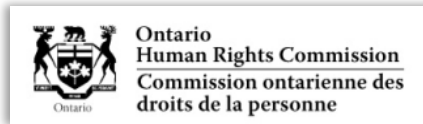

Human Rights Project



Community Outreach Sessions
January 18th & 19th, 2012

Summary of Discussion and Evaluations

Community Outreach Sessions January 18th & 19th, 2012 Summary of Discussion and Evaluations

Thank you to everyone who attended our Human Rights Project Community Outreach Sessions on January 18th and 19th, 2012. The open discussion was very informative and we are encouraged by your participation and support.

The following summary includes:

- Questions, answers, and suggestions brought forward during the discussion sessions
- Feedback provided on the evaluation forms
- Information on the Windsor Police Service recruitment process

The answers to the questions brought forward during the sessions include the information provided at the session as well as any additional information needed to clarify the response.

The suggestions are listed under the following headings: Communication, Contract Duty, General, Language Interpretation Service, Racial Profiling and Black Youth, Recruitment, Training, and Youth and Police.

All of the suggestions have been forwarded to the Windsor Police Service Senior Leadership Team. As well, this document has been posted on the Service's internal infonet.

Questions

1. How will the community be informed about the Human Rights Project?

The Project Communication Group, which includes members of the Ontario Human Rights Commission and the Windsor Police Service, develops the external communications plans. Currently, we inform the media of all Project related events. In addition, we contact ethno-cultural, religious, and other community organizations, and all school boards. There is a Human Rights Project link on the Windsor Police Service website, www.police.windsor.on.ca where you can find the Human Rights Project Charter, Organizational Chart, and 2012 Annual Report. We will update this link for the duration of the Project.

2. How does the Windsor Police Service plan to improve communications with the public?

The Human Rights Project is developing ways to do just this and is open to suggestions. Project Accountability has implemented a Corporate Communications

Working Group. This group is responsible for developing a strategy for the Service's communications. Some of the initiatives include revamping the Windsor Police Website and adding social media to our communications portfolio.

3. Do you have any benchmarks?

We have established an evaluation group comprised of members from all partner organizations. This group will construct the framework for the evaluation of the impact of specific strategies, the overall impact of the Project, and the Project itself (process). We may use members of an outside organization to conduct or comment on the evaluation. This evaluation framework will include developing our benchmarks.

4. Why are you not reaching the community?

One of the goals of the Human Rights Project is to identify how we currently reach out to the community, why we may not be reaching all community groups, and what we can do to improve our outreach. This will develop over the next two years and continue after the completion of the Project.

5. What training have Windsor Police Service members received?

In 2011, all sworn and civilian members actively participated in an on-line video training session regarding faith diversity and awareness. We recognize that patrol officers regularly experience the diverse culture within the city. Our training programs are regularly monitored and adapted to the changing community and policing needs. We are always open to suggestions from members of our community on ways to enhance our training.

Training components in the area of human rights have included the following topics:

- Ethics training (all Service members) (2011)
- RHVP (Report Homophobic Violence Period) (all Service members and one public evening session) (2011)
- Bill 168 (all Service Members) (2010)
- Diversity & Racial Profiling (2009)
- CMHA Presentation (Canadian Mental Health Association) (2006, 2009)
- AODA (Accessibility for Ontarians with Disabilities Act) (2009)
- Hard of Hearing Awareness (2008)

6. How much awareness do your officers have of other regulations and legislation? For example, an intake officer called the police after she overheard someone saying that my dad beats me. The officer asked the intake worker "What do you want me to do about it?" The intake worker said that they "felt embarrassed and stupid." They stated they would not want to call back again. Do officers have training in the Community and Social Services legislation and requirements?

All of our officers receive training in many different provincial legislative authorities. You may have come across an officer who is not well versed in that area. We need to make sure that we respond correctly to these types of situations so that people are not only confident but also comfortable in calling us again.

7. How can we make your officers more informed?

Bring it to our attention and relay the response you received. We can provide more training and be more proactive rather than reactive.

8. The best training is from the community. The police have to be out there and involved in what is going on in the city, such as the transgendered community. Where were the police at the transgendered community meeting that was held today?

If you contact us when these things are taking place, we will attend.

9. Does the Windsor Police have any external mentorship programs?

The Windsor Police Service participates in the co-op program through the Public and Catholic School Boards. The Cooperative Education Program is designed to assist high school students with on-site workplace training. The components of cooperative education include classroom, placement, assessment, and evaluation.

The Service participates in the YIPI program (Youth in Policing Initiative). This program runs in the summer months and supports positive relationships between at-risk communities and the police. We employ approximately 8 students each year, who are referred to us through school boards and community agencies. This program is funded through the Ministry of Children and Youth Services.

The Service is involved in the Values, Influences, and Peers (VIP) program, which was introduced in 1985. The program is designed for students at the Grade 6 level and it is taught by an educator and a police officer. Its purpose is to reinforce responsible citizenship, positive social behaviour, and community values.

Admittedly, we are not perfect and we don't know everything. If there is a program in the community that we could implement, please let us know.

10. Is there diversity within the external mentorship programs?

Yes, there is diversity within these programs. However, the Public and Catholic School Boards make the referrals for students to attend these programs.

11. How do you communicate with the officers when you want to get information out to them?

If we identify a problem or change in policy, we communicate using email (internal and external), training, and roll call briefings. A/Chief Frederick just initiated a program to regularly use overlap patrol shifts to discuss issues. These discussions may include issues regarding calls for service, things done right, things done wrong etc.

12. How will the Service work with adversary groups?

The Windsor Police Service recognizes the need and importance of communication. Parents are public relations for us. Policing is easier if we have those relationships. Another way is to hire from our demographics.

Suggestions

Windsor Police Service members provided the italicized information during the discussion sessions.

Communication

- Include a FAQ section on the website with an option to email a question if it is not an emergency and not answered on the website. You could also create a link or a discussion group. (*You are not complaining if you are calling to ask questions. We are working on training our people to answer the phones better to make people feel more welcomed.*)
- Police need to be seen at community functions more to show support.
- They should be in uniform when we see them at these functions.
- We don't need the police to arrive only when there is a problem.
- People need to see people of colour in uniform. It gives the message that you belong here as well. This goes for white males in uniform as well.
- Have outside communities mentor officers to get to know their patrol areas better. They will also learn about diversity within their community.
- Twitter and Facebook are good ways to promote WPS and you will be surprised at how many people use it. (*Group Poll: 1/3 are Facebook and Twitter users*)
- Teach immigrants Canadian law/traditions.
- Develop a citizen's police academy (the community learns about all areas of policing and police learn about the community, there is a graduation ceremony)
- We need to listen to people better. Sometimes there is a sense that there isn't anything the police can do about a situation. When we can't do something with a charge, we should let the complainant know about other options such as talking to the victim and other available services.

Contract Duty

- Include an exception to the contract duty policy if a group requires/requests an officer who speaks a certain language. (*That is a policy/procedure that we will look at changing. If we can improve our policing by making that change, we will do it. We will get back to you on this suggestion.*)

General

- Officers need to be aware of referrals to organizations in the event that domestic violence calls do not end in criminal charges.
- COAST was a good program and needs to come back.

Language Interpretation Service

- The font size for the language plaques for the telephone interpretation service is too small.
- Video and audio with the words across the bottom could be used in lieu of a language plaque for those who can't read.

Racial Profiling and Black Youth

- Racial profiling should be a priority.
- A better relationship needs to be built with the young black youth.
- Officers need to be aware of the historical relationship between the young black males and the police. When you have incidents happen such as the one at the U of W a few years ago, it means something different for that community when the police are called now, and the police also need to go into it thinking about that.
- You need to create positive interactions with white male officers and role model with black officers.

Recruitment

- In addition to increasing diversity to attract people, make people feel welcome, and keep them, there needs to be cultural change within the organization. People adapt to the culture or climate rather than having the culture or climate change. The Service needs to welcome people's diversity so that people don't have to conform and can bring their personal contributions to the table. *(Chief Frederick is looking at cultural change, but change is slow. We need to try to make those changes quicker. We need people to know that it's okay to come in and have and retain their values. We have 8-10 new hires per year so it's going to take time. We are also looking at auxiliary officers and civilians.)*
- If part of the issue is that everyone of a certain rank and above are males with similar backgrounds and your goal is to diversify the upper ranks, you should consider mentoring the diverse group. You need to select the best person, but you should try mentoring to see if you can make the group more diverse. *(We realize that we need to create formal mentoring to get people the skill sets so they can compete fairly.)*
- Self identification surveys filled out when people join the Windsor Police Service. *(We are looking at this.)*
- In Nova Scotia they have an African-Canadian and Aboriginal program for recruiting.

Training

- A lot of organizations do training and then check it off the list. It isn't repeated enough to make any sort of difference and the way it is done doesn't make a difference. Past research has shown that a lecture results in a 5% change, and demonstration may go up to a 50% change. It really takes coaching to make a change in practice.
- Training needs to be repetitive to sink in. We need to look into the type of training to offer so that is the most effective.

Youth and Police

- Break down barriers and build relationships with children and teens.
- Have young officers, including officers of colour, at functions/organizations such as STAG to identify with these kids and build relationships.
- Increase the number of officers who are involved in local youth programs. *(Resources are required to do these things. The Windsor Police Service and Windsor Police Services Board have created committees in the past. We will follow-up on this.)*
- Implement a cadet type program for youth, similar to the military.
- Have liaison officers in the high schools. *(We have three officers in the high schools. They have an office in the schools and they walk the halls, give lectures, and provide positive feedback.)*
- Teach the children of immigrants and you will get that information to their parents. Community groups need the police to educate and enlighten them and the police need to be educated on the groups' cultural backgrounds.
- Enhance relationships with the parents of children and teens by educating them about the Windsor Police Service. Let the parents know they should be encouraging their children to become police officers.

Recruitment

The Windsor Police Service recognizes that it does not reflect the community it serves. The Windsor Police Service Human Rights Project Recruitment, Selection, Promotion and Retention subcommittee has identified strategies to address this issue. These include strategies for external mentoring and recruitment outreach to underrepresented groups.

Questions

1. Does our service look at being a reflection of the community when it comes to hiring? For example, if two candidates are tied in scoring, does Windsor Police Service hire the minority?

Each person that applies is assessed based on what they can bring to the Windsor Police Service and the community. This includes consideration of an applicant's cultural competence and membership in an underrepresented group.

2. How many applications does the Windsor Police Service receive per year for the position of police constable?

Approximately 400 applications per year. The Service has an average of 6 to 7 openings for the position of police constable per year.

3. Explain how Ottawa has great opportunities for persons with a disability to work in government positions and why Windsor does not promote these opportunities.

They are a much larger organization with a greater variety of positions. Being a small service, a number of tasks must be combined within one position. In a larger service a task may be so large by itself that it requires it to be a separate job, creating more opportunities for persons with a disability.

4. What is the percentage of police officers hired that are related to each other?

This will be addressed in our internal census and the information can be provided at a later date. Any percentage that we provide at this point would be inaccurate. The Windsor Police Service currently has an Employment Relationship Policy and a Conflict of Interest Policy. All applicants must meet competencies required for the position of police constable.

5. What suggestions do you have to help those who are interested in police career?

Apply for the Windsor Police Service Auxiliary and be a committed volunteer. Get involved with the community. While doing fundraisers is wonderful, volunteering on a long term basis with an organization that you can become part of is truly beneficial. It

maximizes your ability to really be involved and contribute. Maintain yourself as a person of good moral character. Broaden your horizons anyway you can.

6. Is the Windsor Police Service screening people in or screening people out?

Screening in

7. What is the average age of applicants?

We can compile this information, but it is work intensive. At this time we have provided the average age of new hires. We may consider compiling this data on a regular basis.

8. What is the average age of new hires?

The average age of new hires for the last five years is:

30 years - average

22 years - youngest

39 years - oldest

9. What is the average education and years of work experience of new hires?

Information from our last recruitment drive that commenced with an advertisement in October 2010 and ended with the latest offers for employment in March 2012:

3.133 years of post secondary education

8.7 years of work experience

10. Can someone re-apply?

Yes

11. How long is an application viable?

Different aspects of the process have a different shelf life. For example, the Physical Readiness Evaluation for Police (PREP) test is valid for 6 months and the Essential Competency Interview is valid for 1 year.

12. What is the Windsor Police Service's ideal candidate?

A person that has met the requirements of the Police Services Act, completed the mandatory phases of the pretesting, has knowledge and commitment to community, and is reflective of the diversity of the community.

13. Are there inherent biases within our recruitment testing?

The Constable Selection System was developed with input from the Ontario Human Rights Commission. It has gone through a number of changes to address any biases that may present barriers.

14. What are the criteria for recruiting (i.e. what is it, is there a test, cost of test, is it affordable?)

Here is how the selection process occurs with the Windsor Police Service using the Constable Selection System. This is what a first time applicant would experience:

STAGE 1 – Outreach and Recruitment

A Police Service after conducting an outreach program and recruitment drive, advertise for job openings. An applicant applies to the Police Service, or in our case the applicant will be referred to an authorized private firm licenced by the OACP. The Windsor Police Service is using the private firm Applicant Testing Services, (ATS).

STAGE 2 – Job awareness and self-screening

ATS will send the applicant a registration package. The package will include:

- Applicant registration form;
- Release of information authorization;
- A self assessment entry questionnaire;
- PAR-Q and You and PARmed-x forms, and;
- Orientation and pre-test guide.

The applicant self screens themselves by answering a questionnaire. Included are the basic requirements under the *Police Services Act*. The *Act* states: No person shall be appointed as a police officer unless he or she,

- Be a Canadian citizen or permanent resident of Canada;
- Be at least 18 years of age;
- Be physically and mentally able to perform the duties of the position, having regard to your own safety and the safety of members of the public;
- Have successfully completed at least four years of secondary school education or its equivalent;
- Be of good moral character and habits, meaning that you are an individual other people would look upon as being trustworthy and having integrity.

Further requirements for police applicants are:

- Vision and hearing within acceptable standards;
- Possess a valid Standard First Aid and CPR Certificate at the time of hire;

- Possess a valid class “G” Ontario drivers licence with no more than 6 demerit points;
- No criminal conviction(s) for which a pardon has not been granted.

STAGE 3 – Application Submission

The applicant will be advised when and where testing will take place. The applicant will be required to pay a fee (first time applicant \$292.50 + HST) to cover some of the costs incurred during their processing. The fee is collected by ATS. ATS gets the majority of the fee to pay for the administering and marking of the tests and administrative costs. The OACP gets a royalty fee, and of course, taxes.

STAGE 4 – Assessment

The OACP licensed firm (ATS) will conduct the following tests:

The Aptitude Test Battery (ATB)

- The ATB is a series of short, timed, pencil and paper tests. They are designed to measure aptitudes which are necessary for a career in policing.

The Written Communication Test (WCT)

- The WCT is a pencil and paper test which must be completed within one hour. It evaluates the candidates’ ability to organize information in a clear, coherent and comprehensive manner and to make conclusions from given facts. The candidate is presented with a scenario in which factual details are jumbled or represented in a non-chronological manner.

The Physical Readiness Evaluation for Police (PREP test)

- The PREP test is essential to show that police constable recruits possess the physical capabilities necessary to meet the rigorous demands encountered in today’s policing. It is comprised of three separate components: a screening component to ensure your physical readiness and well-being, and two performance components to assess the applicants’ physical capability. The Pursuit Restraint Circuit which simulates a police foot chase includes obstacles, the control of a person who resists arrest and the dragging of an incapacitated person. The Shuttle Run evaluates the applicant’s aerobic fitness and work capability during physically demanding policing tasks as well as everyday policing activities.
- The PREP test is a more realistic evaluation of an applicant’s ability to perform the duties required of a police officer.

Successful applicants are then administered the Behavioral Personnel Assessment Device for Police (BPAD)

- BPAD is a video test. It is *not* a test of knowledge; rather, it is a test of the applicant's interpersonal competence in dealing with different types of people in different job-specific situations.

Hearing and vision tests are also done.

Results of tests are recorded on the central database. The OACP maintains the database. Successful applicants are given an OACP Certificate of Results. The Certificate is presented to the Police Service (or any other Police Service) acknowledging that the applicant has passed the assessment stage of the Constable Selection System.

The PREP test is valid for 6 months. The other tests are valid for 3 years.

STAGE 5 – Competency Interviews and Pre-Background Questionnaire (PBQ)

At this stage, our Police Service takes over. Only applicants who have successfully completed the tests are eligible for the interview. The applicant must possess a valid OACP Certificate of Results. The competency interview is a pre-determined set of questions aimed at measuring candidate's actual behaviors in past events against pre-determined competencies and scales. The questions are based on the essential competencies, which have been identified as necessary components for the position of police constable. They are:

- Self control;
- Self confidence;
- Flexibility, dealing with diversity;
- Analytical thinking;
- Relationship building;
- Achievement orientation;
- Physical skills/abilities, and;
- Communication skills

There have been 11 competencies that have also been identified as developmental competencies or competencies that can be acquired through training. Those are:

- Concern for safety;
- Assertiveness;
- Information seeking;
- Initiative;
- Cooperation;
- Work organization;
- Negotiation/facilitation;

- Community service orientation;
- Commitment to learning;
- Organizational awareness, and;
- Developing other.

Two interviewers seek out behaviors based on past events keeping in mind that past behavior is a good indicator of future performance.

At this stage the applicant also fills out a pre-background questionnaire. The *Police Services Act* requires a person to be of good moral character and habits. The PBQ is designed for the candidate to provide information relevant to issues of character and habits and their ability and willingness to work under the conditions related to policing.

STAGE 6 – Background and Reference Checks

Here, the Service has an opportunity to assess and confirm the information collected in the earlier phases of the selection process. It also allows for additional information to be collected through a variety of character, school and employer reference checks. A variety of police checks, credit clearances and psychological tests are also conducted at this stage.

STAGE 7 – Final Selection

Criteria used to make final selection decisions must take into consideration all information collected at each stage and must include assessment of the minimum requirements for appointment from the *Police Services Act* and the 8 essential competencies. Final selection decisions may also take into consideration assessment of the 11 developmental competencies and individual Police Services organizational needs.

Once a conditional job offer is made, the applicant will be required to obtain a standard medical clearance.

STAGE 8 – Probationary Employment

The Service will monitor progress and development of a new recruit through use of an appropriate and consistent performance management process.

For a more detailed recruitment package please contact Windsor Police Service Human Resources at humanresources@police.windsor.on.ca or Linda Kerr at 519-255-6700 x4473.

Information is also available on our website at www.police.windsor.on.ca and on the ATS website at www.applicanttesting.com.

Summary of Evaluation Form Check Box Information

1. How comfortable/appropriate was the venue for this session?

37 Excellent 12 Adequate 1 Uncomfortable 0
Unsure

2. Did you find the presentation to be informative and valuable?

32 Yes 8 Somewhat 0 Not at all 0 Unsure

3. Has this session created an interest in you to participate further in the project?

37 Yes, I would be interested in participating further in this project
2 I am interested but not at this time
1 No thank you

4. Do you feel there is some component of this project that we are missing but should be included?

10 No 14 Yes