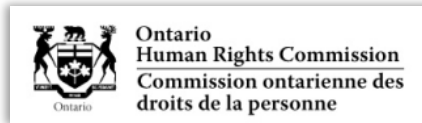

Human Rights Project



Annual Report

March 2012





THE CITY OF WINDSOR

OFFICE OF THE MAYOR

EDDIE FRANCIS
MAYOR

March, 2012

OUR CITY PLEDGES TO AID OUR POLICE SERVICE IN ASSURING AND PROTECTING THE RIGHTS OF ALL CITIZENS WITHIN OUR COMMUNITY

It is a privilege for the City of Windsor to be in partnership with the men and women of our Police Service, with the members of the Windsor Police Services Board, the Ontario Human Rights Commission and the Ontario Police College, in presenting this Annual Report.

These are complicated but enlightening times for all. Everyone involved must uphold the law but at the same time, must safeguard personal rights and dignity and be aware that in these enlightened times of the 21st Century, there is to be no tolerance of prejudice or bias on any basis.

That is the theme and intent of this report, which has been prepared with the utmost consideration for cultures, faiths, interests and capabilities.

Our city thanks our partners in this venture of concern and we are confident that the recommendations contained in these pages will be assessed with thoughtfulness and care as the course of the Windsor Police Service Human Rights Project is charted for the future.

With thanks on my own behalf and that of Windsor City Council and the citizens of our community,

Sincerely,

Eddie Francis
Mayor



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March 2012

As a sponsor of the Windsor Police Project Charter, I am pleased to be working with the Windsor Police Service (WPS), the Windsor Police Services Board (WPSB) and the Ontario Police College (OPC) on this important and challenging project.

The Project is a unique opportunity for the Service to look critically at its existing policies and programs, and develop strategies to address human rights concerns and provide high quality, bias-free policing services, and fair and equitable employment situations for officers and civilian staff. It enables the WPS to show its commitment to employment policies and policing services that reflect and respond to the needs of the diverse communities it serves and protects.

I am encouraged by the results shown so far. This Year One Annual Report lays the groundwork for organizational change to eliminate discrimination, racism and other human rights concerns.

While much has been accomplished in the first year, this is a work in progress and a lot remains to be done. I am confident that our collaborative efforts over the next two years will bring about extensive change that leads to the creation of a true culture of human rights within the WPS.

Sincerely,

A handwritten signature in black ink that reads "Barbara Hall".

Barbara Hall, B.A., LL.B, Ph.D (hon.)
Chief Commissioner
Ontario Human Rights Commission

**Ministry of Community Safety
and Correctional Services**

Ontario Police College

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March, 2012

The Ontario Police College (OPC) has appreciated the opportunity to work with the Windsor Police Service, Windsor Police Services Board, and the Ontario Human Rights Commission (OHRC) in support of this important initiative.

As a project sponsor, the OPC has acted in an advisory role this past year that saw us share evaluation expertise to assist in defining strategies and objectives and utilized our extensive training background to assist with the development and delivery of human rights training in conjunction with the OHRC.

The OPC looks forward to continuing to support this important initiative in the year ahead.

Yours truly,

A handwritten signature in blue ink that reads 'Bill Stephens'. The signature is written in a cursive, flowing style.

Bill Stephens
Acting Director
Ontario Police College



WINDSOR POLICE SERVICE

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AL FREDERICK
ACTING CHIEF OF POLICE

JEROME BRANNAGAN
DEPUTY CHIEF, OPERATIONS

E-Mail: info@police.windsor.on.ca
Website: www.police.windsor.on.ca

March 13, 2012

As a member of the Project Sponsor Group, I am proud of the progress that has been made by the Windsor Police Human Rights Project, and I look forward to the rewards that this initiative will bring to our community. The work being done by the members of the Windsor Police Human Rights Project demonstrates the commitment of this organization to making constant efforts to improve the service that we provide. The provision of high-quality, bias-free policing services is the core function of our organization, and as such, we must continually strive to adopt innovative and progressive strategies towards that end.

This report sets out the activities being planned to ensure that the goals of the Human Rights Project are met, and that positive and ongoing organizational changes can occur as required. The Windsor Police Service is committed to creating a welcoming environment that respects the human rights and dignity of all people. People in the City of Windsor have a right to expect policing services that are inclusive, responsive, and reflective of the community they serve. Similarly, the members of the Windsor Police Service have a right to expect fair and equitable employment practices in their workplace.

The Windsor Police Service Human Rights Project was made possible through a partnership with the Ontario Human Rights Commission, the Windsor Police Services Board, and the Ontario Police College. Our partners have provided tremendous support throughout this venture, and we look forward to further building and enhancing these relationships in the future.

In closing, I would like to express my gratitude and appreciation to all the dedicated members of both the community, and the Project Working Group, for their continuing involvement and support of this important initiative.

Sincerely,

Al Frederick
A/Chief of Police

AF/aen



Human Rights Project

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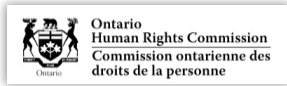
Human Rights Project

Vision Statement

The Windsor Police Service endeavours to be a professional, effective and accountable law enforcement organization that upholds the human rights and dignity of all people in accordance with the Ontario *Human Rights Code*. The Windsor Police Service is committed to playing its part in making Windsor a community where everyone lives, works and visits in a safe, comfortable and inclusive environment.

Mission Statement

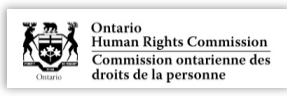
As a partner to the Human Rights Project Charter, the Windsor Police Service is committed to working in community partnerships to develop and implement initiatives aimed at identifying, eliminating, and preventing any possible discrimination in its employment practices and its service delivery to Windsor's diverse community.



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Executive Summary

On February 24, 2011 the Windsor Police Service (Service), Windsor Police Services Board (Board), Ontario Human Rights Commission (OHRC), and Ontario Police College (OPC) launched a joint initiative to address policing and human rights issues. The four organizations have committed to implementing a shared Human Rights Project Charter that will run for a three year period. The main objective of the Human Rights Project (Project) is to develop and implement initiatives aimed at identifying, eliminating, and preventing any possible discrimination and racism in the Windsor Police Service's employment practices and service delivery.

The Project will look at the Service's existing policies and programs, and develop strategies that help the Service and the Board address human rights concerns. The Charter is modeled after a similar human rights project undertaken by the Toronto Police Service, Toronto Police Services Board, and Ontario Human Rights Commission that ran from 2007 to 2010.

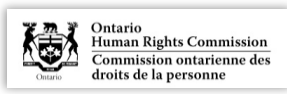
Four Project subcommittees were developed to address key areas: recruitment, selection, promotion and retention, accountability, public liaison, and accommodation.

The Recruitment, Selection, Promotion, and Retention subcommittee identified strategies to address the following four issues:

- The Service is not representative of the community it serves
- The Service does not have a mechanism to collect data regarding the Service's demographic makeup in order to establish a baseline by which future activities can be assessed
- The Service recruitment outreach activities do not reach members of all the communities that the Windsor Police Service would like to reach, in particular members of underrepresented groups
- The Service's promotional processes and the systems that support them may not be fair and equitable for all members

The Accountability Subcommittee identified strategies to address the following five issues:

- The Service needs to have an overarching human rights policy to guide the activities of the Service to ensure compliance with the Ontario *Human Rights Code*
- The Service governance needs to be reviewed to identify and address gaps, to ensure that all policies, procedures, and directives are in compliance with the Ontario *Human Rights Code*
- The Service needs to review the job descriptions of civilian and sworn positions to ensure that they include components that focus on and require compliance with the Ontario *Human Rights Code*



Human Rights Project

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- The Windsor Police Service needs to create a central repository to collect data in relation to internal and external complaints that have a human rights component
- The Service needs to develop an ongoing plan to ensure compliance with the change initiatives implemented by the Project

The Public Liaison subcommittee identified strategies to address the following five issues:

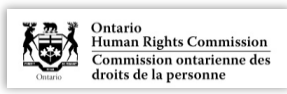
- The Service lacks a formal process to consult with the community on specific issues such as human rights
- The Service has gaps in its communications relating to the use of terms consistent with human rights standards, and the provision of service in multiple languages, including American Sign Language (ASL)
- The Service needs to determine if the communication outreach strategies it uses to communicate with individuals or groups that lack many conventional communication tools are sufficient
- The Service needs to improve its current electronic communication to reinforce the Service's commitment to human rights issues, increase public awareness of its commitment, and provide another layer of accessible communication to the community
- The Service needs to expand its chaplaincy program to provide more diverse religious leadership to current and prospective members of the Service, reinforcing the Service's commitment to human rights

The Accommodation subcommittee identified strategies to address the following three issues:

- The Service does not have a formal accommodation policy and procedures. The Service has practices and procedures that it uses to accommodate members, but these processes are not widely known throughout the organization.
- The Windsor Police Service may have deficiencies in providing accessible services to members of the community in accordance with the *Accessibility for Ontarians with Disabilities Act* and the *Ontario Human Rights Code*
- Current Windsor Police Service practices may present barriers to current and prospective members of the Service. All Windsor Police Service systems, strategies, programs, and initiatives need to be reviewed to meet the goals of inclusive design

Project groups have also been developed to address the following areas: training, research, and evaluation.

The purpose of the Training Group is to develop a training plan for the Service to continue to provide ongoing diversity and human rights training for all members of the Service. Also, to provide training for the Human Rights Project



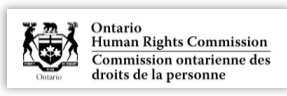
Human Rights Project

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subcommittee and group members as needed throughout the duration of the Project.

The purpose of the Research Group is to provide ongoing support to the Project's subcommittees. The group will seek support and input from the partner agencies and other outside sources as needed.

The purpose of the Evaluation Group is to guide the evaluation of the progress and impact of the Project. The group members and its plan will be finalized in the coming year.



Human Rights Project Annual Report 2012

Background

In May 2007, the Ontario Human Rights Commission, the Toronto Police Service (TPS) and Toronto Police Services Board (TPSB) agreed on a Human Rights Project Charter that outlined a program of joint activity to develop and implement a number of interventions aimed at enhancing the capacity of the TPS and TPSB to address human rights concerns. This three year joint project concluded in May 2010.

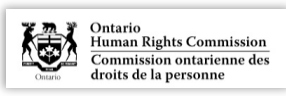
The Windsor Police Service and the Windsor Police Services Board for many years have been open to the concerns brought forward by various ethno-racial, cultural and faith organizations and communities. The Board and Service responded with service-wide change initiatives aimed at protecting and promoting human rights and equity, including the development of a Diversity Statement in August, 2004.

In addressing internal and external complaints made to the Human Rights Tribunal of Ontario, and previously to the OHRC, the Service implemented organizational-wide training. As well, both the Board and the Service continued working with the OHRC to develop policies that serve the public good as complaints were addressed, such as an expanded policy for Unlawful Profiling or Bias-Based Policing and an additional policy directive specific to Racially Biased Policing and Racial Profiling.

Throughout these events the Board and the Service continued to make efforts to be reflective of our community's demographics. The Service reviewed the representativeness of its applicant pool and its ranks. This review confirmed the applicant pool was not representative of the makeup of the Windsor community. It further confirmed the ranks of the Service above constable level did not represent the makeup of the community or the constable pool itself. The Board and Service recognize this lack of representativeness has contributed to the public's view that the Service is not reflective of the City of Windsor.

In view of these factors, the Board and Service approached the OHRC and OPC proposing a project charter modeled after the Toronto project charter. Representatives of all four organizations met and a project charter was negotiated that determined an appropriate project structure and approach to review, and if necessary, alter existing initiatives, and policies, procedures, and practices of the Board and Service to ensure that the requirements of the *Ontario Human Rights Code* are upheld in all service provisions and employment practices of the Service.

On February 24, 2011 the Windsor Police Service, Windsor Police Services Board, Ontario Human Rights Commission and Ontario Police College launched the Project. Leaders of the four agency partners are committed to implementing the Human Rights Project Charter and signed the agreement for a three year period.



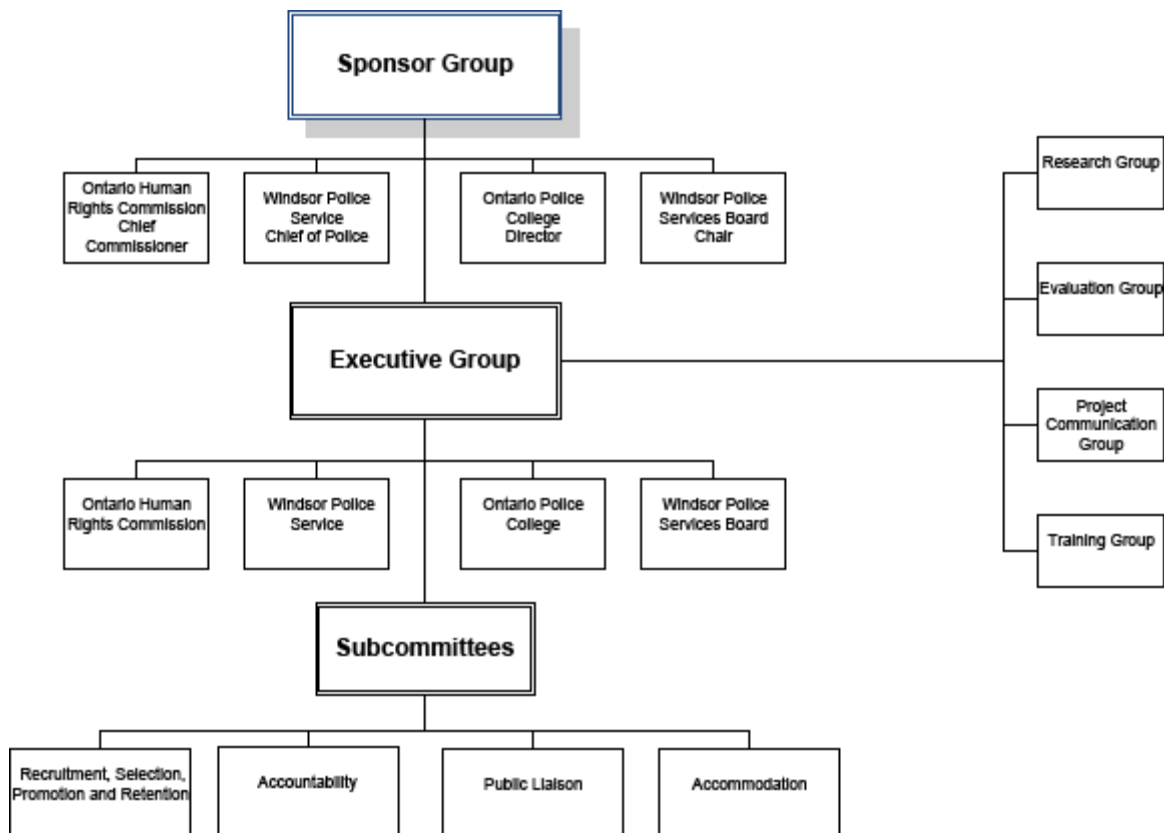
Human Rights Project Annual Report 2012

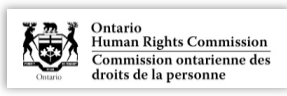
Project Overview

The main objective of the Human Rights Project is to develop and implement initiatives aimed at identifying, eliminating, and preventing any possible discrimination in the Windsor Police Service's employment practices and service delivery. The Project will look at the Service's existing policies and programs, and develop strategies that help the Service and the Board address human rights concerns. The four partner organizations identified target change objectives, which are listed in Appendix A of the Human Rights Project Charter.

Following the framework set out by the TPS a project team was developed by drawing on the expertise of all four partner organizations and of members of the Service from all levels, and ranks, including sworn and civilian personnel. There are currently 28 members of the Windsor Police Service assigned to the Project.

Human Rights Project Organizational Chart





Human Rights Project Annual Report 2012

Four subcommittees were formed to address the target change objectives¹, which are categorized into the following key areas:

- Recruitment, Selection, Promotion, & Retention
- Accommodation
- Accountability
- Public Liaison

Four groups were formed to provide support to the subcommittees and to carry out key functions related to the Project:

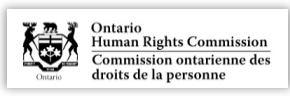
- Research
- Training
- Evaluation
- Project Communication

The Project is set to run for a three year term. The first year focused on increasing the Project members' human rights knowledge base through training and education, and identifying and prioritizing human rights barriers in the four key areas. Strategies were identified to remove these barriers. The second year will continue with developing the strategies and implementation of these will begin. An interim evaluation of the progress of the Project will be conducted. The third year will continue with implementation and the final evaluation phase will begin.

The following sections describe each subcommittee's plan for the next two years of the Project. The plans follow a logic model which includes:

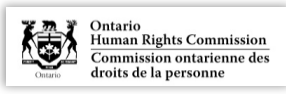
- The subcommittee mandate and goal
- The situation, which includes the issues identified by the subcommittees
- The inputs, which are the resources the subcommittee may potentially draw upon to complete the strategies, depending on need. The listed inputs may not have been contacted yet, and unless otherwise stated, they are from the Windsor Police Service
- The strategies selected for development and implementation, and their target completion date
- The outputs, which are the products of the completed strategies
- The projected short and long term outcomes

¹ Initially the agreed upon target change objectives included in Appendix A to the Charter were listed under the following headings: Pre-employment, Employment Practices & Environment, Training, Accountability, and Public Liaison. On September 7, 2011 the Sponsor Group approved amendments to Appendix A of the Charter. The Pre-Employment, Employment Practices & Environment heading was changed to Recruitment, Selection, Promotion & Retention. The associated target change objectives remained the same. Additional target change objectives categorized under the heading Accommodation were added to the Charter. The target change objectives related to Training were removed from Appendix A. A Training Group was established and tasked with addressing these objectives.



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A brief description of the inputs, strategies, outputs, and outcomes is provided in chart form. Some of the strategies include a list of tasks, which is brief and not exhaustive. As each strategy is developed the task list will become more detailed and outline the various stages and methods to be used to complete the strategy. This may lead to adjustments to the target completion dates for the strategies. As the Project moves forward it is expected that feedback will be received as a result of the development, implementation, or completion of the various strategies. This may lead to additions or adjustments to the strategies.

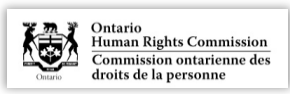


Recruitment, Selection, Promotion, and Retention

The mandate of the Recruitment, Selection, Promotion, and Retention Subcommittee is to guide the development of strategies and initiatives for the Windsor Police Service to provide equitable treatment to current and prospective WPS members in the recruiting, hiring and promoting of qualified individuals, with the goal of developing a Service workforce that is reflective and representative of the diversity in the City of Windsor.

Situation

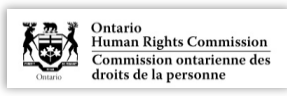
1. The Windsor Police Service is not representative of the community it serves. Being more reflective and representative of the community enhances the Service's ability to work cross culturally and more effectively serve the citizens of Windsor.
2. The Windsor Police Service has inadequacies in information and data evaluation systems with respect to its demographic makeup, impeding the Service's ability to establish a "baseline" by which future initiatives and activities can be assessed.
3. Recruitment outreach activities do not reach members of all the communities the Service would like to reach, in particular members of underrepresented groups, in order to achieve its goal of reflecting the community it serves. Improving and expanding outreach activities will encourage and prepare members of the community for a career in policing. It will also encourage members from Windsor's diverse community to continue to apply for positions within the Service.
4. Concerns have been expressed with regards to the fairness and equitability of the Service's promotional processes and the systems that support them, including mentoring and promotion recruitment. A fair and equitable promotional process where all members of the Service, in particular members from underrepresented groups, have the opportunity to be promoted will increase employee satisfaction, retention of applicants in the promotional process, and diversity through the ranks of the Service.



Human Rights Project

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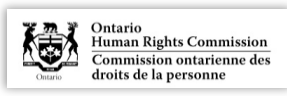
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
1			Windsor Police Service has a baseline of internal and external demographic information to aid future initiatives	Windsor Police Service can accurately and adequately measure and evaluate outcomes with respect to human rights initiatives
<ul style="list-style-type: none"> - Subcommittee members - OHRC - Quality Assurance, & Audits (QA&A) - Human Resources - Windsor Police Association (WPA) - Other police services 	Develop a human resources policy on data collection, in regards to the Ontario <i>Human Rights Code</i> staff identifiers	Policy and procedures are developed Target completion date: February 2014		
<u>Tasks:</u> <ul style="list-style-type: none"> - Consider the following: who can access the information, the purposes for which the information can be used, reporting timelines and requirements (to members, stakeholders, and public), retention periods, and data destruction - Consult other police services (Toronto Police Service (TPS), Ottawa Police Service (OPS)) and possibly other private and public sector organizations - Obtain approval for policy development - Identify who participates in the policy development (WPA, OHRC, QA&A) - Designate responsible manager 				
2				
<ul style="list-style-type: none"> - Subcommittee members - Research Group - Other police services - OHRC - WPA 	Develop an internal data collection process to document the diversity of Service members, generate a baseline, and maintain current information Process will include conducting	Data collection process is developed and formal internal census is completed Target completion date: January 2013		



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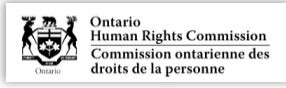
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
	a formal internal census			
3				
<ul style="list-style-type: none"> - Subcommittee members - Research group - OPS - TPS - WPA - OHRC 	Promote formal internal census within Windsor Police Service	Formal internal census is promoted Target completion date: January 2013		
4				
<ul style="list-style-type: none"> - Research Group 	Research and report on community demographics related to all internal census categories where possible	Report on community demographics is generated Target completion date: April 2012		
<u>Tasks:</u>				
- Consult Statistics Canada data for the Windsor region				
5				
<ul style="list-style-type: none"> - Subcommittee Members - Diversity & Outreach - Human Resources - High School Liaison Officers 	Identify what recruitment outreach is currently in place for high school students Develop and/or improve upon high school outreach programs, focusing on the underrepresented members of the community	Current high school outreach programs are identified Target completion date: March 2012 High school outreach programs are developed or improved Target completion date: September 2012	High school students, in particular, from underrepresented groups are participating in outreach programs Number of people from underrepresented groups participating in recruitment seminars is increasing	Policing is promoted as a career and individuals are assisted in preparing for a career in policing, with an emphasis on reaching members of our diverse community, and in particular, the underrepresented members of the community Members of Windsor's diverse community, and in
<u>Tasks:</u>				
- Managers of all sections of the Service to identify any				
			Number of applicants from	



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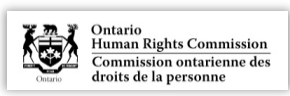
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
outreach programs in place for high school students - Identify the underrepresented groups - Consult community groups, focusing on underrepresented groups - Consider if current programs target underrepresented groups and if they are accessible and appropriate			underrepresented groups is increasing	particular, the underrepresented members of the community, continue to apply for positions within the Windsor Police Service
6				
- Human Resources - Applicant Testing Services Inc. (ATS)	Explore the possibility of obtaining applicable statistics on demographics by <i>Human Rights Code</i> identifiers from ATS	Report on possibility of obtaining applicable statistics from ATS is generated Target completion date: March 2012	Number of people from underrepresented groups successfully completing applicant testing process and applying to Windsor Police Service is increasing	Windsor Police Service workforce is reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community
<u>Tasks:</u> - Inspector Crowley will address this issue with ATS and report back to the subcommittee - Consider obtaining statistics for candidates from the Windsor area and from the rest of the Province. If available, this information may provide insight into the number of applicants from underrepresented groups and their success rate, and provide a comparison to the applicants from the rest of the Province				The ability of the Windsor Police Service to work cross culturally is improved
7				
- Subcommittee members - Human Resources - Diversity & Outreach - Community Services - High School Liaisons	Identify and review formal processes and strategies by which members of the community, in particular the underrepresented members of the community, are mentored and guided toward Windsor Police	Formal external mentoring processes and strategies are identified and reviewed Target completion date: September 2012 Programs are developed to		



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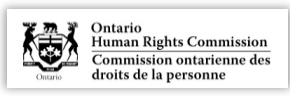
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
	<p>Service careers to identify gaps</p> <p>Develop initiatives to support members of the community, in particular, underrepresented members of the community, to be better prepared to meet the standards and requirements to be hired as qualified police officers</p>	<p>improve external mentoring</p> <p>Target completion date: September 2013</p>		
<p>Tasks:</p> <ul style="list-style-type: none"> - Managers of all Sections of the Service to identify any formal mentoring programs in place to guide community members toward Windsor Police Service careers - Consult other police services - Identify the underrepresented groups - Consult community groups, focusing on underrepresented groups - Consider if current programs target underrepresented groups and if they are accessible and appropriate 				
8				
<ul style="list-style-type: none"> - Subcommittee members - Public Liaison subcommittee - University of Windsor (U of W) 	<p>Consult community to obtain feedback regarding any barriers in our recruitment and selection process</p>	<p>Feedback from community regarding our recruitment and selection process is obtained and a report on barriers is generated</p> <p>Target completion date: September 2012</p>		



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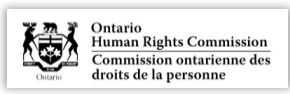
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
<p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Contact University of Windsor regarding the feasibility of developing a survey to obtain feedback - Target completion date: March 2012 - Consult with Public Liaison subcommittee re: community outreach or consultation sessions 				
9				
<ul style="list-style-type: none"> - Subcommittee members - Windsor Police Service members - OHRC - Research Group 	<p>Conduct internal focus groups with specified groups to determine where concerns of equitability in the Service’s internal promotional process exist</p> <p>Specified groups are:</p> <ul style="list-style-type: none"> - Women - Racialized minorities - Persons with disability accommodations (subgroup for permanently modified duties) - Comparative group (group based on seniority) - Groups based on age of all employees 	<p>Focus groups are conducted and recommendations are generated based on the information obtained</p> <p>Target completion date: October 2012</p>	<p>Promotional processes and systems are congruent with the goals of human rights</p> <p>Number of people from underrepresented groups applying for internal promotion and remaining in the system are increasing</p>	<p>Ranks within the Windsor Police Service workforce are more reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community</p> <p>Employee satisfaction, in particular with underrepresented members, is increasing</p>
<p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Careful consideration will be given to: the selection of the person who will facilitate the focus group(s) and the process and person(s) used to form the focus group(s) - Expressions of interest to be collected prior to conducting research – Target completion date: April 2012 				



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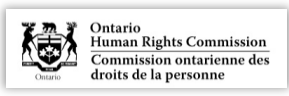
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
10				
<ul style="list-style-type: none"> - Subcommittee members - Human Resources - Other police services 	<p>Research the feasibility of internal support networks being developed within the Service and respond appropriately</p>	<p>Research of internal support networks is conducted and recommendations are made regarding support of the formation of formal groups</p> <p>Target completion date: January 2013</p>		
<p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Address this issue at focus group sessions. See strategy 9 - Consult with TPS and obtain information about their networks - Consult with Administration to see if the groups would be supported and the level of support - If recommendation is to support the development of internal support networks, a strategy will be developed, which would include consulting TPS to obtain their policy, procedures and guidelines regarding support networks 				
11				
<ul style="list-style-type: none"> - Subcommittee members - Human Resources - Other police services 	<p>Review current formal internal mentoring system, identify gaps, and make recommendations for improvement</p>	<p>Review of current formal internal mentoring system is conducted, gaps are identified, and recommendations are made</p> <p>Target completion date: January 2013</p>		
<p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Address this issue at focus group sessions. See strategy 9 - Consult other police services - Consult Human Resources regarding particulars of current 				



Human Rights Project

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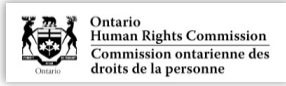
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
mentoring program for constables moving to the rank of sergeant				
12				
<ul style="list-style-type: none"> - Subcommittee members - Human Resources 	<p>Review access to developmental opportunities throughout the Service (i.e. job shadowing, training), with particular attention to underrepresented groups</p> <p>Develop initiatives, improve current strategies and/or make recommendations regarding access to developmental opportunities throughout the Service</p>	<p>Access to developmental opportunities is reviewed</p> <p>Target completion date: January 2013</p> <p>Developmental opportunity initiatives are created, improved and/or recommended</p> <p>Target completion date: September 2013</p>		
<p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Address this issue at focus group sessions. See strategy 9 				
13				
<ul style="list-style-type: none"> - Subcommittee members - Human Resources - Administration 	<p>Review the processes and strategies currently used for internal promotion recruitment and identify gaps</p> <p>Develop initiatives, improve current strategies and processes and/or make</p>	<p>Gaps in the processes and strategies used for promotion recruitment are identified</p> <p>Target completion date: September 2012</p> <p>Strategies and processes are</p>		



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Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
	recommendations regarding internal promotion recruitment	improved upon, developed and/or recommended Target completion date: September 2013		

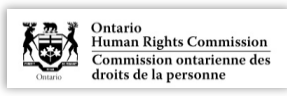


Accountability

The mandate of the Accountability Subcommittee is to ensure that the current and future policies, procedures, and directives of the Windsor Police Service are in compliance with the Ontario *Human Rights Code* such that all members of the service are effectively held accountable to the requirements of the *Code*. Also, to guide the development and implementation of specific measurable and achievable performance indicators to measure compliance with change initiatives.

Situation

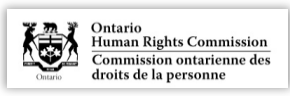
1. The Windsor Police Service needs an overarching human rights directive, which includes policy and procedures, to guide the activities of the Service to ensure compliance with the Ontario *Human Rights Code*. Creating a guiding human rights policy will increase awareness among Service members on human rights issues.
2. Windsor Police Service governance needs to be reviewed to ensure that all policies, procedures, and directives are in compliance with the Ontario *Human Rights Code*. Ensuring that Service governance is in compliance with the *Code* will minimize internal and external complaints that have a human rights component.
3. The Windsor Police Service needs to review the job descriptions of civilian and sworn positions to ensure that they include components that focus on and require compliance with the Ontario *Human Rights Code*. Including a human rights component within the job descriptions of every position within the service will promote awareness and accountability regarding human rights issues.
4. The Windsor Police Service needs to create a central repository to collect data in relation to internal and external complaints that have a human rights component. A central repository will provide a baseline by which the Windsor Police Service can assess future complaints that have a human rights component, increasing the accountability of the Windsor Police Service.
5. The Windsor Police Service needs to develop an ongoing plan to ensure compliance with the change initiatives implemented by the Human Rights Project. Ensuring compliance with the change initiatives will allow the Windsor Police Service to monitor the continued implementation of the strategies.



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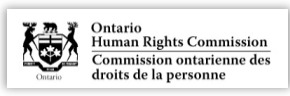
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
1				
<ul style="list-style-type: none"> - Subcommittee members - OHRC - Quality Assurance & Audits (QA&A) - Human Resources - Other police services or public services 	<p>Develop an overarching human rights directive in collaboration with OHRC that will guide the activities of the Service to ensure they are compliant with the Ontario <i>Human Rights Code</i></p>	<p>Directive is created in collaboration with OHRC</p> <p>Target completion date: February 2014</p>	<p>Policies, procedures, and directives are developed in compliance with the <i>Human Rights Code</i></p> <p>Policies, procedures, and directives do not contribute to discrimination</p>	<p>Internal and external complaints with a human rights component are minimized (i.e. Human Rights Tribunal, Professional Standards Branch(PSB), Office of the Independent Police Review Director (OIRPD))</p> <p>Windsor Police Service operations are in compliance with human rights legislation</p>
<p>Tasks:</p> <ul style="list-style-type: none"> - Consult other police services and/or other public services - Obtain approval to request directive development - Collaborate with OHRC, QA&A, and Human Resources 				
2				
<ul style="list-style-type: none"> - Subcommittee members - QA&A - OHRC - Administration - Human Resources - Responsible Manager 	<p>Identify and review relevant policies, procedures, and directives to be reviewed to ensure they are clear and consistent and do not conflict with the Ontario <i>Human Rights Code</i></p> <p>Recommend policy, procedure, and directive changes and development to address any identified gaps</p>	<p>Policies, procedures, and directives are identified for review</p> <p>Target completion date: April 2012</p> <p>Policies, procedures, and directives are reviewed, recommended for change, or recommended for development</p> <p>Target completion date: February 2014</p>	<p>Policies, procedures, and directives are compliant with human rights legislation</p> <p>Awareness, education, and compliance by members in regards to Service governance are increased</p> <p>All civilian and sworn positions within the service include a component that addresses human rights issues and</p>	<p>Performance and discipline incidents related to compliance with Service governance in relation to human rights are minimized</p> <p>Complaints with a human rights component are managed through a central repository providing information to the Service about its</p>
<p>Tasks:</p> <ul style="list-style-type: none"> - Determine criteria to be used to select directives, policy 				



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Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
<p>and procedures for review</p> <ul style="list-style-type: none"> - Solicit input from a representative sample of Windsor Police Service members - Recommend changes to directives through Responsible Manager - Recommend policy, procedure and directive development and obtain approval to request the development of policy, procedure, and directives <p><u>Accomplishments:</u></p> <ul style="list-style-type: none"> - Subcommittee members selected to review directives that directly impact human rights - A list of directives for review was created and distributed to subcommittee members 			<p>requires compliance with the Ontario <i>Human Rights Code</i></p> <p>Windsor Police Service members are trained and aware of changes to Service governance</p>	<p>performance related to human rights issues</p> <p>Human Rights Project change initiatives are continuing to be monitored, implemented, and improved upon</p>
3				
<ul style="list-style-type: none"> - Subcommittee members - Administration - QA&A - Responsible Manager - Human Resources - OHRC 	<p>Review and recommend changes to the job descriptions for all civilian and sworn positions within the service to ensure a component of the description addresses human rights issues and requires compliance with the Ontario <i>Human Rights Code</i></p>	<p>Recommendation for changes to civilian and sworn job descriptions to include a human rights component is made</p> <p>Target completion date: February 2014</p>		
<p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Consult OHRC regarding content to be included in job descriptions 				
4				
<ul style="list-style-type: none"> - Subcommittee members - Training branch - Other Project subcommittees - Public 	<p>Develop a communication and training plan to promote awareness of policy, procedure,</p>	<p>Communication and training plan is developed</p> <p>Target completion date: September</p>		

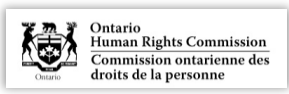


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Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
Information Officer ² - Ontario Police College (OPC)	and directive changes to Windsor Police Service members	2013		
Tasks: - Consult with the Training Branch and OPC to develop an awareness and/or training program - Consult with Public Information Officer				
5				
- Subcommittee members - Human resources - Professional Standards Branch (PSB) - OHRC - Administration	Research a method and medium to be used to collect and store data related to all internal and external Service complaints that have a human rights component	Method and medium were identified for data storage and collection Target completion date: October 2012	Data is collected for all internal and external complaints is captured in a central repository and vetted for human rights components Data is used for analysis and reporting purposes	
Tasks: - Consult with Human Resources, Administration, and PSB to identify any current data collection methods or mediums for internal and external complaints - Consult with Technology Section - Consult OHRC				
6				
- Subcommittee members - Human Resources - Administration - Responsible Manager - PSB	Develop policy and procedures to collect, store, analyze, and report data related to all internal and external Service complaints that have a human rights component	Policy and procedures are developed Target completion date: February 2013		

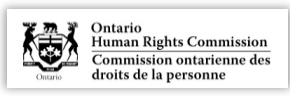
² Currently the position of Public Information Officer is under development and should be permanently filled by August 2012.



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Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
<u>Tasks:</u> - Obtain approval to request policy and procedures development - Research how complaints are received and what information needs to be extracted - Consult with OHRC to determine what information should be collected - Identify how the information will be used - Consult with PSB and human resources				
7				
- Subcommittee members	Guide the development of an ongoing plan to ensure compliance with the change initiatives implemented as a result of the Project	Plan to ensure compliance with the change initiatives is developed Target completion date: February 2014	Ongoing plan to ensure compliance with the change initiatives is implemented and the change initiatives are being monitored	
<u>Tasks:</u> - Determine a Responsible Manager for each change initiative implemented to ensure future compliance				

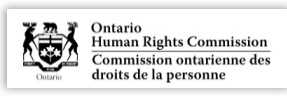


Public Liaison

The mandate of the Public Liaison Subcommittee is to guide the development of strategies and initiatives that raise public awareness of human rights and responsibilities relating to police services and to improve the Service's relationship with the community, facilitating better policing and effective fulfillment of human rights obligations.

Situation

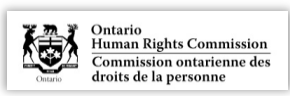
1. The Windsor Police Service lacks an ongoing formal process to consult with the community on specific issues such as human rights. A formal community consultation process will provide a forum for the Service to consult with the community about human rights issues, increase public awareness about human rights responsibilities relating to police services, and reinforce the Service's commitment to human rights.
2. The Windsor Police Service has gaps in its communications relating to the use of terms consistent with human rights standards and the provision of service in multiple languages, including American Sign Language (ASL). By addressing these gaps, the Service will remove communication barriers and improve its relations with the community.
3. The Windsor Police Service needs to determine if the outreach strategies it uses to communicate with individuals or groups that lack many conventional communication tools are sufficient. If the outreach strategies are not sufficient, the Service needs to improve or create new strategies so its communications have the potential to reach all members of the community.
4. The Windsor Police Service needs to improve its current electronic communication to reinforce the Service's commitment to human rights issues, increase public awareness of our commitment, and provide another layer of accessible communication to the community.
5. The Windsor Police Service needs to expand its chaplaincy program to provide more diverse religious leadership to current and prospective Service members, reinforcing the Service's commitment to human rights. The expansion of the chaplaincy program will also help to enhance the relationships between the Service and diverse religious groups within the community.



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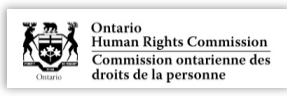
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
1				
<ul style="list-style-type: none"> - Subcommittee members - Other police services (Toronto Police Service(TPS), Ottawa Police Service (OPS)) - Administration - Outreach & Recruitment - Other Project subcommittees - OPC 	<p>Research and develop an ongoing formal community consultation process to support human rights and equity concerns</p>	<p>Formal community consultation process is established</p> <p>Target completion date: February 2014</p>	<p>Formal community consultation process is implemented and is maximizing opportunities to support human rights and equity concerns</p> <p>Feedback from the consultation process is used to support the Project</p>	<p>Formal community consultation process is ongoing and supports human rights and equity concerns to:</p> <ul style="list-style-type: none"> - Increase communication with the public - Remove communication barriers - Improve relationships with the public - Increase public awareness of human rights and responsibilities relating to police services
<p>Tasks:</p> <ul style="list-style-type: none"> - Research other police services' community consultation processes - Assess past practices of the Service - Identify community groups to be involved - Identify human rights areas to be addressed through formal community consultation process - Identify how feedback from the community will be addressed 				
2				
<ul style="list-style-type: none"> - Subcommittee members - Community Services - Statistics Canada data - City of Windsor Social Services - Managers of all Sections of the Service - Windsor Police Association (WPA) - OHRC 	<p>Determine the written Service communications to be selected for translation and the languages to be provided (Social services provides written communications in 8 languages)</p>	<p>Written Service communications to be translated and the languages to be provided are determined</p> <p>Target completion date: September 2012</p>	<p>Internal and external communications use appropriate human rights language</p> <p>Windsor Police Service staff in the main office, detention unit, professional standards branch and collision reporting centre have immediate access to</p>	<ul style="list-style-type: none"> - Increase Service members' awareness of human rights and responsibilities relating to police services <p>Relationships and communications with the community are improved</p> <p>Windsor Police Service</p>



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Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
<p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Determine the criteria to be used to assess which written communications will be selected for translation and the languages to be provided - Identify all written Windsor Police Service communications that are available or distributed to the community. Target completion date: March 2012 - Managers of all Sections of the Service to identify any written communications that are available or distributed to the community - Identify the languages that are prevalent in the community. Target completion date: March 2012 - Consult Statistics Canada data for the Windsor region - Contact City of Windsor Social Services and identify the eight languages for which they provide translation - Monitor the telephone language translation service to identify the most common language translation requests 			<p>translation services and are communicating effectively with members of the community</p> <p>More written communications are provided in languages that are prevalent in the community</p>	<p>communicates effectively with all members of the public</p> <p>Public awareness of the Service's commitment to human rights is increased</p> <p>Public awareness of human rights responsibilities related to police services is increased</p>
3				
<ul style="list-style-type: none"> - Subcommittee members - Administration - Training Branch - OPC 	<p>Provide Windsor Police Service main office, detention unit, professional standards branch and collision reporting centre staff with the ability to communicate in different languages, through the use of a telephone language translation service and video interpretation service for ASL</p> <p>Educate members on the availability</p>	<p>Telephone and video translation services are available in the main office, detention unit, professional standards branch and collision reporting centre</p> <p>Target completion date: April 2012</p> <p>Windsor Police Service members are trained in the use of the translation services</p> <p>Target completion date: June 2012</p>		<p>Windsor Police Service has the ability to translate all written communications upon request</p>



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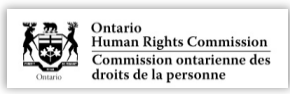
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
	and use of multi-language communication			
<p>Tasks:</p> <ul style="list-style-type: none"> - Consider the development of policy and procedures on language translation services <p>Accomplishments:</p> <ul style="list-style-type: none"> - Approval has been received to provide translation services for Windsor Police Service headquarters main office, detention unit and professional standards branch and collision reporting centre. The telephone language translation service will provide officers with the ability to communicate in over 200 languages - The required handsets have been ordered for the telephone language service - The video terminals are available for ASL translation and are awaiting installation - Training of Windsor Police Service patrol members is completed. The remaining detention unit, professional standards branch, and collision reporting centre members should receive training by April 1, 2012. 				
4				
<ul style="list-style-type: none"> - Subcommittee members - Media Relations - Public Information Officer - Windsor Police Service website - Media Outlets 	Educate the community on the availability of multi-language communication	Community members are aware of the availability of multi-language communication Target completion date: June 2012 – ongoing		
<p>Tasks:</p> <ul style="list-style-type: none"> - Develop an awareness campaign to educate the community on the multi-language availability 				
5				
<ul style="list-style-type: none"> - Subcommittee members 	Develop a plan to provide translation for written and oral communications in languages which	Plan to provide translation for written communications in languages not		



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Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
	are not provided for by the Windsor Police Service	provided for by the service is developed Target completion date: February 2014		
Tasks: <ul style="list-style-type: none"> - Consult with other police services and other public or private organizations - Test online services that provide translation for accuracy and feasibility of use - Consult with target community groups 				
6				
<ul style="list-style-type: none"> - Subcommittee members - Community consultation - Other Project subcommittees - OHRC - TPS - Community Services - Internet 	Develop a local language guide	Language guide is developed Target completion date: February 2014		
Tasks: <ul style="list-style-type: none"> - Consult with other police services (TPS, OPS) - Consult with OHRC - Utilize community consultation for feedback from target community groups 				
7				
<ul style="list-style-type: none"> - Subcommittee members - Quality Assurance & Audits (QA&A) - OHRC 	Develop policy and procedures on written communications	Policy and procedures on written communications is developed Target completion date: February 2014		



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Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
<p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Obtain approval to request policy and procedures development - Develop policy and procedures in collaboration with QA&A - Consider that the policy should include, but is not limited to, yearly review of languages most frequently requiring translation, and review of languages for which the Service currently provides translation 				
8				
<ul style="list-style-type: none"> - Subcommittee members - Administration - Outreach & Recruitment - Community services - Managers of all Sections of the Service 	<p>Identify current Service outreach strategies to groups that lack conventional communication tools and develop initiatives or improve current initiatives to communicate with these groups</p>	<p>Current outreach strategies are identified</p> <p>Target completion date: January 2013</p> <p>Current initiatives are improved and/or initiatives are developed</p> <p>Target completion date: January 2014</p>	<p>Communication with Individuals and groups that lack conventional communication tools is improved</p>	
<p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Identify groups that lack conventional communication tools (i.e. seniors, impoverished). Target completion date: January 2013 - Consult with community groups - Managers of all sections of the Service to identify outreach activities related to groups that lack conventional communication tools - Consider the recommendation for the development of a central repository and related policy and procedures to track outreach strategies of all Service members - Consider the installation of a kiosk in the main office area for self-reporting. This would provide language translation as well as access to services for those who do not have access to electronic forms of communication 				



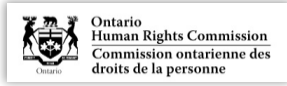
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Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
9				
<ul style="list-style-type: none"> - Subcommittee members - Training Branch - Public Information Office - OPC 	Educate internally and externally on availability of all communication initiatives	<p>Training sessions are completed internally</p> <p>Target completion date: September 2013 and ongoing as needed</p> <p>Public awareness campaign is completed</p> <p>Target completion date: January 2014</p>		
<p>Tasks:</p> <ul style="list-style-type: none"> - Develop an internal and external awareness campaign 				
10				
<ul style="list-style-type: none"> - Subcommittee members - Special Project members³ - OHRC 	<p>Develop a plan in collaboration with Special Project members to use current and future electronic communications to</p> <ul style="list-style-type: none"> - reinforce the Service's commitment to human rights issues - increase public awareness of 	<p>Plan to use electronic communication to reinforce the Service's commitment to human rights issues is developed</p> <p>Target completion date: August 2012</p>	<p>Windsor Police Service website reinforces the Windsor Police Service's commitment to human rights</p> <p>Electronic communication is increased or improved</p> <p>Another layer of accessible communication is</p>	

³ Recently the Windsor Police Service initiated a Special Project to address the following:

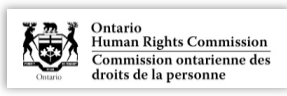
- Creation of a Public Information Officer position within the Windsor Police Service
- Redesign of website to make it easier for public to access information, including procedures to file complaints, and improve, increase and acquire technologies that assist in this regard
- Explore and adopt best solutions with regard to social media and the Internet, including a Blackberry



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Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
	<p>our commitment</p> <ul style="list-style-type: none"> - provide another layer of accessible communication to the community 		provided to the community	
11				
<ul style="list-style-type: none"> - Subcommittee member - Special Project members - OHRC 	<p>Work with Special Project members to identify any gaps during the redesign of the Service’s website relating to human rights language, themes, and content</p>	<p>Gaps in website are identified and addressed</p> <p>Target completion date: August 2012</p>		
12				
<ul style="list-style-type: none"> - Subcommittee members - Administration - Windsor Police Service Chaplains 	<p>Expand the Chaplaincy program of the Windsor Police Service</p>	<p>Number of Chaplains in the Windsor Police Service is increased</p> <p>Target completion date: June 2012</p>	<p>Windsor Police Service Chaplaincy program is improved by increasing the number of Chaplains, potentially from various faiths, thereby improving the Service’s relationship with its members and the community</p>	
<p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Document the current program and the plans for expansion - Define the role and tasks of a Windsor Police Service chaplain - Identify the criteria used for selection into the Windsor Police Service chaplaincy program - Determine interest from various community faith leaders 				

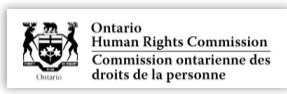


Accommodation

The mandate of the Accommodation Subcommittee is to guide the development of strategies and initiatives so that Windsor Police Service members and members of the community are provided human rights accommodation to the point of undue hardship as required by the *Code* and to aim towards inclusive design of all systems, structures, programs, and initiatives.

Situation

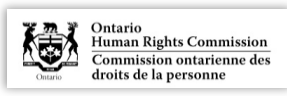
1. The Windsor Police Service does not have an internal or external accommodation policy and procedures. The Service has practices and procedures that it uses to accommodate members, but these processes are not widely known throughout the organization. By developing an accommodation policy, the service will be able to meet the needs of its employees and the citizens it serves.
2. The Windsor Police Service may have deficiencies in providing accessible services to members of the community in accordance with the *Accessibility for Ontarians with Disabilities Act* and the *Ontario Human Rights Code*. Providing accessible services to the community fulfils requirements under Ontario legislation and opens up communication and cooperation with the community.
3. Current Windsor Police Service practices may present barriers to current and prospective members of the service. All Windsor Police Service systems, strategies, programs, and initiatives need to be reviewed to meet the goals of inclusive design, particularly for underrepresented groups within the community and the Service. Identifying and addressing potential barriers within the Service will help to build an equitable and welcoming work environment. Designing inclusively will create a more welcoming environment for members of the community and the Service.



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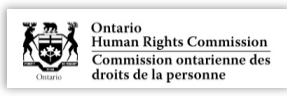
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
1				
<ul style="list-style-type: none"> - Subcommittee members - Ontario Human Rights Commission (OHRC) - Quality Assurance & Audits (QA&A) - Human Resources - Administration 	<p>Develop an accommodation policy and procedures that covers internal and external accommodation in collaboration with the OHRC</p> <p>Develop guidelines with the policy and procedures that focus on creed for external accommodation and family status for internal accommodation</p>	<p>Accommodation policy and procedures and accompanying guidelines for internal and external accommodation are developed in collaboration with the OHRC</p> <p>Target completion date: February 2014</p>	<p>Windsor Police Service accommodation directive encompasses policy and procedures and is compliant with the Ontario <i>Human Rights Code</i> and the <i>AODA</i></p>	<p>Windsor Police Service members are accommodated in accordance with the Ontario <i>Human Rights Code</i> and the <i>AODA</i></p> <p>Members of the public are accommodated in accordance with the <i>Human Rights Code</i> and the <i>AODA</i></p> <p>Windsor Police Service is able to meet the needs of the citizens it serves</p> <p>The number of complaints related to external and internal accommodation are minimized</p>
Tasks:				
<ul style="list-style-type: none"> - Consult other police services to obtain sample accommodation policies - Review our current policies and practices - Obtain approval to request policy development - Consult with QA&A, OHRC, and Human Resources to develop the policy - Consult Accountability Subcommittee to eliminate any possible duplication and streamline the development of any policies 				
2				
<ul style="list-style-type: none"> - Subcommittee members - OHRC - QA&A - Human resources - Planning & Facilities Section - City of Windsor 	<p>Review the <i>Accessibility for Ontarians with Disabilities Act (AODA)</i> and Regulations as they relate to:</p> <ul style="list-style-type: none"> - Physical structures 	<p><i>AODA</i> and Regulations are reviewed as they relate to physical structures and the accessibility of patrol response services</p>	<p>Windsor Police Service buildings & structures are fully accessible to all Service members and members of the community</p> <p>Patrol response</p>	<p>Windsor Police Service provides a welcoming environment for members of the community</p> <p>Windsor Police Service systems, strategies,</p>



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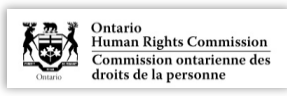
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
Diversity and Accessibility Office	<ul style="list-style-type: none"> - Accessibility of patrol response services <p>Identify and make recommendations to address any gaps in accessibility regarding the Service's physical structures and accessibility of patrol response services</p>	<p>Target completion date: February 2013</p> <p>Gaps in accessibility regarding Windsor Police Service's physical structures and accessibility of patrol response services, are identified and recommendations are made to address gaps</p> <p>Target completion date: February 2013</p>	<p>services take into consideration accessibility issues</p> <p>Ongoing inclusive design reviews are conducted in Code ground areas according to the plan</p>	<p>programs, and initiatives provided to the public and its employees are inclusive</p>
<p><u>Tasks:</u></p> <ul style="list-style-type: none"> - Review AODA and Regulations - Consult Human Resources and Planning & Facilities Section - Consult Patrol division, E911, and Detention Unit 				
3				
<ul style="list-style-type: none"> - Subcommittee members - Human Resources - QA&A - Administration - OHRC 	<p>Create a plan to conduct ongoing inclusive design reviews related to Code ground areas</p> <p>Conduct initial inclusive design reviews in relation to</p> <ul style="list-style-type: none"> - Dress code - Creed as it relates to external 	<p>Plan to conduct inclusive design reviews related to code ground areas is created</p> <p>Target completion date: February 2014</p> <p>Initial inclusive design reviews are conducted: Dress code – Target completion</p>		



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Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
	services - Family status as it relates to internal services	date: February 2013 Creed as it relates to external accommodation - Target completion date: June 2013 Family status as it relates to internal accommodation - Target completion date: June 2013		
Tasks: - Consult other police services - Consult Human Resources - Consult with membership through focus groups (see Recruitment, Selection, Promotion, and Retention subcommittee strategy 9) - Consult OHRC - Consult other police services - Designate Responsible Manager for each review				
4				
- Subcommittee members - Training Branch - Public Information Officer - OPC	Develop a communication and training plan to promote awareness of policy, procedure, and directive changes to Windsor Police Service members	Communication and training plan is developed Target completion date: February 2014		
Tasks: - Consult Training Branch, OPC, and Public Information Officer				

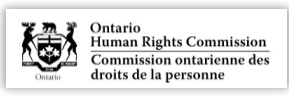


Training

The mandate of the Training Group is to develop a training plan for the Windsor Police Service to continue to provide diversity and human rights training and engage in ongoing professional development of all members of the Service with the goal of providing members with the knowledge, skills, and abilities to provide policing services in a manner which is fully consistent with the non-discrimination requirements of the Ontario *Human Rights Code* and is equitable, professional, respectful, acceptant, and inclusive. Also, to provide training for Windsor Police Service Human Rights Project subcommittee and group members as needed throughout the duration of the Project.

Situation:

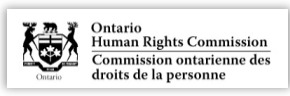
1. The Windsor Police Service has implemented organizational wide training to address internal and external complaints made to the Human Rights Tribunal of Ontario and previous to the change to the human rights system, to the Ontario Human Rights Commission.
2. The Windsor Police Service needs to look at its current and past training programs, materials, and curriculum to determine if they are sufficient to address the issues of equity, diversity, and the non-discrimination requirements of the Ontario *Human Rights Code*. Providing current and effective training to Windsor Police Service members in the area of human rights will enable the Windsor Police Service to provide service to the community that is in accordance with the Ontario *Human Rights Code*, with the goal of improving relationships with the public and minimizing the number of internal and external complaints with a human rights component.
3. The Windsor Police Service needs to provide human rights training for subcommittee and group members to enable them to meaningfully participate in and contribute to the Project. Having fully engaged and knowledgeable Project participants will aid in the development of effective and efficient strategies to achieve the goals of the Project.



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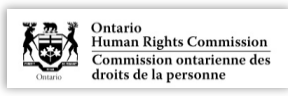
Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
1				
<ul style="list-style-type: none"> - Group members - Training Branch - Human Resources - OHRC - OPC 	<p>Review and evaluate all current training programs, materials, and curriculum provided to new staff and current members of the Service to determine whether issues of equity, diversity, and the non-discrimination requirements of the Ontario <i>Human Rights Code</i> are being addressed sufficiently</p> <p>Develop or expand training programs, materials, and curriculum to ensure that issues of equity, diversity, and the non-discrimination requirements of Ontario's <i>Human Rights Code</i> are being addressed sufficiently and on an ongoing basis</p>	<p>Current training programs, materials, and curriculum are reviewed and evaluated</p> <p>Target completion date: December 2013</p> <p>Training programs, materials, and curriculum are developed or expanded</p> <p>Target completion date: February 2014</p>	<p>Issues of equity, diversity, and the non-discrimination requirements of the Ontario <i>Human Rights Code</i> are being addressed sufficiently and on an ongoing basis within the training provided to Service members</p> <p>Training and learning programs, materials, and curriculum are effective and meet their stated objectives</p>	<p>Windsor Police Service members have the knowledge, skills, and abilities to provide policing services in a manner which is fully consistent with the non-discrimination requirements of the Ontario <i>Human Rights Code</i> and is professional, respectful, acceptant, and inclusive</p> <p>Relationships with the community are improved</p> <p>Internal and external complaints with a human rights component are minimized</p>
2				
<ul style="list-style-type: none"> - Group members - Training Branch 	<p>Develop a plan to regularly monitor</p>	<p>Plan to regularly monitor training</p>		



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Inputs	Strategies	Outputs	Outcomes – Short Term	Outcomes – Long Term
<ul style="list-style-type: none"> - OHRC - OPC 	<p>training programs, materials, and curriculum to determine their effectiveness in meeting their stated objectives</p>	<p>programs, materials, and curriculum to determine their effectiveness is developed</p> <p>Target completion date: February 2014</p>		
3			<p>Windsor Police Service Human Rights Project subcommittee and group members have the knowledge, skills and abilities needed to meaningfully participate in and contribute to the Project</p>	
<ul style="list-style-type: none"> - Group members - Training Branch - OHRC - OPC 	<p>Provide training to Human Rights Project subcommittee and group members as needed throughout the duration of the Project</p>	<p>Training is provided to Project members as needed throughout the duration of the Project</p> <p>Target completion date: Ongoing until the completion of the Project</p>		
<p><u>Accomplishments:</u></p> <ul style="list-style-type: none"> - Basic human rights training has been provided to Project subcommittee and group members, members of the Training Branch, Community Services, and High School Liaison officers 				



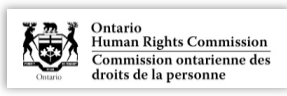
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Research

The purpose of the Research Group is to provide ongoing support to the project subcommittees. The group will seek support and input from the partner agencies and other outside sources as needed.

The Recruitment, Selection, Promotion, and Retention subcommittee has identified three strategies that will be undertaken by the Research group. The group will lead the development of a formal internal census on workplace demographics. It will guide the promotion and implementation of the census. The group will conduct research and report on community demographics related to all internal census categories where possible. The group will work with members of the Recruitment, Selection, Promotion, and Retention subcommittee to conduct internal focus groups with specific groups to determine where concerns of equitability and fairness exist in the promotional process. The focus groups will also address any other areas of concern identified by other Project subcommittees.

As the Project moves into the second year the research group has started to plan the internal census. The target implementation for the census is January 2013. It is anticipated that the Research Group will be needed over the next two years to provide further assistance to the subcommittees as they move into the development and implementation of their strategies.



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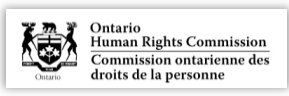
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Evaluation

The purpose of the Evaluation Group is to guide the evaluation of the progress and impact of the Project.

As we move into the second year of the Project all the subcommittees have prioritized the issues related to the target change objectives and developed their plan for the next two years. Through the second year the subcommittee will develop and begin implementation of their strategies. At the conclusion of the second year an interim evaluation of the project will be completed to assess the progress of the Project.

At the conclusion of the third year of the Project and beyond, the evaluation will be more comprehensive. We have established an evaluation group that is comprised of members from all partner organizations and we are currently seeking two members from an outside organization. The group will work toward the development of an evaluation framework to assess the impact of the Project both in the short and long term. It is anticipated that the true impact on both the Service and the community will not be fully felt or realized until after the completion of the three year term of the Project. This will be reflected in the evaluation plan for the Project. Consideration will be given to partnering with an external organization to conduct the final evaluation of the Project.



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Windsor Police Services Board

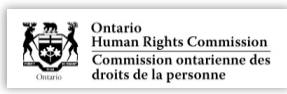
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Dr. Remi Warner	OHRC



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Recruitment, Selection, Promotion, & Retention Subcommittee

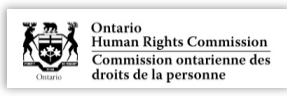
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