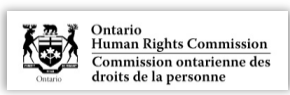

Human Rights Project



Annual Report March 2013





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.



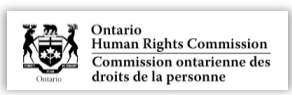
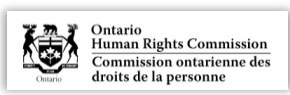


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Summary

This is the second Annual Report for the Human Rights Project (Project).

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 the Human Rights Project to address policing and human rights issues. The main objective of the 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.

Over a three year period, 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. Four Project subcommittees were developed to address key areas: Recruitment, Selection, Promotion and Retention, Accountability, Public Liaison, and Accommodation. Four groups were developed to support the subcommittees and carry out key Project functions: Training, Evaluation, Project Communication, and Research.

The following are highlights of the work completed by each of the four subcommittees and the Training group.

Recruitment, Selection, Promotion, and Retention Subcommittee

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.

Progress Report

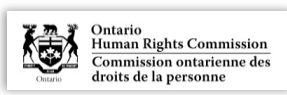
This subcommittee has developed and implemented a Workplace Census Directive¹, which provides policy and procedure on the collection of internal demographic data.

The Research Group in consultation with this subcommittee developed and conducted the 2012 WPS Workplace Census, which collected demographic data from WPS members. There was a 96% return rate for the census. The collected data was reported alongside Statistics Canada data for the City of Windsor in a census report released publicly on January 24, 2013.

The inaugural PEACE (Police Ethnic and Cultural Education) program took place in October 2012. This program targets pre-employment, culturally diverse youth, and incorporates education and training in various police related topics, with an aim to foster a positive approach to policing careers.

¹ Windsor Police Service Directives include policy and procedures.





Accountability Subcommittee

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*.

Progress Report

This subcommittee has developed a draft overarching Human Rights Directive. This Directive has undergone many revisions as the Project has progressed. The strategy is on schedule to be completed by the target completion date of January 2014.

A Directive review checklist has been developed. This checklist will be used in the development and review of all Service Directives to check for human rights elements and ensure the Directives comply with the Ontario *Human Rights Code*. Initially the Subcommittee had aimed to review all directives with a high human rights impact level; however, since all Directives have a human rights impact, they all should be reviewed. Due to limited resources, it would not be possible for the subcommittee to comprehensively review each Directive. Instead the checklist was developed so that in a span of three years from implementation of the checklist process, every directive will be reviewed with a human rights lens during the regular Directive review process. The checklist process is in its final drafting stages and is on schedule to be presented for recommendation by the target completion date.

The subcommittee has researched and will make recommendations in relation to the collection and retention of internal and external complaints with a human rights element in a central repository.

Public Liaison Subcommittee

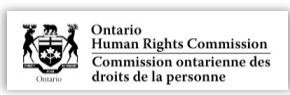
The mandate of the Public Liaison Subcommittee is to guide the development of strategies and initiatives that raise public awareness of human rights and responsibilities relating to police services and to improve the Service's relationship with the community, facilitating better policing and effective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

Progress Report

Community Consultation sessions were held in January and May 2012. A large amount of feedback was received from the participants in many areas re: policing and human rights. This feedback will be used in the development of the formal community consultation process and has been used in the development of strategies related to recruitment.

Many advances have been made over the last year to improve the Service's communications with community members. The Service launched the telephone





interpretation service for persons with limited English proficiency. The Service is able to communicate through telephone translation in over 200 languages. As well, the Service launched video remote interpretation for American Sign Language (ASL), which enables immediate communication with people who use ASL.

The Service has produced an Emergency 911 pamphlet that is available to the public in 6 different languages. The pamphlets are also available in all 6 languages in electronic form on the Service website. The Service has made use of its website and social media platforms to create awareness internally and externally about the availability of multi-language communication and the Service's commitment to human rights and diversity initiatives.

A handbook for Windsor Police Service Chaplains and vision for the Chaplaincy program have been drafted to be used to guide the expansion of the internal Chaplain program. The target completion date for this strategy was moved to January 2014.

Accommodation Subcommittee

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.

Progress Report

A student Workplace Facility Assessor was employed to conduct an audit on the accessibility of Windsor Police Service HQ. The assessment report is complete and includes recommendations re: the accessibility of the facility.

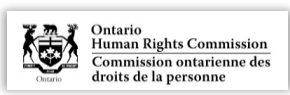
The subcommittee identified five areas where there may be accessibility issues with Patrol services. After researching the issues, the subcommittee will make recommendations re: transportations of persons who require the use of a wheelchair or other aids, and the detention of persons who require the use of a service animal or support person.

Work has begun on the inclusive design review for internal dress code. The subcommittee has received training and guidance from the OHRC on conducting an inclusive design review. The date for the completion of the review has been moved to March 2013.

Training Group

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





Human Rights Project

Annual Report 2013

ongoing professional development of all members of the Service. The goal is to provide 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.

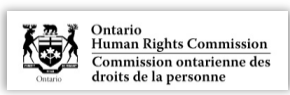
Progress Report

The Training Group has developed and implemented a checklist used to evaluate all training programs provided by the WPS to identify any human rights issues. The checklist has been used over the past year and has resulted in the modification of some programs to include a human rights training element. The checklist will be used on an ongoing basis to evaluate all future training programs.

The Training group is developing an e-learning program for members regarding providing service to members of the Deaf, Hard of Hearing or Speech Impaired (DHHSI) community.

The Training Group in cooperation with the Executive Group has hosted training sessions for Project members in several areas including, basic human rights, accommodation, policy review, and inclusive design.





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.

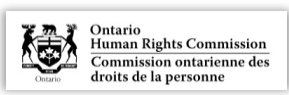
In addressing internal and external complaints made to the Human Rights Tribunal of Ontario, and previously to the OHRC, the Service implemented organizational-wide training. As well, both the Board and the Service continued working with the OHRC to develop policies that serve the public good as complaints 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 within 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.





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 objectives², 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 Service members from all levels and ranks, including sworn and civilian personnel. There are currently 25 members of the Windsor Police Service assigned to the Project.

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

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

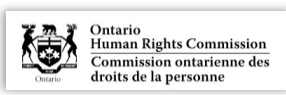
Four groups were formed to support the subcommittees and carry out key Project functions:

- 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, and identifying and prioritizing human rights barriers in the four key areas. Strategies were identified to remove these barriers. The second year continued with developing and implementing the strategies. 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.

² 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 Training target change objectives were removed from Appendix A. A Training Group was established and tasked with addressing these objectives.





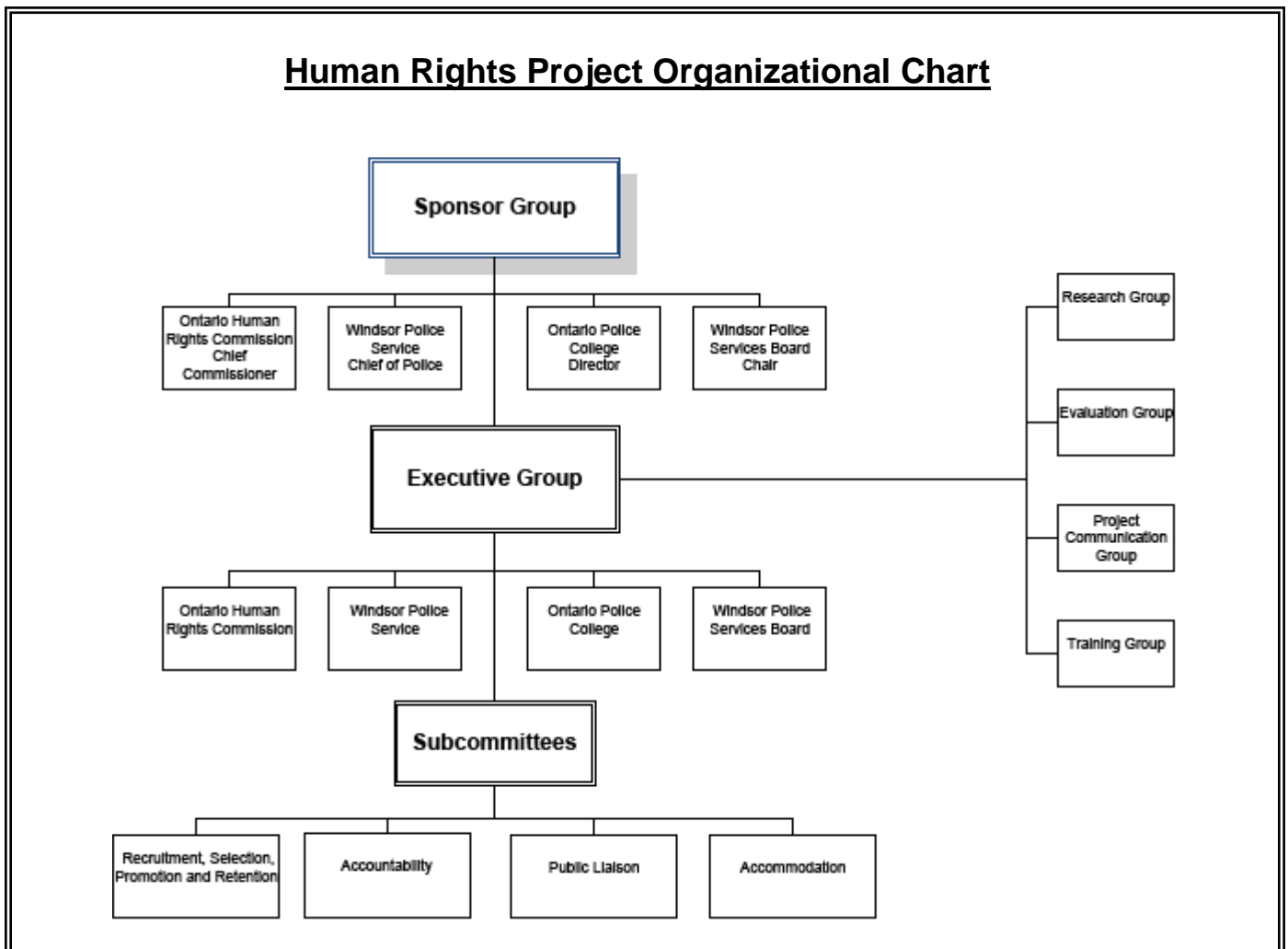
Human Rights Project Annual Report 2013

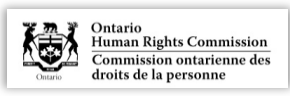
The following sections describe each subcommittee's plan and progress, including:

- The subcommittee mandate and goal;
- The situation, which includes the issues identified by the subcommittees; and,
- The strategies selected for development and implementation, including:
 - Target completion date;
 - Outputs, which are the products of the completed strategies;
 - Outcomes, both short and long term; and
 - Projected milestones, including projected completion date and status.

In the past year, the Service has undergone many changes that have affected the course of the Project. As well, internal and external feedback and strategy development have affected the progress and development of some Project strategies. As a result, the Project strategies have been adjusted to account for these changes. These adjustments include: changing a target completion date, combining strategies, and deferring a strategy.

Human Rights Project Organizational Chart





Recruitment, Selection, Promotion & Retention

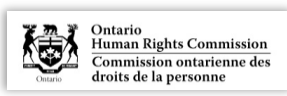
Recruitment, Selection, Promotion & Retention

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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Recruitment, Selection, Promotion & Retention

Strategy 1

Develop a human resources policy on internal data collection, in regards to the Ontario *Human Rights Code* (*Code*) staff identifiers.

Objectives

Outputs Within the 3 year duration of the Project

A Directive on internal data collection is developed.
Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

WPS can measure its demographic status with respect to *Code* categories.

Outcomes 5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)

Status

June 2012 **Begin development of Directive** **Complete**

February 2014 **Complete Directive on internal data collection** **Complete**

A Workplace Census Directive was developed in collaboration with the WPS Quality Assurance & Audits Section (QA&A). The Directive includes policy and procedure relating to internal data collection in regards to Ontario *Human Rights Code* staff identifiers. The directive was approved by the Chief of Police and took effect on February 15, 2013.

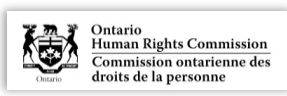
Strategy Lead(s):

Pat Keane, Inspector, Major Crime Section

Ongoing Responsibility:

Inspector, Quality Assurance & Audits





Recruitment, Selection, Promotion & Retention

Strategy 2 (combined with Strategy 3)

Develop an internal data collection process to document the diversity of Service members, generate a baseline, and maintain current information. The process will include conducting a formal internal census.

Strategy 3

Promote the formal internal census within the Windsor Police Service.

Objectives

Outputs	Within the 3 year duration of the Project
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An accurate census profile of WPS members is created, and provides a baseline of internal demographic information to aid future initiatives.

Target completion date: January 2013

The formal internal census is promoted within the WPS.

Target completion date: January 2013

Outcomes	3 to 5 years after the launch of the Project
-----------------	--

WPS can measure its demographic status with respect to *Code* categories.

WPS can demonstrate progress on demographic diversity.

Outcomes	5 to 10 years after the launch of the Project
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WPS workforce is reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.

WPS ability to work cross culturally is improved.

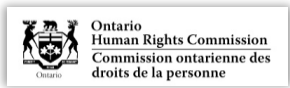
WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)

Status

October 2011 – August 2012	Promote Census	Complete
	Informal promotion of the census began in October 2011 and continued throughout the development and	





Human Rights Project

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Recruitment, Selection, Promotion & Retention

Projected Milestone(s)		Status
May 2012	<p>implementation of the census. A formal two-week promotion period occurred just prior to implementation of the census.</p> <p>Develop census survey and methodology</p> <p>The Research Group developed the census questionnaire form in consultation with all Project partners. The questions were modeled after Statistics Canada Census of Population questions and the Ottawa Police Service's 2005 census questions.</p>	Complete
May 2012 – August 2012	<p>Begin collection of census data</p> <p>The data was collected in two phases. The initial phase was a two week collection period. The second phase was a three month collection period from members who were not present at work during the initial phase.</p>	Complete
September 2012	<p>Begin tabulation and analysis of collected data</p> <p>All responses were tabulated and compared to data for the Windsor community where available.</p>	Complete
January 2013	<p>Complete report on Windsor Police Service demographic data</p> <p>The Windsor Police Service has an accurate baseline of internal demographic information to aid future initiatives.</p>	Complete

Strategy 2 Lead(s):

William Donnelly, Inspector
 Director Barry Horrobin, Planning & Facilities Section

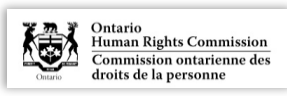
Ongoing Responsibility:

Inspector, Quality Assurance & Audits

Strategy 3 Lead(s)

Rick Cote, Sergeant, Quality Assurance & Audits





Human Rights Project

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Recruitment, Selection, Promotion & Retention

Strategy 4

Research and report on community demographics related to all internal census categories where possible.

Objectives

Outputs

Within the 3 year duration of the Project

Report on community demographics is generated.

Target completion date: April 2012

Outcomes

3 to 5 years after the launch of the Project

WPS has information to compare its demographics to the Windsor community.

Outcomes

5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)

Status

April 2012

Complete report on community demographics

Complete

Statistics Canada data for the City of Windsor was compared to data collected in the 2012 WPS Workplace Census and is included in the WPS Workplace Census report, which was publicly released on January 24, 2013.

The report on community demographics was delayed to include Statistics Canada data not available until after April 2012 and to present the community data in the 2012 WPS Census report.

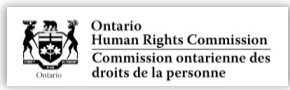
Strategy Lead(s):

William Donnelly, Inspector
Barry Horrobin, Director, Planning & Facilities Section

Ongoing Responsibility:

Inspector, Quality Assurance & Audits Section





Recruitment, Selection, Promotion & Retention

Strategy 5

Identify what recruitment outreach is currently in place for high school students.

Develop and/or improve upon high school student outreach programs, focusing on underrepresented³ groups.

Objectives

Outputs Within the 3 year duration of the Project

Current high school outreach programs are identified and assessed.

Target completion date: March 2012

High school outreach programs are developed or improved, and delivered.

Target completion date: September 2012

Outcomes 3 to 5 years after the launch of the Project

Increasing numbers of high school students, in particular, from underrepresented groups participate in:

- Outreach programs; and,
- Recruitment seminars.

Increasing number of persons from underrepresented groups participate in the application process for a position within the Service.

WPS assists individuals to prepare for a career in policing, with an emphasis on reaching members of our diverse community, and in particular, the underrepresented members of the community.

Outcomes 5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

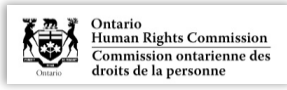
WPS workforce is reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.

Members of Windsor's diverse community, and in particular, the underrepresented members of the community, continue to apply for positions within the WPS.

WPS ability to work cross culturally is improved.

³ Underrepresented groups have been identified through the 2012 WPS Workplace Census.

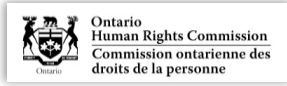




Recruitment, Selection, Promotion & Retention

Projected Milestone(s)		Status
March 2012	<p>Identify & assess current high school outreach programs</p> <p>WPS currently participates in the YIPI (Youth in Policing Initiative) and Cooperative Education programs. YIPI employs approximately 5 students per year. It runs in the summer months and supports positive relationships between communities and the police. The Cooperative Education program is designed to assist high school students with on-site workplace training. Both of these programs are successful initiatives for high school outreach.</p> <p>On March 1, 2012 Chief Frederick approved PEACE (Police Ethnic and Cultural Education). This program targets pre-employment, culturally diverse youth, and incorporates education and training in various police related topics, with an aim to foster a positive approach to policing careers.</p> <p>Community Services & High School Liaison officers are involved in recruitment outreach; however, this has been identified as being informal in nature.</p>	Complete
October 2012	<p>Obtain Community Feedback on Recruitment</p> <p>Two community outreach sessions were held in 2012. The first session provided participants with general Project information. The second session focused on five issues, only one of which was discussed in any depth. During the sessions feedback was obtained from the 91 participants regarding the recruitment and hiring process.</p> <p>In September 2012 the Windsor Police Service hosted two Recruitment Outreach Sessions. The purpose of these sessions was to provide an opportunity for community members to obtain information on the requirements and process to apply for a police position within the Service. During the sessions a feedback form was completed by 37</p>	Complete





Human Rights Project

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Recruitment, Selection, Promotion & Retention

of the 90 participants. Feedback was obtained in relation to the information presented as well as any perceived barriers in the recruitment/hiring process.

In October 2012 a recruitment survey was distributed to all our community partners for distribution to community members. The questionnaire asked questions regarding perceptions about Windsor Police Service recruitment and hiring practices. The Service received 10 responses to the survey.

October 2012 **Implement PEACE Program** **Complete**

The inaugural PEACE program was implemented on October 24, 2012. Through the WECDSD, 26 grade 11 & 12 high school students were identified to participate in the program. Twenty-three students completed the program. Approximately 2/3 of students were from racialized groups.

On March 27, 2013, the PEACE program will be delivered to students from local high schools of the GECDSB. Student selection is currently underway.

The goal is to deliver the program once in the fall and once in the winter semester.

April 2013 **Modify Job descriptions of Community Services Officers and High School Liaison Officers** **In-progress**

Inspector Crowley of Professional Advancement met with Community Services and High School Liaison officers and discussed the expectations and messages the Service wants communicated to high school students regarding recruitment outreach.

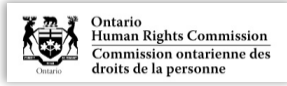
Modifications will be made to the Job descriptions for these officers to formalize recruitment outreach duties and the importance of outreach to underrepresented groups within the community.

Refresher training will be delivered in March 2013.

Strategy Lead(s)
Tom Crowley, Inspector, Professional Advancement

Ongoing Responsibility:
Inspector, Professional Advancement





Human Rights Project

Annual Report 2013

Recruitment, Selection, Promotion & Retention

Strategy 6

Explore the possibility of obtaining applicable statistics on demographics by *Human Rights Code* identifiers from Applicant Testing Services Inc. (ATS), a private firm used by WPS for the assessment of police position applicants.

Objectives

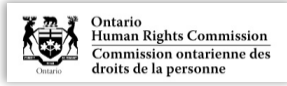
Outputs	Within the 3 year duration of the Project	
	Report on possibility of obtaining statistics from ATS. Target completion date: March 2012	
Outcomes	3 to 5 years after the launch of the Project	
	WPS has information on the number of ATS applicants from underrepresented groups and their success rate to use in the development of recruitment strategies.	
Outcomes	5 to 10 years after the launch of the Project	
	<p>Number of people from underrepresented groups successfully completing ATS process and applying to WPS is increasing.</p> <p>WPS workforce is reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.</p> <p>Members of Windsor's diverse community, and in particular, the underrepresented members of the community, continue to apply for positions within the WPS.</p>	

Projected Milestone(s)	Status
March 2012 Report on possibility of obtaining ATS statistics Inspector T. Crowley, Windsor Police Service ATS liaison, found demographic information for ATS applicants was not available.	Complete

Strategy Lead(s):

Tom Crowley, Inspector, Professional Advancement





Recruitment, Selection, Promotion & Retention

Strategy 7

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 Service careers to identify gaps.

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.

Objectives

Outputs Within the 3 year duration of the Project

Formal external mentoring processes and strategies are identified, and reviewed.

Target completion date: September 2012

Programs are developed to improve external mentoring.

Target completion date: September 2013

Outcomes 3 to 5 years after the launch of the Project

Increased number of persons from underrepresented groups participating in the application process.

More members of underrepresented communities perceive policing to be a positive, potential career choice.

Outcomes 5 to 10 years after the launch of the Project

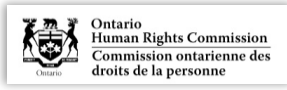
WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

WPS workforce is reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community

Members of Windsor's diverse community, and in particular, the underrepresented members of the community, continue to apply for positions within the Windsor Police Service.

Windsor Police Service ability to work cross culturally is improved.





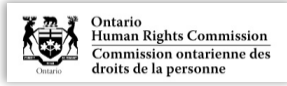
Human Rights Project

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Projected Milestone(s)	Status
<p>September 2012 Identify and review formal mentoring strategies and processes</p> <p>The Service participates in the YIPI and Cooperative Education programs.</p> <p>The Service implemented the PEACE program in October 2012.</p> <p>Windsor Police Service Community Services and High School Liaison officers conduct recruitment outreach activities as part of their regular duties.</p> <p>The Service hosts recruitment outreach sessions and most recently hosted two sessions prior to active recruitment in September 2012. In response to the feedback received at the 2012 Community Consultation Sessions, the recruitment outreach sessions were held at local community venues rather than a police facility.</p>	Complete
<p>October 2012 Obtain Community Feedback on Recruitment</p> <p>Two community outreach sessions were held in 2012. The first session provided participants with general information about the Project. The second session focused on five issues, only one of which was discussed in any depth. During the sessions feedback was obtained from the 91 participants regarding the recruitment and hiring process.</p> <p>In September 2012 the Windsor Police Service hosted two Recruitment Outreach Sessions. The purpose of these sessions was to provide an opportunity for community members to obtain information on the requirements and process to apply for a police position within the Service. During the sessions a feedback form was completed by 37 of the 90 participants. Feedback was obtained in relation to the information presented as well as any perceived barriers in the recruitment/hiring process.</p> <p>In October 2012 a recruitment survey was electronically sent to all our community partners for</p>	Complete





Human Rights Project Annual Report 2013

Recruitment, Selection, Promotion & Retention

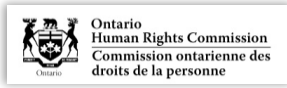
distribution to community members. The questionnaire asked questions regarding perceptions about Windsor Police Service recruitment and hiring practices. The Service received 10 responses to the survey.

September 2013 **Develop and/or improve formal mentoring programs** **In-progress**

Strategy Lead(s):
John St.Louis, Superintendent,
Investigative Services Division

Ongoing Responsibility:
Inspector, Professional Advancement





Recruitment, Selection, Promotion & Retention

Strategy 8

Consult community to obtain feedback regarding any barriers in our recruitment and selection process.

Objectives

Outputs

Within the 3 year duration of the Project

Feedback from community regarding our recruitment and selection process is obtained and a report on barriers is generated.

Target completion date: September 2012

Outcomes

3 to 5 years after the launch of the Project

Number of persons from underrepresented groups participating in application process is increased.

More members of underrepresented communities perceive policing to be a positive, potential career choice.

Outcomes

5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

WPS workforce is reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.

Members of Windsor's diverse community, and in particular, the underrepresented members of the community, continue to apply for positions within the WPS.

Windsor Police Service ability to work cross culturally is improved.

Projected Milestone(s)

Status

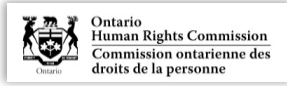
January 2012
May 2012

Obtain feedback from community consultation sessions

Complete

Two community consultation sessions were held in 2012. The first session provided participants with general information about the Project. The second session focused on five issues, only one of which





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was discussed in any depth. During the sessions feedback was obtained from the 91 participants regarding the recruitment and hiring process.

September 2012 Obtain feedback from recruitment outreach sessions Complete

In September 2012, the WPS hosted two recruitment outreach sessions. The purpose of these sessions was to provide an opportunity for community members to obtain information on the requirements and process to apply for a police position with the Service. A feedback questionnaire form regarding the information presented and any perceived barriers in the recruitment/hiring process was completed by 37 of the 90 participants.

October 2012 Obtain feedback from community consultation on recruitment survey Complete

In October 2012 a recruitment survey was sent electronically to all our community partners for distribution to community members. A five-question survey canvassed the community on perceptions about WPS recruitment and hiring practices. The Service received 10 responses to the survey.

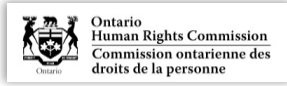
September 2012 Complete a report on barriers in WPS recruitment process Complete

Information was compiled from the above events, and a final report containing community feedback regarding recruitment was completed. Dan Younan, a Cooperative Education student from Holy Names High School who is currently assigned to Windsor & Essex County Crime Stoppers, prepared the report.

Strategy Lead(s):
Laurie Jacobs, Sergeant, Professional Standards Branch

Ongoing Responsibility:
Inspector, Professional Advancement





Recruitment, Selection, Promotion & Retention

Strategy 9

Conduct internal focus groups with specified groups to determine where concerns of equitability in the Service's internal promotional process exist. The specified groups are:

- Women;
- Racialized minorities;
- Persons with disability accommodations (subgroup for permanently modified duties);
- Comparative group (group based on seniority); and,
- Groups based on age of all employees.

Objectives

Outputs Within the 3 year duration of the Project

Focus groups are conducted. Gaps and issues are identified. Recommendations are generated based on the information obtained.

Target completion date: October 2012

Outcomes 3 to 5 years after the launch of the Project

WPS has information to help ensure promotional processes and systems are congruent with the goals of human rights.

Outcomes 5 to 10 years after the launch of the Project

WPS is representative of the community across all ranks.

Projected Milestone(s)

Status

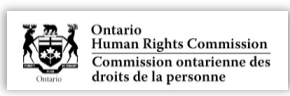
October 2012 **Conduct focus groups, identify gaps and issues, and make recommendations** **Pending**

On March 16, 2013 the WPS announced a review of the Sworn Promotional Process. A Promotional Process Committee was formed.

One of the first steps of the Promotional Process Committee was to canvass the membership for input regarding the promotional process.

The committee will address human rights issues through consultation with Project members as it





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moves forward in developing a new process. Project member Inspector Pat Keane, is a member of the Promotional Process Committee.

In anticipation of a new process and in light of the recent canvass, the subcommittee elected to put this initiative on hold until after the implementation of the revised promotional process. At that time, if the group elects to proceed with focus groups, recommendations will be made to the Promotional Process Committee.

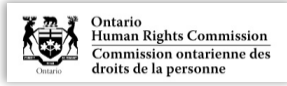
Strategy Lead(s):

Mari Sue Bachmeier, Manager, Human Resources Section

Ongoing Responsibility:

Manager, Human Resources Section





Human Rights Project

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Strategy 10

Research the feasibility of internal support networks (ISNs) being developed within the Service and respond appropriately.

Objectives

Outputs Within the 3 year duration of the Project

Recommendations stemming from the research on ISNs are produced.

Target completion date: January 2013

Outcomes 3 to 5 years after the launch of the Project

Number of people from underrepresented groups applying for internal promotion and remaining in the system is increasing.

Outcomes 5 to 10 years after the launch of the Project

Ranks within the WPS workforce are more reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.

Employee satisfaction, in particular with underrepresented members, is increasing.

Projected Milestone(s)

Status

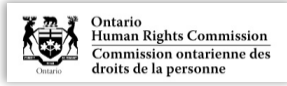
September 2012 **Canvass membership for interest in forming Internal Support Networks** **Complete**

A formal canvass was put on hold over the summer as members had recently been canvassed on several other issues. In the fall of 2012 an informal canvass of officers by Constable Mike Akpata found there is interest in organizing a black officer's internal support network.

April 2013 **Include a reference to ISNs in Human Rights Directive** **In-progress**

A reference to ISNs will be included in the Draft Human Rights Directive. This statement will outline





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policy and/or procedures related to the development and support for ISNs within the Service.

April 2013

Make recommendation re: the development of ISNs

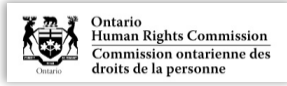
In-progress

The target completion date has been moved from January 2013 to April 2013.

Strategy Lead(s):

Michael Akpata, Constable, Financial Crimes





Recruitment, Selection, Promotion & Retention

Strategy 11 (combined with Strategy 12 & 13)

Review current formal internal mentoring system, identify gaps, and make recommendations for improvement.

Strategy 12

Review access to developmental opportunities throughout the Service (i.e. job shadowing, training), with particular attention to underrepresented groups.

Develop initiatives, improve current strategies, and/or make recommendations regarding access to developmental opportunities throughout the Service.

Strategy 13

Review the processes and strategies currently used for internal promotion recruitment and identify gaps.

Develop initiatives, improve current strategies and processes, and/or make recommendations regarding internal promotion recruitment.

Objectives

Outputs Within the 3 year duration of the Project

Recommendations are made for:

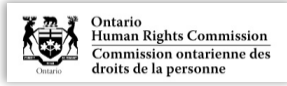
- Internal mentoring
Target completion date: January 2013
- Developmental opportunities
Target completion date: September 2013
- Promotion recruitment
Target completion date: September 2012

Outcomes 3 to 5 years after the launch of the Project

WPS has information to help ensure promotional processes and systems are congruent with the goals of human rights.

Promotional support processes are congruent with the goals of human rights i.e. inclusive, equitable etc.





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Number of people from underrepresented groups applying for internal promotion and remaining in the system is increasing.

Outcomes | 5 to 10 years after the launch of the Project

WPS members are more reflective and representative of the diversity within the City of Windsor, in particular, underrepresented members of the community.

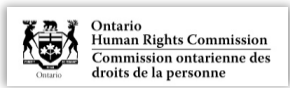
Employee satisfaction, in particular with underrepresented members, is increasing.

Projected Milestone(s)	Status
<p>January 2013 Make recommendations for the internal mentoring program, developmental opportunities program and the promotion recruitment program</p> <p>These programs have been included in identified strategic initiatives and committees are presently addressing these programs. The committees will be reviewing the programs and making changes or recommending changes to the programs.</p> <p>Instead of duplicating the work of the committees identified above, members of the Human Rights Project will review the committees' work upon completion for compliance with the <i>Human Rights Code</i> and make recommendations.</p>	Pending

Strategy Lead(s):
 Pat Keane, Inspector, Major Crime Section
 John St. Louis, Superintendent, Investigative Services Division

Ongoing Responsibility:
 Manager, Human Resources





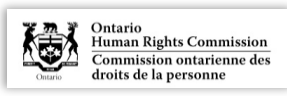
Accountability

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.



Accountability

Strategy 1

Develop an overarching human rights directive to guide the activities of the Service to ensure they are compliant with the Ontario *Human Rights Code*.

Objectives

Outputs Within the 3 year duration of the Project

A Human Rights Directive is created in consultation with OHRC.
Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

The Human Rights Directive is implemented.
 WPS complies with human rights legislation.
 All members comply with directives.

Outcomes 5 to 10 years after the launch of the Project

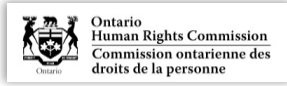
WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.
 Fiscal liability from internal and external complaints is reduced.
 Internal and external complaints with a human rights component are reduced and resolved in a timely fashion (taking into account that an initial spike in complaints is likely to be experienced as trust and understanding of the process improves).
 The Human Rights Directive continues to be monitored, implemented, and improved upon.

Projected Milestone(s)

Status

January 2012	Consult other police services for Human Rights Policy documents	Complete
April 2012	Begin development of the Directive	Complete





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Accountability

February 2014

Complete overarching human rights directive

In-progress

A Human Rights Directive was drafted in consultation with the OHRC and WPS Quality Assurance & Audits Section (QA&A). The directive includes policy and procedure relating to human rights in the workplace and human rights as a service provider.

The directive has been revised several times as a result of consultation with Project partners, revisions of other policies, and recommendations from other Project strategies. The directive is in its final drafting stages. It is anticipated the directive will be completed and implemented by the target completion date.

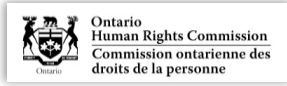
Strategy Lead(s):

Susan Gagnon, Manager, Information and Technology Section
Staff Sergeant Brad Hill, Criminal Intelligence Unit

Ongoing Responsibility:

Inspector, Professional Standards Branch
Inspector, Quality Assurance & Audits





Human Rights Project

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Accountability

Strategy 2

Identify and review relevant Directives to be reviewed to ensure they are clear and consistent and do not conflict with the Ontario *Human Rights Code*.

Recommend Directive changes and development to address any identified gaps.

Objectives

Outputs	Within the 3 year duration of the Project
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All Directives are reviewed and assessed for their Human Rights impact level. Documentation will include the human rights impact level, the stakeholders to be consulted during a Directive review and comments/recommendations relating to possible human rights issues.

A Directive review checklist is developed for human rights issues to be included in the Directive review/development package and used during Directive development and review to ensure Directives are clear and consistent, and do not conflict with the Ontario *Human Rights Code*.

Recommendations for Directive changes or development are made to address any identified gaps.

Target completion date: February 2014

Outcomes	3 to 5 years after the launch of the Project
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All Directives are reviewed to ensure compliance with the *Human Rights Code*.

All Directives comply with the Ontario *Human Rights Code*.

All members comply with Directives.

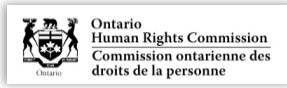
Outcomes	5 to 10 years after the launch of the Project
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Windsor Police Service identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)	Status
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April 2012 Identify relevant Directives to be reviewed All Service Directives were identified as needing	Complete
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Accountability

review to ensure compliance with the *Code*. Due to the number of Service Directives, it would not be possible for the subcommittee to conduct a review of all Directives during the life of the Project.

Instead, the subcommittee will develop a process to be used in the regular review all Service Directives to identify potential human rights issues.

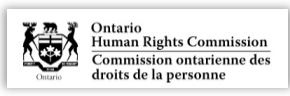
Once the recommendation to implement the Directive review process is approved, by the end of a three year period each Directive would be reviewed with a human rights lens, as per the Directive review schedule.

The subcommittee will:

- Assess and document all Directives for human rights impact level. Include human rights comments & recommendations relating to possible issues and stakeholders to consult during a review. The document will be used during Directive reviews.
- Develop a Directive review checklist for human rights issues to include in the Directive review/development package and use during Directive development and review.
- Select one Directive to review using the Directive review checklist and obtain feedback from OHRC.

June 2012	Assess and document all Windsor Police Service Directives for human rights impact level	Complete
June 2012	Select one Directive to review and use to develop a Directive review checklist The Prisoner Care & Control Directive was selected to review.	Complete
July 2012	Develop Directive review checklist and review Prisoner Care & Control Directive	Complete
October 2012	OHRC review of Prisoner Care & Control Directive and accompanying Directive Review	Complete





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Checklist

April 2013	Revise Prisoner Care & Control Directive based on feedback and finalize Directive Review Checklist	In-progress
June 2013	Recommend changes to the Prisoner Care & Control Directive to the Responsible Manager Implement Directive Changes	N/A – On Schedule to be complete by target completion date
August 2013	Include Directive Review Checklist in Directive Development and Review Package The checklist will be included in the package used during the regular review of all Service Directives. This will ensure human rights concerns are taken into consideration during all future reviews of all Service Directives.	N/A – On Schedule to be complete by target completion date
January 2014	Review of additional Directive according to priority list	N/A – On schedule to be complete by target completion date

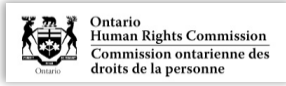
Strategy Lead(s):

Staff Sergeant Geoff Dunmore,
Professional Advancement
Constable Jason DeJong, Patrol
Services

Ongoing Responsibility:

Inspector, Quality Assurance & Audits





Accountability

Strategy 3

Review and recommend changes to the job descriptions for all positions within the service to ensure a component of the description addresses human rights issues and requires compliance with the Ontario *Human Rights Code*.

Objectives

Outputs Within the 3 year duration of the Project

All positions within the service include a component that addresses human rights issues and requires compliance with the Ontario *Human Rights Code*.

Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

Every WPS member understands how human rights related Directives are enacted in their job.

Every WPS member is accountable to comply with human rights related Directives.

Outcomes 5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)

Status

November 2012	Consult with OHRC, OPC and WPSB	Complete
February 2014	<p>Review and recommend changes to job descriptions for all positions within the Service</p> <p>The subcommittee will make recommendations regarding the addition of statements to WPS job descriptions.</p>	In-progress

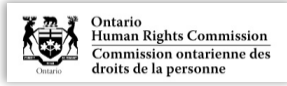
Strategy Lead(s):

Inspector Rick Facciolo, Quality Assurance & Audits

Ongoing Responsibility:

Manager, Human Resources





Human Rights Project

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Accountability

Strategy 4

Develop communications and training to promote awareness of Directive changes to Windsor Police Service members.

Objectives

Outputs Within the 3 year duration of the Project

Communications and training are developed and delivered.
Target completion date: September 2013

Outcomes 3 to 5 years after the launch of the Project

Every member of WPS is aware of and familiar with human rights related directives.

Outcomes 5 to 10 years after the launch of the Project

WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Projected Milestone(s)

Status

September 2013 **Develop communications and training to promote awareness of directive changes to WPS members** **In-progress**

The Service currently has a process to advise members of changes to Directives, which creates awareness among members of Directive changes. If needed, the subcommittee will develop further communications and training relating to Directive changes throughout the duration of the Project.

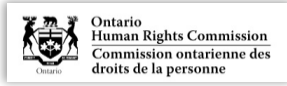
Strategy Lead(s):

Pamela Mizuno, Sergeant, Special Project

Ongoing Responsibility:

Inspector, Quality Assurance & Audits





Human Rights Project

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Accountability

Strategy 5

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.

Strategy 6

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.

Objectives

Outputs	Within the 3 year duration of the Project
----------------	---

Research is conducted and recommendations are made regarding the collection of information related to complaints with a human rights component in a central repository. The recommendations will include: the information to be collected, and policy and procedure related to the collection, storage, analysis and reporting of the information.

Target completion date: February 2013

Outcomes	3 to 5 years after the launch of the Project
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Performance and discipline incidents related to compliance with human rights related Directives are tracked, addressed in a timely manner, and reduced.

Outcomes	5 to 10 years after the launch of the Project
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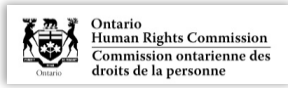
WPS identifies, eliminates, and prevents discrimination in its employment practices and service delivery.

Fiscal liability from internal and external complaints is reduced (taking into account that an initial spike in complaints is likely to be experienced as trust and understanding of the process improves).

Projected Milestone(s)	Status
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August 2012	Identify current data collection processes for receiving and recording internal and external complaints	Complete
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Human Rights Project

Annual Report 2013

Accountability

Human Resources, Administration, PSB, and other various areas within the Service that receive internal and external complaints were consulted to determine how complaints are received and recorded.

August 2012 **Determine what information needs to be compiled in a registry for complaints with a human rights component** **Complete**

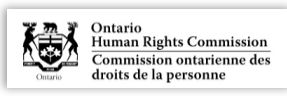
April 2013 **Make recommendation to Senior Leadership Team re: information to be collected in a central repository for human rights complaints** **In-Progress**

As the Service is currently in the process of researching alternative methods to record complaints, the subcommittee will only make recommendations on the collection, recording and reporting of internal and external complaints that have a human rights component. These recommendations can be considered as the Service moves forward with its initiative and may be included in any new processes for recording and reporting on complaints.

Strategy Lead(s):
Constable Jason DeJong, Patrol Services

Ongoing Responsibility:
Inspector, Professional Standards Branch





Public Liaison

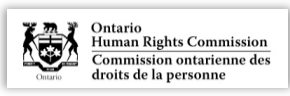
Public Liaison

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.





Public Liaison

Strategy 1

Research and develop an ongoing formal community consultation process to support human rights and equity concerns.

Objectives

Outputs Within the 3 year duration of the Project

Formal community consultation process is established.

Feedback from the consultation process is used to support the Project.

Formal community consultation process is ongoing and supports human rights and equity concerns.

Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

Communication barriers with the public are removed.

Relationships and communications with the public re: human rights are established.

Public awareness of human rights and responsibilities relating to police services is increased.

Service members' awareness of community demographics, needs, and concerns related to human rights, and assets/resources available to the community and police to address human rights concerns is increased.

Outcomes 5 to 10 years after the launch of the Project

Relationships and communications with the community are improved.

Public awareness of the Service's commitment and responsibilities regarding human rights is increased.

WPS is responsive to community, needs, and concerns related to human rights.

WPS uses community assets/resources to address human rights concerns.

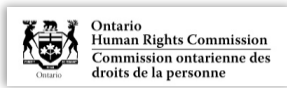
Projected Milestone(s)

Status

January 2012 Consult other police services

Complete





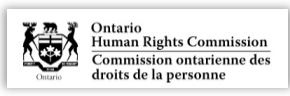
Human Rights Project

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Public Liaison

May 2012	Assess past practices of the Service	Complete
	<p>Information was received from internal and external sources that several years ago the Service held some consultation sessions at the Windsor Public Library. The consultation sessions were discontinued for reasons unknown. The subcommittee was unable to locate any information related to these sessions.</p> <p>The Service continues to hold public consultation sessions in the development of the Service's Business plan.</p>	
January 2012	Conduct community outreach session	Complete
	<p>The first community consultation sessions held in 2012 involved 45 participants from various community organizations. The sessions provided participants with general Project information. The feedback received from the participants was compiled in a report on the session.</p>	
May 2012	Conduct community outreach session	Complete
	<p>The second community consultation session involved 46 participants from various community groups and the general public. The sessions focused on five issues, but only the issue of future community consultation sessions was discussed in depth. A large amount of feedback was received, including information pertaining to who should be involved in the consultations and the human rights areas to be addressed. The feedback from this session will be used in the development of the formal community consultation process. The feedback was compiled in a report on the session.</p>	
May 2013	Conduct community outreach session	In-progress
	<p>The feedback obtained at the 2012 community consultation sessions will be used in the development and implementation of another consultation session in May 2013.</p>	
February 2014	Establish formal community consultation	In-progress





Human Rights Project

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Public Liaison

process

The feedback obtained at the 2012 community consultation sessions will be used in the development of the formal community consultation process. Conducting further community consultation sessions will assist in the development of the formal process. It is anticipated the strategy will be complete and implemented by the target completion date.

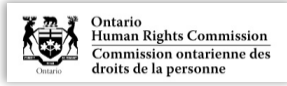
Strategy Lead(s):

Jim Farrand, Staff Sergeant,
Professional Standards Branch
Tammy Fryer, Staff Sergeant, Patrol
Services
Lori Powers, Director, Emergency 911
Centre

Ongoing Responsibility:

To be determined





Public Liaison

Strategy 2 (combined with Strategy 5 & 7)

Determine the written Service communications to be selected for translation and the languages to be provided.

Strategy 5

Develop a plan to provide translation for written and oral communications in languages which are not provided for by the Windsor Police Service.

Strategy 7

Develop policy and procedures on written communications.

Objectives

Outputs

Within the 3 year duration of the Project

Written Service communications to be translated and the languages to be provided are determined.

Target completion date: September 2012

Directive on communications is developed.

Target completion date: February 2014

Outcomes

3 to 5 years after the launch of the Project

More written communications are provided in languages that are prevalent in the community.

WPS members are aware of and comply with Directive.

WPS communications are current, and continue to reflect community needs.

Outcomes

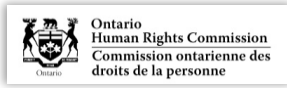
5 to 10 years after the launch of the Project

WPS provides linguistically accessible policing services.

WPS ability to work cross culturally is improved.

WPS has the ability to respond appropriately diverse language needs.





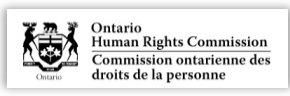
Human Rights Project

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Projected Milestone(s)		Status
February 2012	<p>Determine the top languages in Windsor</p> <p>Top languages were determined after consulting with Multicultural council of Windsor and Essex County and statistics from Language Services used for WPS interpretation.</p>	Complete
March 2012	<p>Identify all written Windsor Police Service communications that are available or distributed to the community</p> <p>The Guide to Police Practices pamphlet published by the Service is available in 7 languages other than English.</p> <p>Assistance to Victims of Crime pamphlet published by the Service is only available in English.</p> <p>The Community Services Unit distributes other written communications. These are communications produced by other organizations and are available only in English.</p>	Complete
April 2012	<p>Selection of brochure for translation and printing/distribution of selected brochure</p> <p>The Emergency 911 brochures were selected for translation into 6 languages, Simplified Chinese, Arabic, Italian, Somali, Spanish, and French. The brochures were printed and are available at the Service and on the Service website.</p>	Complete
February 2014	<p>Develop a Communications Directive</p> <p>A Communications Directive will encompass Public Liaison Strategies 2, 5 and 7. The Directive may include, but is not limited to:</p> <ul style="list-style-type: none"> • Review of languages most frequently requiring translation • Review of languages for which the Service currently provides translation • Written communications • Language translation services 	N/A – On schedule to be complete by target completion date





Human Rights Project Annual Report 2013

Public Liaison

Strategy 2 Lead(s):

Lori Powers, Director, Emergency 911 Centre
Tammy Fryer, Staff Sergeant, Patrol Services

Strategy 5 & 7 Lead(s):

Jim Farrand, Staff Sergeant, Professional Standards Branch

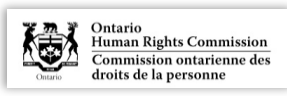
Ongoing Responsibility:

Inspector, Quality Assurance & Audit

Ongoing Responsibility:

Inspector, Quality Assurance & Audits





Public Liaison

Strategy 3

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.

Educate members on the availability and use of multi-language communication.

Objectives

Outputs Within the 3 year duration of the Project

Telephone and video translation services are available in the main office, detention unit, professional standards branch, and collision reporting centre.

Target completion date: April 2012

Windsor Police Service members are trained in the use of the translation services.

Target completion date: June 2012

Outcomes 3 to 5 years after the launch of the Project

Language line is implemented, training is completed and services are accessed.

Outcomes 5 to 10 years after the launch of the Project

WPS has the ability to respond appropriately to diverse language needs.

Projected Milestone(s)

Status

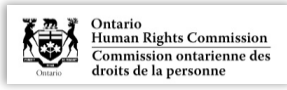
April 2012

Translation services are available for WPS headquarters main office, detention unit, traffic unit, E911 Unit, professional standards branch and collision reporting centre through the telephone language translation service

Complete

The language line provides officers with the ability to communicate through telephone interpretation in over 200 languages. As well, officers can call E911 Centre and request a conference call with Language Services or they can request an interpreter.





Human Rights Project

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Public Liaison

April 2012 **Video remote interpretation (VRI) is available in WPS main office, detention unit, and the collision reporting centre** **Complete**

Due to technical difficulties, VRI was not available in the Detention Unit until December 2012.

June 2012 **Complete training for all WPS patrol services, detention unit, traffic unit, professional standards branch and collision reporting centre members on the use of the telephone language translation service and video remote interpretation where applicable** **Complete**

All of the above-mentioned members received training in the use of the language line and VRI. As well, desk reference cards with instructions for accessing a telephone interpreter and VRI are located in the Main Office, Traffic unit Detention Unit, CRC and PSB and a trouble shooting booklet for VRI is located at designated computer terminals.

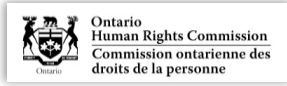
VRI training for detention unit members was completed in February 2013.

June 2012 **Complete awareness campaign for WPS members on the availability of telephone language translation and video remote interpretation** **Complete**

Strategy Lead(s):
Lori Powers, Director, Emergency 911 Section

Ongoing Responsibility:
Director, Emergency 911 Section





Public Liaison

Strategy 4

Educate the community on the availability of multi-language communication.

Objectives

Outputs Within the 3 year duration of the Project

Awareness campaign is developed.

Target completion date: June 2012 – ongoing

Outcomes 3 to 5 years after the launch of the Project

Community members are aware of and access multi-language communication.

Outcomes 5 to 10 years after the launch of the Project

WPS members provide accessible services to all members of the community.

Relationships and communications with the community are improved.

Public awareness of the Service's commitment to human rights is increased.

Projected Milestone(s)

Status

May 2012

Notify local agencies and members of the DHHSI community on the availability of services

Complete

The local Canadian Hearing Society, Windsor Association of the Deaf and local ASL interpreters were advised of the availability of services and were invited to preview and critique the interpretation service.

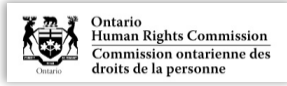
May 2012

Media event on the launch of telephone language interpretation and video remote interpretation services.

Complete

The media event was well attended by local media resulting in a large amount of local media coverage on the availability of language services at WPS.





Human Rights Project Annual Report 2013

Public Liaison

January 2013 **Use social media and website to make community aware of multi-language communications** **Ongoing**

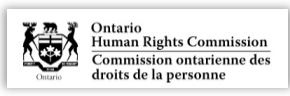
WPS promoted the on-line reporting service which is available on the Service website in 6 languages on Twitter and Facebook. WPS Social media accounts and website will continue to be used to promote awareness of multi-language services.

July 2013 **Develop and post a video with sign language interpretation on WPS website about E911 centre and the availability of VRI services at Police facilities.** **In-progress**

Strategy Lead(s):
Lori Powers, Director, Emergency 911 Section

Ongoing Responsibility
Public Information Officer





Public Liaison

Strategy 6

Develop an internal, local language guide.

Objectives

Outputs

Within the 3 year duration of the Project

Language guide is developed.

Target completion date: February 2014

Outcomes

3 to 5 years after the launch of the Project

Windsor Police Service members use appropriate terms when referring to diversity.

Internal and external communications use appropriate human rights language.

Outcomes

5 to 10 years after the launch of the Project

Windsor Police Service relationships and communication with the community is improved.

Projected Milestone(s)

Status

June 2012

Consult other organizations for research and/or best practices regarding the issue of race-based and inclusive language.

Complete

Other police services were consulted and it was challenging to find any information regarding a guide on race-based and inclusive language. Some information was found on-line regarding inclusive language.

June 2012

Consult OHRC for research and/or best practices regarding the issue of race-based and inclusive language.

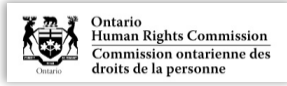
Complete

May 2013

Community consultation on internal language guide

In-progress





Human Rights Project

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Public Liaison

The development of an internal language guide was a topic at the community consultation session in May. Some feedback was received from participants; however, due to time constraints the topic was not fully explored. The subcommittee plans on exploring this topic further at a future community consultation session in the Spring of 2013.

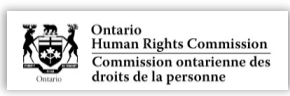
Strategy Lead(s):

Jim Farrand, Staff Sergeant,
Professional Standards Branch

Ongoing Responsibility:

To be determined





Public Liaison

Strategy 8

Identify current Service outreach strategies to groups that lack conventional communication tools and develop initiatives or improve current initiatives to communicate with these groups.

Objectives

Outputs Within the 3 year duration of the Project

Current outreach strategies are identified.

Target completion date: January 2013

Current initiatives are improved and/or initiatives are developed.

Target completion date: January 2014

Outcomes 3 to 5 years after the launch of the Project

Communication with individuals and groups who lack conventional communication tools is improved.

Outcomes 5 to 10 years after the launch of the Project

WPS relationships and communication with the community is improved.

Services are made more accessible for persons who lack conventional communication tools.

Projected Milestone(s)

Status

January 2013	Identify current outreach strategies	Complete
January 2014	Improve and/or develop initiatives	N/A – on schedule

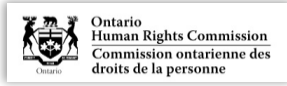
Strategy Lead(s):

Tammy Fryer, Staff Sergeant, Patrol Services

Ongoing Responsibility:

Public Information Officer





Public Liaison

Strategy 9

Educate internally and externally on availability of all communication initiatives.

Objectives

Outputs Within the 3 year duration of the Project

Develop training/communications for members on all communication initiatives.

Target completion date: September 2013 and ongoing as needed

Public awareness campaign is completed.

Target completion date: January 2014

Outcomes 3 to 5 years after the launch of the Project

WPS members are aware of communication initiatives.

The Windsor community is aware of and accesses alternative communication mechanisms.

Outcomes 5 to 10 years after the launch of the Project

WPS members provide accessible services to all members of the community.

WPS relationships and communications with the community are improved.

WPS members provide accessible services to all members of the community.

Relationships and communications with the community are improved.

Public awareness of the Service's commitment to human rights is increased.

Projected Milestone(s)

Status

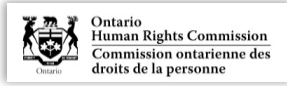
September 2013 and ongoing as needed

Develop an internal training/communication strategy on all communication initiatives.

Ongoing

As new initiatives are launched, such as the implementation of the language line and VRI, training and communication strategies have been put in place to create awareness and educate members on the availability and use of the new resources.





Human Rights Project Annual Report 2013

Public Liaison

January 2014

Develop an external awareness campaign of all communication initiatives

Ongoing

As new initiatives are launched, such as the implementation of the language line and VRI, external awareness campaigns have been put in place to create awareness and educate the public on the availability and use of the new resources.

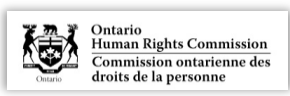
Strategy Lead(s):

Tammy Fryer, Staff Sergeant, Patrol Services

Ongoing Responsibility:

Public Information Officer





Public Liaison

Strategy 10 (combined with Strategy 11)

Develop a plan in collaboration with Special Project members to use current and future electronic communications 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.

Strategy 11

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.

Objectives

Outputs	Within the 3 year duration of the Project
----------------	---

Plan to use electronic communication to reinforce the Service’s commitment to human rights issues is developed.

Target completion date: August 2012

Gaps in website are identified and addressed.

Target completion date: August 2012

Outcomes	3 to 5 years after the launch of the Project
-----------------	--

WPS uses electronic communication to increase public awareness of the Service’s commitment to human rights.

Electronic communication is increased or improved.

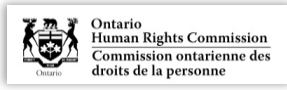
WPS website reinforces the Service’s commitment to human rights.

Outcomes	5 to 10 years after the launch of the Project
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Relationships and communications with the community are improved.

Public awareness of the Service’s commitment to human rights is increased.





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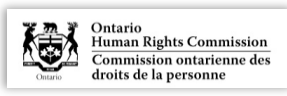
Public Liaison

Projected Milestone(s)	Status	
August 2012	<p>Create a Human Rights Project tab on the WPS website</p> <p>There is currently a tab on the WPS website for the Human Rights Project. Information regarding the progress of the Project is posted regularly. The site is also used to promote human rights and/or diversity related Service events.</p>	Complete
August 2012	<p>Use WPS social media accounts to promote human rights and diversity</p> <p>The Service social media accounts have been used to promote Service and other local human rights related events. The Service will continue to use these accounts to increase public awareness of its commitment to human rights.</p>	Ongoing
April 2013	<p>Create a Human Rights & Diversity view on the Service Facebook page</p>	In-progress
May 2013	<p>Identify any gaps during the redesign of the Service's website relating to human rights language, themes, and content</p> <p>The redesign of the WPS website has begun. The members assigned to the redesign are aware of accessibility requirements under AODA. Content will be reviewed by Project members during the redesign.</p> <p>The redesign of the Service website was delayed, resulting in a change of the target completion date to May 2013.</p>	In-progress

Strategy Lead(s):
 Pamela Mizuno, Sergeant, Special Project

Ongoing Responsibility:
 Public Information Officer





Human Rights Project

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Public Liaison

Strategy 12

Expand the Chaplaincy program of the Windsor Police Service.

Objectives

Outputs Within the 3 year duration of the Project

Number/type of Chaplains in the Windsor Police Service is increased.
Target completion date: June 2012

Outcomes 3 to 5 years after the launch of the Project

WPS 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.

Chaplaincy program is responsive to WPS religious diversity.

WPS members are supported in their faith needs.

Outcomes 5 to 10 years after the launch of the Project

WPS is able to attract and retain a diverse workforce.

WPS relationship with the community is improved.

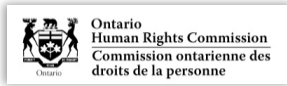
Public awareness of the Service's commitment to human rights is increased.

Projected Milestone(s)

Status

February 2012	<p>Identify the criteria for selection into the Chaplain program, current WPS program, role and tasks of a Chaplain, and plan for expansion</p> <p>Chaplain Chuck Congram developed a vision for the expansion of the Chaplaincy program as well as a Handbook for WPS Chaplains, which include all of the above-mentioned information.</p>	Complete
February 2013	<p>OHRC review of Vision and Handbook for WPS Chaplains</p>	Complete





Human Rights Project

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Public Liaison

July 2013	Obtain approval re: Chaplain Handbook and Program Vision	N/A – on schedule
January 2014	Increase number of Chaplains The target completion date for this strategy has been moved from June 2012 to January 2014.	N/A – on schedule

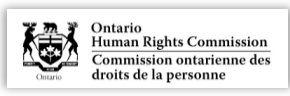
Strategy Lead(s):

Chaplain Chuck Congram, WPS

Ongoing Responsibility:

Chaplain Chuck Congram, WPS





Accommodation

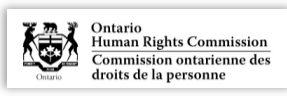
Accommodation

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.





Accommodation

Strategy 1

Develop an accommodation policy and procedures that covers internal and external accommodation in collaboration with the OHRC.

Develop guidelines with the policy and procedures that focus on creed for external accommodation and family status for internal accommodation.

Objectives

Outputs Within the 3 year duration of the Project

Accommodation Directive and accompanying guidelines for internal and external accommodation are developed.

Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

WPS accommodation directive is compliant with the Ontario *Human Rights Code* and the *AODA*.

The number of complaints related to external and internal accommodation is reduced.

Fiscal liability from internal and external complaints is reduced.

Outcomes 5 to 10 years after the launch of the Project

WPS members are accommodated in accordance with the Ontario *Human Rights Code* and the *AODA*.

Members of the public are accommodated in accordance with the *Human Rights Code* and the *AODA*.

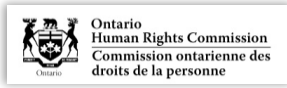
WPS meets the needs of the citizens it serves.

WPS provides a welcoming environment for members of the community.

WPS systems, strategies, programs, and initiatives provided to the public and its employees are inclusive.

WPS attracts and retains a diverse workforce.





Human Rights Project

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Accommodation

Projected Milestone(s)		Status
March 2012	Consult other police services for Accommodation policies	Complete
July 2012	Conduct internal Accommodation survey	Complete
May 2013	Begin Draft of Accommodation Directive	N/A – on schedule
July 2013	Begin Draft of Accommodation guidelines	N/A – on schedule

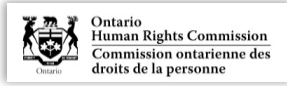
Strategy Lead(s):

Mari Sue Bachmeier, Manager, Human Resources Section

Ongoing Responsibility:

Manager, Human Resources Section





Accommodation

Strategy 2

Review the *Accessibility for Ontarians with Disabilities Act (AODA)* and Regulations as they relate to:

- Physical structures
- Accessibility of patrol response services

Identify and make recommendations to address any gaps in accessibility regarding the Service's physical structures and accessibility of patrol response services

Objectives

Outputs Within the 3 year duration of the Project

AODA and Regulations are reviewed as they relate to physical structures and the accessibility of patrol response services.

Target completion date: February 2013

Gaps in accessibility regarding WPS physical structures and patrol response services are identified and recommendations are made to address gaps.

Target completion date: February 2013

Outcomes 3 to 5 years after the launch of the Project

Gaps in accessibility are identified and recommendations are scheduled for implementation at Windsor Police Service buildings & structures.

Patrol services are compliant with the AODA and Ontario *Human Rights Code*.

Outcomes 5 to 10 years after the launch of the Project

WPS buildings & structures are fully accessible to all Service members and members of the community.

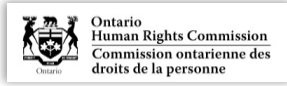
WPS patrol services are fully accessible to members of the community.

Projected Milestone(s)

Status

May 2012	Develop job description for Student Workplace Facility Assessor	Complete
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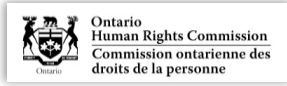
Human Rights Project

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Accommodation

July 2012	Employ Student Workplace Facility Assessor and begin facility assessment	Complete
January 2013	Complete Report on Workplace Facility Assessment Accessibility Audit of the Windsor Police Service facility is complete and contains recommendations re: the accessibility of Windsor Police Service HQ.	Complete
June 2012	Identify priority areas where accessibility of Patrol Services may be an issue Identified areas include: <ul style="list-style-type: none"> • Transporting persons who require the use of a wheelchair • Detaining persons who require a service animal or support person • Providing service in relation to a person with Alzheimer's or Autism • Providing service to members of the Deaf, Hard of Hearing or Speech Impaired community 	Complete
April 2013	Recommendations re: transportation of persons who require the use of a wheelchair or other aids The subcommittee has consulted other police services and reviewed the <i>AODA</i> . The subcommittee will make recommendations for changes to the Directive(s). The target completion date for this strategy has been moved to April 2013.	In-progress
April 2013	Recommendations re: detaining person who require a service animal or support person The subcommittee has consulted other police services and reviewed the <i>AODA</i> . The subcommittee will make recommendations for changes to the applicable Directive(s). The target completion date for this strategy has been moved to April 2013.	In-progress
February 2013	Recommendations re: providing service in relation to a person with Alzheimer's or Autism Current programs in place include a local Autism	Complete





Accommodation

registry and a National Wandering Persons Registry. No gaps were identified and no recommendations are being made.

February 2013

Recommendations re: providing service to members of the Deaf, Hard of Hearing or Speech Impaired (DHHSI) community

Complete

The Windsor Police Service has recently implemented several initiatives re: service provision to the DHHSI community:

- Implementation of VRI for ASL
- The Training Group is developing an e-learning package for Windsor Police Service members re: providing service to members of the DHHSI community.
- The Public Liaison subcommittee is creating a video with sign language interpretation on 911 services and the availability of VRI at Windsor Police Service HQ.

At this time no recommendations are being made as the above-mentioned initiatives address the identified gaps.

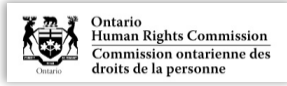
Strategy Lead(s):

Jeremy Souchuk, Forensic Identification Branch
Barry Horrobin, Director, Planning and Facilities Section

Ongoing Responsibility:

Manager, Human Resources





Accommodation

Strategy 3

Develop a plan to conduct ongoing inclusive design reviews related to *Code* ground areas.

Conduct initial inclusive design reviews in relation to:

- Internal dress code;
- Creed as it relates to external services; and,
- Family status as it relates to internal services.

Objectives

Outputs	Within the 3 year duration of the Project
----------------	---

Plan to conduct inclusive design reviews related to code ground areas is created.

Target completion date: February 2014

Initial inclusive design reviews are conducted:

- Dress code
Target completion date: January 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

Outcomes	3 to 5 years after the launch of the Project
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Ongoing inclusive design reviews are conducted in *Code* ground areas according to the plan.

Outcomes	5 to 10 years after the launch of the Project
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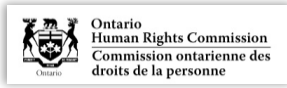
WPS provides inclusive services, facilities, and employment.

WPS attracts and retains a diverse workforce.

Projected Milestone(s)	Status
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November 2011	Complete inclusive design training and consult OHRC on process to conduct inclusive design	Complete
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Human Rights Project

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September 2012 reviews

September 2012 Consult other Services re: Dress Code policies **Complete**

April 2013 Conduct internal dress code inclusive design review **In-progress**

The target completion date for the internal dress code inclusive design review has been moved from January 2013 to March 2013.

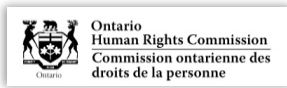
Strategy Lead(s):

Carole Forbes, CPIC/Charge Processor
Pamela Mizuno, Sergeant, Special Project

Ongoing Responsibility:

Inspector, Quality Assurance & Audits





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Accommodation

Strategy 4

Develop a communications and training to promote awareness of policy, procedure, and directive changes to Windsor Police Service members.

Objectives

Outputs Within the 3 year duration of the Project

Communications and training to promote awareness of changes to Directives related to accommodation are developed.

Target completion date: February 2014

Outcomes 3 to 5 years after the launch of the Project

Communication and training on accommodation Directive changes are delivered.

WPS members are aware of and comply with accommodation Directives.

Outcomes 5 to 10 years after the launch of the Project

WPS provides inclusive services, facilities, and employment.

WPS attracts and retains a diverse workforce.

Projected Milestone(s)

Status

February 2014	Develop communications and training to promote awareness of changes to Directives regarding accommodation	N/A - On schedule to be complete by target completion date
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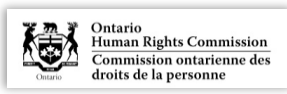
Strategy Lead(s):

Pamela Mizuno, Sergeant, Special Project

Ongoing Responsibility:

Public Information Officer





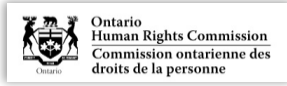
Training

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.



Training

Strategy 1 (combined with Strategy 2)

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 *Human Rights Code* are being addressed sufficiently

Develop or expand training programs, materials, and curriculum to ensure that issues of equity, diversity, and the non-discrimination requirements of Ontario's *Human Rights Code* are being addressed sufficiently and on an ongoing basis

Strategy 2

Develop a plan to regularly monitor training programs, materials, and curriculum to determine their effectiveness in meeting their stated objectives.

Objectives

Outputs	Within the 3 year duration of the Project
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Current training programs, materials, and curriculum are reviewed and evaluated.
Target completion date: December 2013

Training programs, materials, and curriculum are developed or expanded.
Target completion date: February 2014

Plan to regularly monitor training programs, materials, and curriculum to determine their effectiveness is developed.
Target completion date: February 2014

Outcomes	3 to 5 years after the launch of the Project
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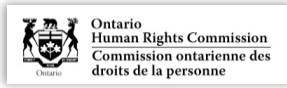
Issues of equity, diversity, and the non-discrimination requirements of the Ontario *Human Rights Code* are being addressed sufficiently and on an ongoing basis within the training provided to Service members.

Training and learning programs, materials, and curriculum are effective and meet their stated objectives.

Outcomes	5 to 10 years after the launch of the Project
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Windsor Police Service members have the knowledge, skills, and attitudes to provide policing services in a manner which is fully consistent with the non-discrimination requirements of the Ontario *Human Rights Code* and is professional,





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Training

respectful, acceptant, and inclusive.

Relationships with the community are improved.

Internal and external complaints with a human rights component are minimized.

Projected Milestone(s)	Status
<p>January 2012 Develop a checklist to evaluate all current training programs, materials, and curriculum provided to new staff and current members of the Service</p> <p>The checklist will be used on an ongoing basis as a tool to monitor the training programs, materials and content and determine the effectiveness in meeting</p>	Complete
<p>December 2013 Evaluate all current training programs, materials, and curriculum provided to new staff and current members of the Service</p> <p>All of the training programs provided by Windsor Police Service to its members during the past year were evaluated using the checklist.</p>	In-progress and Ongoing
<p>February 2014 Develop or expand training programs, materials, and curriculum</p> <p>The training branch has implemented many changes to its programs based on the feedback from the evaluation checklist.</p> <p>An e-learning package re: providing service to the DHHSI community is being developed.</p>	In-progress and ongoing

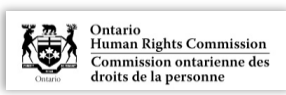
Strategy Lead(s):

Geoff Dunmore, Staff Sergeant,
Professional Advancement
Stefan Jaworiwsky, Constable,
Professional Advancement

Ongoing Responsibility:

Inspector, Professional Advancement





Training

Strategy 3

Provide training to Human Rights Project subcommittee and group members as needed throughout the duration of the Project.

Objectives

Outputs Within the 3 year duration of the Project

Training is provided to Project members as needed throughout the duration of the Project.

Target completion date: Ongoing until the completion of the Project

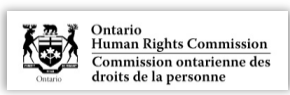
Windsor Police Service Human Rights Project subcommittee and group members have the knowledge, skills, and attitudes needed to meaningfully participate in and contribute to the Project.

Projected Milestone(s)		Status
May 2011 August 2011	Basic human rights training Basic human rights training has been provided to Project subcommittee and group members, members of the Training Branch, Community Services, High School Liaison officers, and many members of the Senior Leadership Team.	Complete
August 2011	Accommodation training	Complete
September 2011	Project strategy training	Complete
September 2011	Toronto Police Service HRPC presentation	Complete
November 2011	Inclusive design training	Complete
April 2012	Policy review training	Complete
September 2012	Inclusive design process	Complete

Strategy Lead(s):

Pamela Mizuno, Sergeant, Special Project





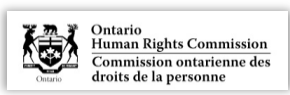
Research

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.

During the second year, the Recruitment, Selection, Promotion, and Retention subcommittee identified three strategies that were undertaken by the Research group. The Research Group led the development of a formal internal census on workplace demographics. It guided the promotion and implementation of the census. The group conducted research and reported on community demographics related to all internal census categories where possible.

As the Project moves into the third year it is anticipated the Research Group will be needed to provide further assistance to the subcommittees and groups as they move into implementation and evaluation of their strategies.



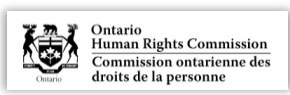
Evaluation

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 third year of the Project all the subcommittees have further developed and begun implementation of their strategies. 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. 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.



Contact Information

Contact Information

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Windsor Police Service

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Windsor Police Services Board

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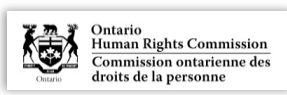
Sponsor Group

Mayor Eddie Francis	WPSB
Chief Albert Frederick	WPS
Chief Commissioner Barbara Hall	OHRC
Director Bill Stephens	OPC

Executive Group

Dr. Shaheen Azmi	OHRC
Sgt. Rick Cote	WPS
Insp. Rick Facciolo	WPS
Ms. Saleha Khan	OPC
Sgt. Pamela Mizuno	WPS
Ms. Toni Scislawski	WPSB
Dr. Remi Warner	OHRC





Contact Information

Accommodation Subcommittee

Dr. Shaheen Azmi	OHRC
Insp. Joe Bachmeier	WPS
Ms. Mari Sue Bachmeier	WPS
Sgt. Rick Cote	WPS
Insp. Rick Facciolo	WPS
Ms. Carole Forbes (WPA)	WPS
S/Sgt. Vladio Giampuzzi	WPS
Ms. Saleha Khan	OPC
Sgt. Greg Loebach	WPS
Sgt. Pamela Mizuno	WPS
Cst. Jeremy Souchuk	WPS
Dr. Remi Warner	OHRC

Accountability Subcommittee

Dr. Shaheen Azmi	OHRC
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Cst. Jason DeJong (WPA)	WPS
S/Sgt. Geoff Dunmore	WPS
Insp. Rick Facciolo	WPS
S/Sgt. Brad Hill (Chair)	WPS
Ms. Sue Gagnon	WPS
Ms. Saleha Khan	OPC
Sgt. Pamela Mizuno	WPS
Ms. Toni Scislowski	WPSB
Dr. Remi Warner	OHRC

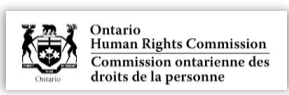
Public Liaison Subcommittee

Dr. Shaheen Azmi	OHRC
Sgt. Rick Cote	WPS
Insp. Rick Facciolo	WPS
S/Sgt. Jim Farrand (Chair)	WPS
S/Sgt. Tammy Fryer	WPS
Ms. Saleha Khan	OPC
Sgt. Pamela Mizuno	WPS
Dir. Lori Powers	WPS
Dr. Remi Warner	OHRC

Recruitment, Selection, Promotion, & Retention Subcommittee

Cst. Mike Akpata	WPS
Dr. Shaheen Azmi	OHRC





Contact Information

Ms. Mari Sue Bachmeier (Co-Chair)	WPS
Sgt. Rick Cote	WPS
Insp. Tom Crowley	WPS
Insp. Rick Facciolo	WPS
Sgt. Laurie Jacobs	WPS
Insp. Pat Keane (Chair)	WPS
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Sgt. Pamela Mizuno	WPS
Ms. Roberta Morgan	WPS
Supt. John St.Louis	WPS
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Evaluation Group

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Ms. Saleha Khan	OPC
Sgt. Pamela Mizuno	WPS
Ms. Ramona Morris	OPC
Ms. Toni Scislowski	WPSB
Dr. Remi Warner	OHRC

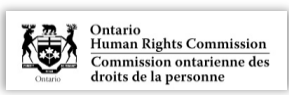
Project Communication Group

Dr. Shaheen Azmi	OHRC
Sgt. Rick Cote	WPS
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Research Group

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Insp. Rick Facciolo	WPS
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Ms. Saleha Khan	OPC
Sgt. Pamela Mizuno	WPS
Dr. Remi Warner	OHRC

Project Support

Ms. Ashley Lawrence	OHRC
Ms. Marie-Claire Muamba	OHRC
Rev. Chuck Congram	WPS