REPORT OF THE POLICE SERVICE

TO

THE CHATHAM-KENT POLICE SERVICES BOARD

Board Report Number:	**4.1 (Regular)**
Date of Report:	**September 13, 2021**
Date of Board Meeting:	**September 22, 2021**

Reference:

New Hires

As a result of a hiring process, it is recommended that MacKenzie Rehill be hired as a Permanent Part-Time – Administrative Records Clerk, Grade 6 Level 1, effective August 1, 2021.

As a result of a hiring process, it is recommended that Jake Reed be hired as a Special Constable, Grade 7 Level 1, effective August 3, 2021.

As a result of a hiring process, it is recommended that Levi Tetrault, Jordan Tone and Alexis Masse be hired as Cadets, Level 1, effective August 3, 2021.

As a result of a hiring process, it is recommended that Shaide Pallister be hired as a Second Class Constable, effective September 1, 2021.

Promotions

As a result of a promotional process, it is recommended that Staff Sergeant Mike Pearce be promoted to the rank of Inspector, Level 2, effective September 1, 2021.

As a result of a promotional process, it is recommended that Sergeant Steve Kloostra be promoted to the rank of Staff Sergeant, effective September 1, 2021.

As a result of a promotional process, it is recommended that Constable Brent Middle be promoted to the rank of Sergeant, effective September 1, 2021.

As a result of a promotional process, it is recommended that Constable Ken Lauzon be promoted to the rank of Sergeant, September 1, 2021.

As a result of a promotional process, it is recommended that Constable Nelson Das Neves be promoted to the rank of Sergeant, effective September 1, 2021.

As a result of a promotional process, it is recommended that Constable Lynette Hodder be promoted to the rank of Sergeant, effective September 1, 2021.

Reclassification

It is recommended that Third Class Constables, Brendon Grellmore and Jeremy Weedon, be elevated to Second Class Constables effective August 19, 2021. They have successfully obtained the 2021 fitness pin and their immediate supervisors supports this elevation.

It is recommended that Fourth Class Constable, Carley Horvath, be elevated to Third Class Constable effective September 14, 2021. She has successfully obtained the 2021 fitness pin and her immediate supervisor supports this elevation.

It is recommended that Fourth Class Constable, Aric Roy, be elevated to Third Class Constable effective September 21, 2021. He has successfully obtained the 2021 fitness pin and his immediate supervisor supports this elevation.

Resignation

Temporary Part-Time ECO Jodie Giller has tenured her resignation notice, effective August 10, 2021.

Retirements

Inspector Brian Biskey has tenured his retirement notice, effective July 31, 2021. He completed over 36 years of service with CKPS.

Records Clerk, Kelley Sheeler, has tenured her retirement notice, effective September 30, 2021. She will have completed over 36 years of service with CKPS.

Records Clerk, Karen Baillargeon, has tenured her retirement notice, effective March 31, 2022. She will have completed over 23 years of service with CKPS.

Constable Scott Renders has tenured his retirement notice, effective May 31, 2022. He will have completed over 21 years of service with CKPS.

Recommendation:
A Board resolution approving the above mentioned new hires, promotions, reclassifications, resignation and retirements.

Recommended by:

Chief of Police, Gary Conn

REPORT OF THE POLICE SERVICE

TO

THE CHATHAM-KENT POLICE SERVICES BOARD

Board Report Number:	**4.2 (Regular)**
Date of Report:	**September 15, 2021**
Date of Board Meeting:	**September 22, 2021**
Reference:	**EDI – Coordinator**
Recommendation:	**Receive the report for information purposes and approve the creation of an EDI – Coordinator at the Sergeant rank augmenting our authorized strength by 1 sworn member**

Overview:

This business case and organizational improvement plan (OIP) focuses on a specific problem that is currently being faced by many police services across Canada: the lack of female, black, indigenous, and other people of color (BIPOC) recruits applying to the policing profession and specifically the Chatham-Kent Police Service (CKPS). Historically as well as currently, females and BIPOC have always been underrepresented in the policing profession, and CKPS is no exception. This underrepresentation is experienced throughout the entire organization including community general patrol, specialty units and all ranks.

This is further exacerbated given the fact that CKPS has the second lowest proportion of female officers (15%) and one of the lowest representation (0%) at the senior officer ranks (Inspector and above) in the province. Whether police services still have systemic biases, barriers or they lack proper training and resources, the recent public/media attention, and acknowledgement (Canadian Association of Chiefs of Police

and Ontario Association of Chiefs of Police) of this issue, demonstrates the immediate need for action and reform by police services and the profession as a whole.

This business case provides a concrete and sound implementation plan predicated on the organizational change research. The recommendation further recognizes that without proper communication, monitoring and evaluation, this plan would be unsuccessful. The plan is specific to CKPS and aligns with the organizations new Strategic Plan and objectives contained within the Human Resources Planning component. The proposed selected solution requires additional resources and a change to the current recruiting process along with the creation and development of a Project Implementation Team (PIT) and Equity, Diversity, Inclusion Coordinator (EDIC) as outlined in the implementation plan. This plan further takes into consideration, personnel, actionable items, time and multiple stakeholder input and reactions in undertaking such a major initiative.

The final components consist of monitoring and evaluation as well as a communication plan. The former allows for progress measurement and by using both quantitative and qualitative measurements, baseline data is obtained during the planning phases and then continuously compared and analyzed to ongoing data collected in order to track and measure changes. The use of course evaluations, feedback surveys, training records, performance appraisals and quarterly PIT reports will ensure accountability and a fulsome report on the success of the change initiative.

This business case provides an opportunity to not only increase equity, diversity and inclusion, but address and mitigate the systemic historical patriarchal nature of the policing profession. As outlined in this plan and further stipulated in the Strategic Plan

for CKPS, enhancement of our reputation will be accomplished by investing in leadership, recruitment and relationships.

Proposed Intervention:

The solution this business case proposes to implement includes a combination of options provided to create a holistic organization wide solution, which addresses both components of this organizational improvement plan. The only two options, which can address both recruiting and organizational cultural change, are provided through the implementation of the Fitness Evaluation Change and creation of an EDI Coordinator – Sergeant (EDIC) along with the creation of a Project Implementation Team (PIT).

In terms of Recruitment Strategies, the Fitness Evaluation Change provides a cost-effective solution that can be implemented relatively quickly. On January 7, 2020 the Ontario Association of Chiefs of Police (OACP) endorsed the new Constable Selection System (CSS) for the province of Ontario, although not all police services have adopted it. The new CSS eliminated the Physical Readiness Evaluation for Police (PREP) test for new applicants and replaced it with a Fitness Log. The Fitness Log and Daily Journal is to be completed daily for approximately two weeks and submitted in Part A of the CSS process. This process needs to be adopted by CKPS, which currently still has a fitness-testing component consisting of the 2.4 km (1.5 mile) run. Candidates must achieve an overall score of 70% or higher (35/50) to proceed in the current recruitment process for CKPS.

By adopting the Fitness Log and Daily Journals, in conjunction with the shuttle run, CKPS can still evaluate and analyze the fitness level of a candidate, while further testing the integrity of said candidate. The applicant is required to be truthful on their Fitness Log, as dishonesty is a ground for disqualification. The Recruiting/Training Unit

requiring no additional resources will complete this component. The Fitness Log is the responsibility of the candidate and the CKPS procedure surrounding this process will have to be amended to reflect this change.

In terms of organizational cultural change, the EDIC solution is the only one with a change implementer who focuses on issues such as language, symbols, rituals and procedures. This Sergeant will take a leadership role through the development of strategies and recommendations for the expansion of all matters, which deal with equity, diversity, and inclusion. Through quarterly updates, enhance communication by attending Senior Officer Staff meetings and reporting on issues surrounding EDI, advising what actions are being taken to address issues raised. By working in collaboration with our Public Information Officer, Recruiting/Training Unit and our Professional Standards Unit, this officer during the preliminary implementation phase will further interrogate programs, policies/procedures and culture directly associated to CKPS. During the planning phase, develop measurable objectives that are tied to organizational goals and outline programs/initiatives to meet these goals over the next few years. This allows CKPS to put an "equity lens" over all of its internal and external processes and systems. The creation of an EDIC will further provide support and focus on issues pertaining to language, symbols, aesthetics and policies, serving as a change agent and influencer in providing strategies and training on equity, diversity and inclusion for all members.

Resource Requirements:

The case with any new initiative(s) requires the allocating of appropriate personnel, time and resources. Although this business case will discuss monitoring and evaluation, the PIT will further delve deeply into the benchmarking, performance measures and analytics, which may change as this continues to develop. The composition

of the PIT consists of five key resource personnel who have been chosen for their experience and demonstrated commitment in addressing the issues associated to this plan. Some of their roles and responsibilities related to this plan are provided in Table 2, however in order to mitigate costs any additional tasks associated to this OIP, already fall within their current duties.

The only new person and significant cost is associated with the creation of the EDIC. One additional full time employee (FTE) over our authorized strength resulting in an additional cost of approximately $100,605.25 to our base budget. Please see Table 1 provided below.

Table 1

		A	B	A + B
4th Class Base Salary	LB (28%)	4th Class Cost	PC to SGT (12%)	Total Cost
$69,314.64	$19,408.10	$88,722.74	$11,882.51	$100,605.25

Further additional resources include technology software and programs necessary for members of the PIT, which are already in place for this initiative. Although the EDIC responsibilities afford a fulltime commitment, the other members of the PIT will have to adjust their time accordingly for day-to-day operations and weekly PIT meetings. The PIT members can easily facilitate this, as they are in a leadership (Inspector), supervisory (Sergeant) or fulltime stand-alone (Research Analyst and Public Information Officer) position within the organization, allowing for more timetable flexibility. A complete illustration of the PIT members including title, how many (number), along with their roles and responsibilities are provided in Table 2 on the next page.

Table 2

Project Implementation Team (PIT)

Title	Number	Role/Responsibility
Operational Support Branch Inspector	1	• Project Implementation Team (PIT) lead and manager • On-going Senior Command involvement • Liaises with senior command officers, platoons commanders, section supervisors and managers of related departments with the municipality
Recruiting and Training Unit Sergeant	1	• Overall administration of training and recruitment for the Service • Act as point of contact for all frontline members and external stakeholders through the change initiative • Assist in the development of any initiatives which would enhance the image of the Service within the community relative to recruiting
Research Analyst	1	• Tracks data and provides analytics surrounding EDI initiatives and related internal and external surveys • Manages the flow of the change initiative in consultation with EDI Coordinator • Evaluate OIP upon implementation • Provides Association representation
EDI Coordinator Sergeant	1	• Point of contact for course content and development • Serves as a change agent and influencer to provide strategies, solutions and training on EDI • SME on principles surrounding employment equity, intercultural communication, diversity and inclusion
Public Information Officer	1	• SME in dealing with media and messaging • Multiple police agencies consulted throughout the development of resources and media materials/content • Aid in development of training materials and online social media platforms for communication purposes

Note. The information above provides details on the roles and responsibilities of the

Project Implementation Team for the purposes of this OIP.

Monitoring and Evaluation:

Developing and monitoring an evaluation plan for tracking change is a critical

component of this business case. Measurement surrounding strategic objectives,

initiatives and key performance indicators will be required as the change shifts from the

planning to the actual implementation phase. Measurement matters and influences what

people pay attention to and what they do. The information collected and analyzed will further guide change progress, direct corrections and successfully conclude the change initiatives. This process will further assist change agents by clarifying the expected outcomes while enhancing accountability and oversight.

As a government policing organization, CKPS is very accustomed to the monitoring and evaluation process. Many of our grants such as Proceeds of Crime, Civil Remedies and Community Safety and Policing, require provincial interim performance measure reports in order to continue funding. This ensures that the program is effective and is accomplishing its objectives in the timeframe outlined. If performance indicators are not met, then either the program will be changed or the funding cancelled.

These same principles shall apply for this OIP, in order to assist with measuring and evaluating incremental change we shall be incorporating an adaption from Bennett's hierarchy of evidence for program evaluation. (Bennett, 1975). The model provides a progressive approach to tracking, monitoring and evaluating change within CKPS.

Bennett's hierarchy contains seven sequential steps including input, activities, participation, reaction, KASA (knowledge, attitudes, skills and aspirations) change, practice change and finally end results. By utilizing this framework, the monitoring and evaluation of the interventions and overall OIP can be completed using the same model. One of the unique aspects of this model is that the first four steps focus on process evaluation, while the last three steps focus on outcome or impact evaluation, providing a combination of both.

In accomplishing the first component, monitoring of the overall program will require tracking the development, implementation and day-to-day functions as it evolves over time. This task will be completed in collaboration with the EDIC and PIT. Towards

accomplishing the second component, evaluation of the overall program will be completed on an annual basis for the entire organization in order to make program wide changes. To evaluate accomplishing the programs two main objectives, Table 3 on the next page depicts the ascending levels of hierarchy the program should be transitioning through during its implementation. Bennett's Hierarchy provides guidelines, timelines (short, intermediate, long-term) and milestones while further describing how each level is attained through evidence based success or failure.

As depicted in Table 3, Bennett's Hierarchy Evaluation chart, the evidence measurement column illustrates that many different tools of measurement will be used to validate or invalidate the performance indicators (exhibited under event initiative descriptors) as we progress through the seven sequential levels of the model. Various external data, obtained from their respective organizational databases and statistical annual reports will be utilized. These internal and external resources will further provide a baseline for comparative purposes in respect to other police services including those of similar size to CKPS.

As an example, Oraclepoll Research just completed a community policing survey report for CKPS in preparation of developing our 2021 – 2024 Strategic Plan. This public opinion survey consisted of a study sample size containing 500 community area residents who were interviewed by telephone. The objective was to gauge the opinions of local residents on a series of issues related to policing in the community. In respect to this OIP in providing a baseline, agreement ratings were lower for doing a good job in promoting practices to ensure a gender balance at 47%, and being committed to diversity and inclusion in the workplace at only 46%.

Table 3: Bennett's Hierarchy for Evaluation

Time	Hierarchy Level	Event Initiative Descriptors	Evidence Measurement
Long-term 3 – 5 years	7. End Results	• Increase female and BIPOC recruits applying to CKPS • Increase female and BIPOC representation within all ranks and specialty units • Policing viewed as gender and racial neutral profession	• Statistics Canada • Service Comparator Analysis
Long-term	6. Practice Change	• Increase of female and BIPOC officers entering into promotional competition (NCO's and Commissioned Officer ranks) • Increase of female officers applying for positions into specialty units (SWAT, Drugs, K-9 and Traffic) • Decrease in Public Complaints • Decrease in application of use of force options • Increase in Community Policing initiatives surrounding proactive preventive measures as oppose to reactive traditional policing • Decrease in SIU investigations • Decrease in unfounded sexual assault invest.	• Internal Records Management System (RMS) • Office of the Independent Police Review Director(OIPRD) • Special Investigations Unit (SIU) • Board Citations & Chief Letters
Long-term	5. KASA Change	• All members within CKPS should have a consistent baseline knowledge of EDI practices and training • There should be a decrease in systemic barriers, biases and stereotypes associated to gender for lateral and vertical movement • Increased communication from females and BIPOC wanting to pursue a career in policing • Increased multi-cultural awareness for all members • More membership stakeholder engagement	• Performance Appraisals • Internal RMS • Stakeholder Survey
Inter. – term 1 – 2 years	4. Reactions	• **External Community CKPS Survey** • Increase in community confidence surrounding CKPS commitment to EDI and enhanced approachableness • Increase in community confidence surrounding recruitment practices • **Internal CKPS Membership Survey** • Positive feedback on both levels of training through In-Service and on-line • Support for assistance provided with new EDIC surrounding cultural sensitive investigations	• Community Survey • Course Evaluation • Internal CKPS Survey • Performance Appraisals

Time	Hierarchy Level	Event Initiative Descriptors	Evidence Measurement
Inter. – term	3. People Involvement	**Training** • All members including auxiliaries (approx. 250) will receive minimum 1 hour, on-line training annually • All members including auxiliaries (approx. 250) will receive minimum 1 hour, In-Service training annually • PIT members will receive more detailed training through external SME's • EDIC will receive 1 week OPC EDI course Development • Ongoing consultation with community stakeholders, external SME's, IT services and Executive Command Staff	• Training and Recruitment Records • Annual Performance Appraisals
Short and Inter. - term	2. Activities	**Accountability and Oversight** • Board approval for EDIC • Development of Project Implementation Team (PIT) • Audits to review policy and procedures **Resource and Training Development** • Identify and evaluate recruiting outreach initiatives • Develop and implement new CSS fitness test • Develop an EDI strategy • Research external SME's for consultations	• Board minutes • Organizational Chart (New for 2022) • Annual Report • Strategic Plan (2021 - 2024) • PIT quarterly reports

Short – term 0 – 1 year	1. Inputs	**Staff Resources and Time**
		• 1 Inspector – Part-time (PT)
		• 1 Recruiting/Training Sergeant – (PT)
		• 1 Research Analyst – (PT)
		• 1 EDI Coordinator Sergeant – Full-time (FT)
		• 1 Public Information Officer – (PT)
		• Additional Supports
		  o Executive Command Staff – (PT)
		  o IT – (PT)
		  o SME's – (PT)
		Technology and Resources
		• Survey and questionnaire analysis
		• CSS fitness examination
		• Online training portal and internal website development
			• Internal Records Management System (RMS) and Internal Organization Scheduling and Logistics (OSL) network

Adapted from Bennett, C. (1975). Up the hierarchy. *Journal of Extension, March/April,*

p. 9

Conclusion:

In conclusion, females and BIPOC make a significant contribution to modern day policing and the next steps in recruiting and maximizing their inclusion will require time and effort. The research associated to this organizational improvement plan and stipulated recommendations is only the first step in a long road towards enhancing equity, diversity and inclusion within the CKPS. Advancing and increasing gender and BIPOC equity, diversity and inclusion along with the organizational culture in this regard, should not be seen or tackled as a series of short-term solutions. As we know, cultural change of an organization or profession takes time and effort. These issues were not created overnight and are not just specific to policing, but are further observed at a societal level as well. As a result, a long-term commitment in the policing profession and beyond will be required.

Finally, the Chatham-Kent Police Service has always taken pride in being both progressive and inclusive, while being fair, equitable and impartial at all times as stipulated in our core values. We have to confront the fact that our police service needs to change to better reflect the needs of Ontarians and our community as we head into the third decade of the 21st century. The first step is through acknowledgment of the issues by way of this organizational improvement plan, which validates the impact it has had on the Chatham-Kent Police Service and creates a pathway to enhance trust within the membership and our community.

Prepared by: _____

Chief Gary Conn

REPORT OF THE POLICE SERVICE

TO

THE CHATHAM-KENT POLICE SERVICES BOARD

Board Report Number: 4.3 (Regular)

Date of Report: September 13, 2021

Date of Board Meeting: September 22, 2021

Reference: Sponsorship – No One Stands Alone – A Guide to Resources and Supports for Mental Health

Recommendation: Sponsor $500.00 to be funded from Auction Account

Overview:

No One Stands Alone is a grassroots organization designed to assist people with mental health issues to locate resources in their community. Its founder, Ms. Deb Pitel lost a son to suicide. She is acutely aware of the need to improve knowledge about mental health resources in communities. Please see attached correspondence from Ms. Pitel.

She created a booklet that contains a detailed list of mental health resources and contacts in Chatham-Kent. Mental health needs have never been greater, and the booklet provides pertinent information in a timely manner. The booklet aligns with Chatham-Kent's Community Safety and Well-Being Plan, specifically community awareness and integration; focusing on people knowing where to go to get the services, they need when they need them.

A sponsorship will assist in covering the costs of publishing and the CKPS Association has committed to matching this $500.00 sponsorship if approved by the Board.

Prepared by: _____
Inspector Michael Pearce

Reviewed by: _____
Deputy Chief Kirk Earley

Recommended by: _____
Chief Gary Conn

Greetings,

My name is Debb Pitel, wife, mother, mental health advocate and author. It is with great excitement and hope that I share this new resource and support booklet, No One Stands Alone: A Guide to Resources and Support for Mental Health, Chatham-Kent Edition.

My journey, as explained in the inside front cover of the booklet, is to change the search and struggle to find help for as many people as possible. When people need answers about where to find mental health help, they ought to be able to find them easily and accurately without an appointment. I strongly believe that this booklet will change the stigma in how we find answers and where. It will connect ALL to the right agency and the right professionals faster, helping a person to start feeling stronger, sooner.

This resource is obviously needed in our communities and now it is here! Whether the need is for children and youth, aging parents, support for trauma or abuse, someone to talk to or to pass to someone in crisis, All FIRST CONTACTS, the starting points for finding help, are in the booklet. Have you ever said or been asked, "I don't know where to start" or "Where do I go for help?" With this booklet, you have answers to those questions.

We are excited to have the endorsement and support of the Chatham-Kent Children's Safety Village, but we need to be able to place copies in ALL communities in Chatham-Kent. With that in mind, I am reaching out to you to request your financial support of this mission. With your sponsorship, we can reach our goal to print and distribute 100,000 copies by the end of 2021. These copies will be free for the taking in many visible locations across the county.

I would be pleased to speak to you or your organization to present more information about our goals and answer any questions you may have. Please use the contact information at the top of this letter to book a Zoom meeting or to phone me for more details about this initiative. You can also visit our website at www.noonestandsalone.ca, where we post weekly updates on our progress, and where we plan to list the places you can find the booklets, once available. On the website, you will also find additional resources, a monthly feature article about someone's mental health journey, as well as our boutique of themed merchandise that you can purchase. Not only will you be supporting the local artists who designed and created the items, a portion of the proceeds from every sale stay with us to help continue to print and distribute more copies of the booklet.

I hope you will consider partnering with me in my vision to break the stigma of mental health by putting this much needed resource in the hands of those who may need it. I started this company with passion and hope that these booklets and the website would be a support for all. I hope that with community partnerships formed, we can help meet the mental health needs of the community. one booklet at a time. Please reach out for more details.

Sincerely.

Debb Pitel