ability and language, to name a few. **Image 1** shows examples of different [dimensions of diversity](#).

Inclusion is when people of different traits are socially accepted and welcomed. This is about creating an environment where everyone has the opportunity to fully participate, and each person is valued for their distinctive skills, experiences, and perspectives.

The term **marginalized** describes an identity or group that is treated insignificantly, pushed to the margins of society, and rendered powerless. Marginalized groups are those that have been historically disempowered and oppressed by influential and/or discriminatory groups. These groups may experience barriers in various forms at the workplace and can include: women, people with disabilities, people of colour, 2SLGBTQ+ folks, Indigenous Peoples, people of a lower socio-economic status and so on. Read more about what [marginalized](#) means.

Intersectionality, a term coined by scholar Kimberlé Crenshaw, is how systems of oppression overlap to create distinct experiences for people with multiple identity categories. For example, an individual that is Indigenous and transgender encompasses two marginalized dimensions of diversity that are intersecting. Another example, an individual that is white, neurotypical, and wealthy encompasses three privileged dimensions of diversity. When considering visible and invisible dimensions of diversity, it is important to recognize intersectionality between dimensions. Read more about what [intersectionality](#) means.

Psychological safety is the belief that one will not experience interpersonal or social threats when asking questions, asking for help, providing feedback, acknowledging mistakes or trying something new. Interpersonal or social threats include rejection, disrespect and intimidation. One may be labelled unfavourably or receive a punishment that impacts one's identity, status and/or career. When an atmosphere is psychologically safe, all individuals share a sense of trust, respect, and belonging. Read more about what [psychological safety](#) means.

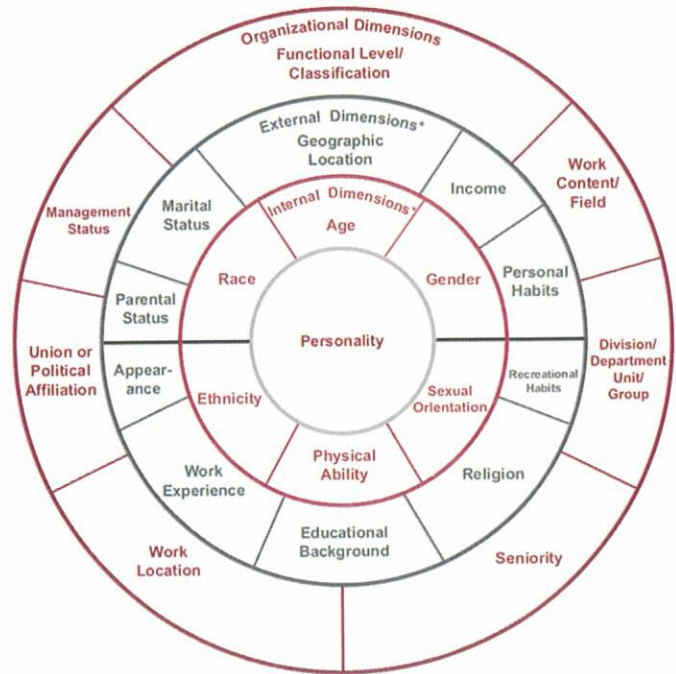


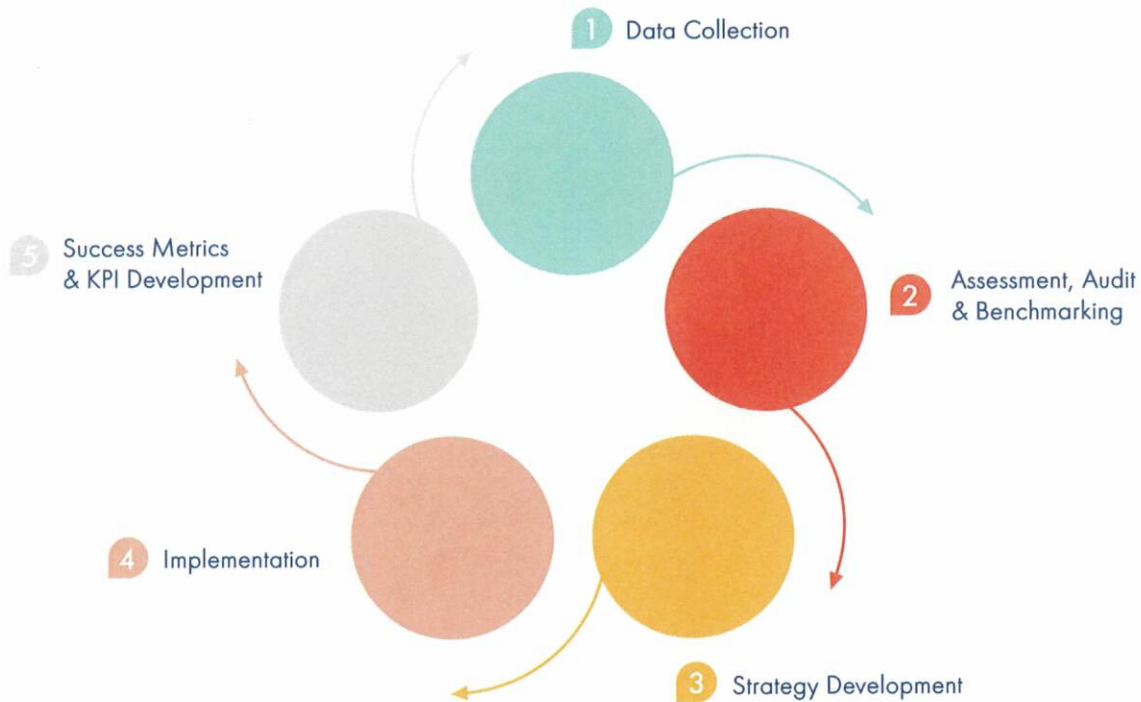
Image 1: Dimensions of Diversity



EQUITY, DIVERSITY AND INCLUSION (EDI) AT SASKATOON POLICE SERVICE (SPS)

In October 2023, Saskatoon Police Service (SPS) partnered with CultureAlly to begin a comprehensive assessment and visioning of their Equity, Diversity, and Inclusion (EDI) program. The goal of this partnership is to align SPS's policies, practices, and governance structures with best practices in EDI, ensuring they are integrated into SPS's strategic priorities.

CultureAlly uses the following flow when delivering an EDI strategy. This report covers the first three steps of this flow. By addressing these steps, this report aims to provide SPS with actionable recommendations to advance their EDI efforts, fostering a more inclusive and equitable organizational culture.





DATA COLLECTION

Organization-Wide EDI Survey

A primary instrument in our data collection was an organization-wide survey administered through SurveyMonkey. This survey, which ran from January 15 - February 2, 2024, aimed to measure the diversity and inclusion sentiments of SPS employees.

The survey response rates are summarized in the table below.

Member Category	FTE	Number of responses	Response rate
Total Organization	742	399	53.8%
Sworn Members	596	263	44.1%
Civilian Members	147	103	70.1%
Undisclosed	-	33	-

Survey response by Member Category within the SPS, where response rate is calculated by dividing the number of responses by the FTE (full-time equivalent). "Member Category" reflects respondents' self-identification, with "Undisclosed" indicating responses from individuals who opted not to specify their category.

Focus Groups and 1:1 Interviews

Our team engaged in 5 focus groups, 8 1:1 interviews, and 2 in-person drop-in sessions, encompassing over 80 individuals. Participants included members from the Saskatoon Police Association, EDI Oversight Committee, Community Engagement Division, Executive Team, Human Resources Division, and a selection of Sworn and Civilian Members from various units who voluntarily participated in drop-in sessions and/or 1:1 interviews. These interactions afforded us nuanced perspectives on EDI within SPS.

Review of Policies, Practices, and Integration

An essential part of our evaluation involved an in-depth review of documents, including strategic plans and annual reports, previous EDI reports, recruitment strategies, organizational policies, and collective agreements. Insights from SPS employees through focus groups and interviews further informed our understanding, enabling a thorough audit of key areas including: Recruitment and Selection, Performance Management, Training and Development, EDI Governance and Integration, and Workplace Policies and Culture. This holistic approach helped pinpoint strengths and improvement areas in SPS's EDI practices.

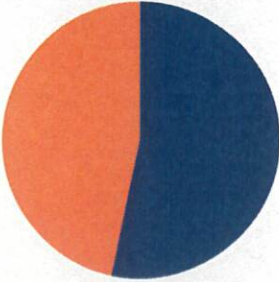
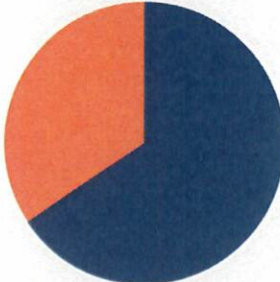
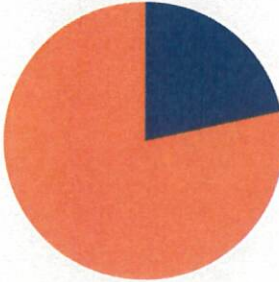


DIVERSITY SNAPSHOT

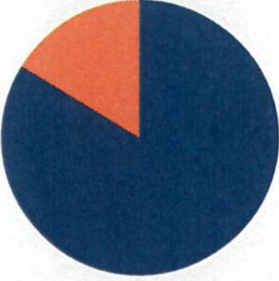
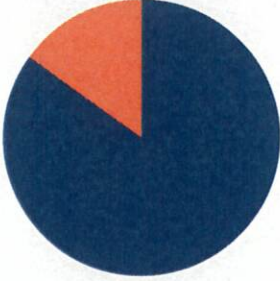
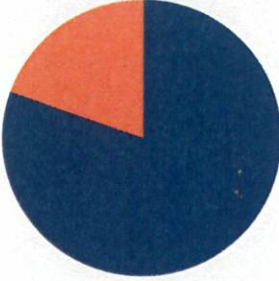
Note on Survey Representativeness

Note that the findings presented below are based on the responses of employees who participated in the EDI survey. The anonymous nature of the survey may encourage higher participation and openness from employees, including those of marginalized identities. With a response rate of 53.8%, the survey ensures a degree of reliability and representation of SPS in the data collected.

Gender Representation of Survey Respondents

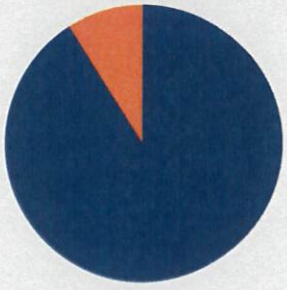
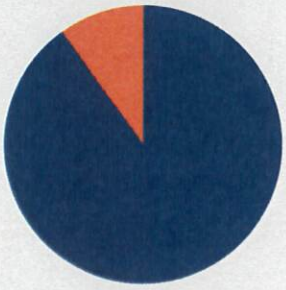
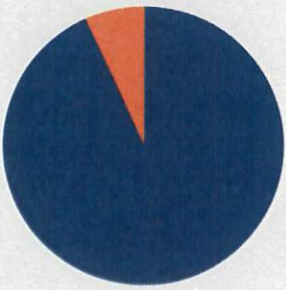
	SPS Overall	Sworn Members	Civilian Members
Demographic Group			
■ Men	53.2%	65.6%	21.6%
■ Women & Other Genders	46.8%	34.4%	78.4%

Race and Ethnicity Representation of Survey Respondents

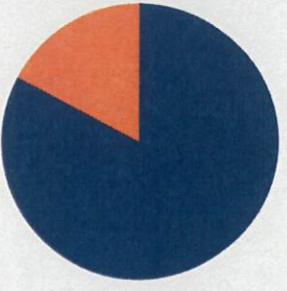
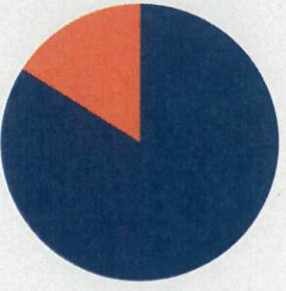
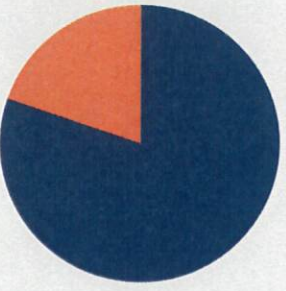
	SPS Overall	Sworn Members	Civilian Members
Demographic Group			
■ Non-Ethnically Diverse	83.6%	84.9%	80.4%
■ Ethnically Diverse	16.4%	15.1%	19.6%



Indigenous Representation of Survey Respondents

	SPS Overall	Sworn Members	Civilian Members
Demographic Group			
■ Not Indigenous	90.9%	89.9%	93.2%
■ Indigenous	9.1%	10.1%	6.8%

Disability Representation of Survey Respondents

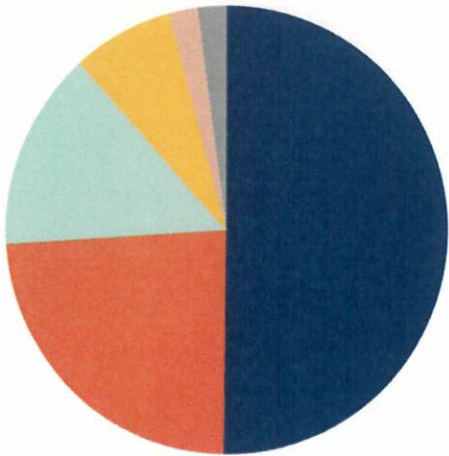
	SPS Overall	Sworn Members	Civilian Members
Demographic Group			
■ Persons without disabilities	82.6%	83.8%	80.2%
■ Persons with disabilities and/or neurodivergence	17.4%	16.2%	19.8%



Sexual Orientation Representation of Survey Respondents

Demographic Group	SPS Overall	Sworn Members	Civilian Members
■ Heterosexual (straight)	96.5%	95.7%	98.0%
■ 2SLGBTQ+	3.5%	4.3%	2.0%

Religious Representation of Survey Respondents



Demographic Group	SPS Overall
■ Christian	50.1%
■ Agnostic	23.9%
■ Atheist	14.3%
■ Spiritual	7.5%
■ Indigenous Spirituality/Spiritualities	2.1%
■ Anonymized Religion	2.1%



Age Representation of Survey Respondents

Demographic Group	SPS Overall	Sworn Members	Civilian Members
18-34	19.1%	19.5%	18.3%
35-44	31.3%	33.6%	26.9%
45-54	41.1%	42.2%	37.5%
55+	8.4%	4.7%	17.3%



POLICIES, PRACTICES, AND INTEGRATION

We focused on five key areas essential for fostering an equitable organization.

RECRUITMENT AND SELECTION

The recruitment and selection practices at SPS demonstrate a robust commitment to equity, diversity, and inclusion (EDI), emphasizing non-discrimination, fair treatment, and a proactive stance toward representing community diversity within the workforce. The recruitment and selection policy aligns with the [Canadian Charter of Rights and Freedoms](#) and the [Saskatchewan Human Rights Code](#), reflecting a commitment to uphold individual rights and promote equality, and showcasing SPS's dedication to integrating EDI values into their operational ethos.

Recruitment and selection involve several stages, including, but not limited to, written and physical exams, psychological and polygraph assessments, interviews, and background checks. This multi-stage process, culminating in intensive training at the Saskatchewan Police College followed by field training, ensures that the selection of candidates adheres to high standards of professional competence.

There is a well-structured approach to recruitment at SPS, which can support the selection of diverse and competent candidates. However, some challenges persist, such as representation gaps for women and Indigenous people, perceptions that the physical testing standards may disproportionately impact candidates from diverse physical backgrounds, and difficulties in reaching and attracting candidates from underrepresented groups due to cultural perceptions and historical stigmas associated with policing careers. Addressing these issues will enhance the inclusivity and effectiveness of the recruitment process.

Recruitment and Selection

Establish a fair and inclusive hiring strategy that attracts candidates from diverse backgrounds

Key Recommendations

- Enhance physical testing support to enable candidates, especially women and those from diverse physical backgrounds, to meet Peace Officers Physical Abilities Test (POPAT) requirements, thus addressing recruitment challenges to boost diversity.
- Continue to develop and enhance targeted recruitment campaigns for underrepresented communities using culturally relevant platforms and messaging.
- Continually evaluate and adapt selection criteria to directly incorporate and value a wide range of life experiences and skills, ensuring a comprehensive evaluation of candidates.
- Provide regular EDI training for recruitment staff to enhance their understanding and application of EDI principles.
- Continue to engage in community outreach activities to deepen the recruitment impact and present policing as a viable career path.
- Establish a structured recruitment feedback system for applicants to provide anonymous feedback on the recruitment process.
- Collect and analyze data on applicant demographics to identify trends and barriers in the recruitment process.



PERFORMANCE MANAGEMENT

The SPS uses a structured performance management system designed to ensure accountability and guide employee development. Policies outline procedures for assessing performance, recognizing achievements, and facilitating career progression. Performance assessments evaluate multiple competencies, including commitment to public safety, leadership, relationship building, teamwork, communication, professionalism, job knowledge, safety, attendance, punctuality, and quality image. While promotions for sworn members are influenced by appraisal scores, tests, interviews, and seniority, civilian promotions lack formal policies. Feedback from SPS members suggests that experiences with performance management-related protocols at SPS may vary across units, highlighting inconsistencies and perceived biases in evaluations and access to developmental opportunities. This variation indicates a need for greater transparency and standardization. Integrating EDI principles into these processes and addressing subjective elements will enhance fairness and inclusivity in performance management.

Performance Management

Ensure equitable evaluations and opportunities for advancement

Key Recommendations

- Develop standardized guidelines for performance evaluations to ensure consistency across all units and roles.
- Enhance transparency in promotion and transfer processes by providing clear criteria linking performance assessments to career advancement opportunities.
- Broaden access to development opportunities and ensure equitable selection for training and committee roles.
- Embed EDI considerations into performance appraisals and career development strategies by incorporating EDI metrics into evaluation criteria, and training evaluators on EDI topics such as unconscious bias.
- Revise the awards and recognition framework to recognize a broader range of contributions.
- Establish a continuous feedback loop within the performance management process for more frequent discussions on performance and development needs.



TRAINING AND DEVELOPMENT

SPS's Training and Development framework encompasses a broad range of courses aimed at operational efficiency and community engagement. The 'Canadian Police Knowledge Network (CPKN) Course Catalog' includes specialized EDI topics such as "Anti-Racism for Workplaces," "Indigenous Awareness," and "Managing Unconscious Bias." However, engagement with these courses appears limited. Foundational training for new recruits covers critical areas like procedural justice and unconscious bias, but ongoing EDI training for existing members needs to be consistently integrated into their professional development. Feedback from SPS members highlights disparities in training access between sworn and civilian members and calls for continuous improvement in EDI education. Strengthening EDI integration in all training programs and ensuring consistent access across roles will foster a more inclusive and culturally competent workforce.

Training and Development

Provide equitable learning opportunities that promote EDI awareness and skills

Key Recommendations

- Strengthen the integration of EDI principles in all training programs, ensuring they are practical and applicable.
- Assess training needs for both sworn and civilian roles to identify gaps and opportunities.
- Develop clear criteria for training program selection based on professional needs and career progression.
- Improve financial reporting to accurately track and utilize allocated training budgets within the year they are provided.
- Regularly assess the uptake, effectiveness, and operational application of training programs.



EDI GOVERNANCE AND INTEGRATION

SPS's vision, mission, and core values of honesty, integrity, compassion, fairness, commitment, respect, and professionalism align naturally with EDI principles, fostering a positive organizational ethos toward inclusivity. SPS's 2023 strategic plans demonstrate a comprehensive approach to integrating EDI across various aspects of its operations. The outlined goals within the 2023 strategic plan show a clear commitment to promoting a healthy work environment, supporting the mental and physical well-being of SPS members, and ensuring the workforce reflects the diverse community it serves. The emphasis on enriching relationships with diverse communities, including Indigenous Peoples, youth, multi-cultural groups, and the 2SLGBTQ+ community, highlights a proactive stance toward building trust and collaboration. SPS's training, mental health, and recruitment strategies designed to enhance diversity and inclusion within the force are particularly notable.

Engagement initiatives aimed at fostering positive community relations further demonstrate SPS's dedication to EDI. Based on past annual reports, spanning from 2018 to 2022, multiple EDI initiatives have been in place, such as the formation of specialized units like the Equity and Cultural Engagement Unit (ECEU), targeted recruitment programs, extensive community engagement efforts, and diversity training for personnel. The leadership team's commitment to EDI is evident through strategic planning, participation in community events, and the establishment of advisory committees that include diverse community members and leaders. These efforts reflect positively on organizational culture, showcasing a structure that prioritizes inclusivity, respect, and understanding across different cultural, gender, and ethnic backgrounds.

EDI Governance and Integration

Embed EDI principles into organizational strategy and daily operations

Key Recommendations

- Monitor and evaluate EDI efforts with clear metrics and regular reporting mechanisms to enhance accountability and transparency.
- Expand training programs to cover a wider range of EDI topics and ensure mandatory training for all members.
- Establish channels for continuous feedback from SPS members and the community on EDI efforts.
- Conduct annual reviews to adapt to changing community demographics and needs.



WORKPLACE POLICIES AND CULTURE

Internal Policies and Culture:

SPS has made efforts to integrate Equity, Diversity, and Inclusion (EDI) into their internal policies, focusing on aspects such as leave management, health protocols, and maintaining a harassment-free workplace. Notable areas within these policies include critical incident stress management and comprehensive health protocols, which support member well-being and foster a respectful work environment. However, feedback from members indicates a gap between policy intentions and actual experiences, with concerns about the traditional policing culture, fears of backlash for questioning procedures, and a "clique" mentality that undermines EDI goals. Additionally, there is some resistance to EDI, with concerns that EDI initiatives may overshadow core competencies required for operational effectiveness. Ongoing dialogue and policy refinement are needed to bridge the gap between policy and lived experience, and to address concerns about maintaining operational effectiveness.

Collective Agreements:

The collective agreements at SPS include provisions for vacation, maternity, and sabbatical leaves, as well as non-discrimination and grievance procedures. These agreements show a commitment to accommodating diverse needs and promoting work-life balance. However, perceived disparities in treatment and compensation between sworn and civilian members persist, affecting inclusion particularly among civilian members. Sworn members bear unique responsibilities, including the legal authority to use lethal force, which may, at least in part, justify the gap in compensation and benefits. Additionally, members perceive that access to professional opportunities is heavily influenced by internal connections and politicking, which disproportionately affect marginalized members. Finally, representation gaps in executive positions, particularly among women and racial/ethnic minorities, suggest barriers to their advancement. These disparities highlight a need for ongoing efforts to ensure that the existing policies and agreements result in meaningful workplace changes and equal opportunities for advancement.

Workplace Policies and Culture

Foster a supportive environment where diverse perspectives and identities are valued

Key Recommendations

- Develop a leadership accountability framework for EDI with specific goals and regular progress reviews.
- Expand training programs to cover a wider range of EDI topics and ensure mandatory training for all members (Currently 13 hours of diversity training according to [2020 EDI Report](#)).
- Facilitate and support open discussions about EDI to learn from each other's experiences.
- Improve transparency regarding how leadership and developmental opportunities are accessed within the Service.
- Host social activities that are not directly related to policing to encourage interaction, bonding, and understanding among all members.
- Implement a feedback mechanism for members to provide input on the inclusivity and effectiveness of current policies (e.g. exit interviews, safeguard program, or anonymous feedback mechanism).



Workplace Policies and Culture

Foster a supportive environment where diverse perspectives and identities are valued

Recommendations Specific to Collective Agreements:

- Enhance existing public holiday policies to include a broader spectrum of cultural and religious holidays (i.e. Saskatoon Police Association Collective Agreement, Article 8).
- Work with key stakeholders to revise leave policies (i.e. Saskatoon Police Association Collective Agreement, Article 21) to include provisions for a range of family structures and broaden the criteria for emergency support.
- Provide comprehensive training on grievance procedures.
- Revise existing articles for gender-neutral language (i.e. Saskatoon Police Association Collective Agreement, Article 24).
- Implement non-discrimination policies and create focused training opportunities.
- Broaden the scope of mental health and resilience support across the entire organization (i.e. mental health is currently referenced only in the Saskatoon Police Association Collective Agreement, pg. 98).
- Promote equal access to professional development by detailing clear processes for pursuing opportunities (i.e. refer to Saskatoon Police Association Collective Agreement, Article 14 and Saskatoon Exempt Staff Article 12 as guides).
- Enhance communication and accessibility of information and support mechanisms, ensuring they are inclusive and clearly understood by all members.



AUDIT OVERVIEW

Reflecting Diversity Within SPS

Our review of SPS policies, practices, and integration highlights a strong focus on reflecting community diversity in its workforce. SPS's recruitment strategies aim to attract underrepresented groups, emphasizing the value of diverse perspectives in effective policing. Efforts include targeted outreach and culturally relevant programs. However, our audit found gaps in representing women and visible minorities compared to [Saskatchewan Human Rights Commission \(SHRC\) equity targets](#). Challenges include strict physical testing and societal perceptions of policing, which may deter potential candidates from diverse backgrounds. These findings suggest a need for refined diversity strategies to attract a more varied applicant pool.

Equity In Practice: Bridging Policy And Experience

SPS has policies promoting equity in recruitment, selection, and performance management, emphasizing non-discrimination and fair treatment. These policies aim to ensure merit-based promotions and development opportunities. However, member feedback indicates a gap between policy and practice, with concerns about fairness and access to opportunities. Perceived inconsistencies, influenced by unconscious biases and subjective evaluations, highlight the need for SPS to enhance clarity, consistency, and transparency in its equity framework.

Nurturing Inclusion Amidst Cultural Challenges

SPS has taken steps toward inclusion, such as conducting morale surveys every three years since 2005 and offering EDI training on anti-racism, unconscious bias, and cultural awareness. However, achieving a fully inclusive culture is challenged by social cliques, a culture of blame, and hierarchical structures. These issues restrict communication and collaboration. Additionally, morale survey insights lack concrete follow-up actions. To navigate these challenges, SPS needs to deepen its commitment to cultural change with inclusive leadership training, facilitated dialogue, and mentorship programs to create a truly inclusive workplace.



STRATEGY PILLARS

The strategy refers to the comprehensive plan that outlines how the Saskatoon Police Service (SPS) will achieve its long-term EDI objectives and sustain competitive advantage. Based on the recommendations provided in this report, SPS will align its short-term goals and deliverables within four strategic pillars, ensuring that each goal supports one or more of the overarching strategic priorities of SPS. The following strategy pillars are also displayed in the image below as a visual aid:

EDI STRATEGIC PRIORITIES

SASKATOON POLICE SERVICE
BE THE DIFFERENCE

GOVERNANCE AND INTERGRATION

Establish a governance structure to consistently integrate EDI principles across SPS operations, ensuring leadership accountability and sustainability for fostering equity, diversity, and inclusion.

POLICIES AND PRACTICES

Ensure equitable experiences among members by refining policies and practices, removing barriers that impact diverse groups, promoting fair opportunities, and ensuring all members feel valued and respected.

EDUCATION AND ENGAGEMENT

Build a culture of understanding by providing EDI learning opportunities to address knowledge gaps, and promoting engagement among SPS members, enabling them to contribute positively to a supportive and inclusive work environment.

COMMUNITY IMPACT AND RELATIONS

Strengthen community relations through proactive, culturally sensitive engagement strategies that align with community needs and enhance the service's ability to effectively represent and serve diverse populations.

GOVERNANCE AND INTEGRATION

Establish a governance structure to consistently integrate EDI principles across SPS operations, ensuring leadership accountability and sustainability for fostering equity, diversity, and inclusion.

POLICIES AND PRACTICES

Ensure equitable experiences among members by refining policies and practices, removing barriers that impact diverse groups, promoting fair opportunities, and ensuring all members feel valued and respected.

EDUCATION AND ENGAGEMENT

Build a culture of understanding by providing EDI learning opportunities to address knowledge gaps, and promoting engagement among SPS members, enabling them to contribute positively to a supportive and inclusive work environment.

COMMUNITY IMPACT AND RELATIONS

Strengthen community relations through proactive, culturally sensitive engagement strategies that align with community needs and enhance the service's ability to effectively represent and serve diverse populations.