



YRP Includes Me

INCLUSION SURVEY FINDINGS AND ACTIONS YRP IS TAKING



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In 2018, YRP launched its first Census and Inclusion Survey. It was open to all members of all ranks, sworn and civilian. More than 61 per cent of members completed the survey. The intent was to explore the diverse needs, perceptions and experiences of members, identify possible barriers and solutions to a more inclusive work environment, and seek opportunities to further enhance a culture of inclusion, fairness and respect.

Based on these findings, YRP is creating an Inclusion strategy as part of its organizational culture transformation, Breakthrough. The strategy will provide solutions for a more diverse and inclusive work environment in the areas of employment and recruitment; professional development and training; and leadership competencies and development.

Findings	Actions
<p>Employment demographics identified areas where YRP membership is well represented in comparison to York Region's population, while also highlighting low areas of representation.</p>	<p>Inclusion is working with other Breakthrough teams and Recruiting to determine ways to attract greater numbers of qualified candidates to policing from all segments of the community, while ensuring the quality of candidates is not reduced to meet an arbitrary quota.</p> <p>In January 2020, YRP launched a new Constable Selection System Process, moving the ATS in-house. This change has resulted in a broader candidate pool.</p> <p>Inclusion is collaborating with Recruiting to apply an Inclusionary Policing Analysis (IPA) tool, which takes a diversity-sensitive approach to the recruitment and hiring process.</p>
<p>Members believe inequitable work opportunities, stigma around accommodation, and work/life balance are impacting member engagement and retention. Members want to level the playing field for all talent, regardless of race, gender, sexual orientation, personal accommodation, or being part of the 'in crowd'.</p>	<p>Inclusion is about ensuring all members feel valued and that they belong. It is about giving the equitable opportunity to everyone. It is not about advancing or unfairly advantaging special interest groups.</p> <p>Inclusion is working with Vanguard and the Breakthrough Cornerstone subcommittee to re-evaluate professional development processes, look for ways to reduce the need for formal accommodations, to give accommodated members meaningful work and to eliminate stigma and bureaucracy.</p>

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Findings	Actions
<p>Some members believe that YRP’s work environment is free from harassment, however some members of all backgrounds expressed that harassment continues to occur in the workplace, and is not exclusive to one group. There is work for YRP to do to ensure that ALL members are free from harassment, and are treated with fairness, civility and respect.</p>	<p>The Breakthrough harassment subcommittee was established to review YRP’s policies and processes. Its purpose is to develop a trustworthy, fair and effective reporting system and investigation process. In addition to supporting involved parties and ensuring accountability, this system must deter false allegations.</p> <p>Inclusion is a key part of this subcommittee and is applying Inclusionary Policing Analysis to procedures and processes related to harassment, discrimination and workplace violence, with the aim of fully supporting all YRP members.</p>
<p>Members want professional development decisions made fairly, based on the best candidate, not race or gender.</p>	<p>Breakthrough’s Cornerstone subcommittee is reviewing current staff development and professional development systems and processes with an inclusion lens to help achieve equitable career opportunities for all.</p> <p>Inclusion is not about advancing or unfairly advantaging special interest groups.</p>
<p>The majority of members agree that fairness and respect are essential in the workplace and have an expectation that their managers/supervisors will provide inclusive leadership and support.</p>	<p>Wellness, Professionalism, Vanguard and Breakthrough’s Harassment subcommittee will partner with Inclusion to sponsor programs promoting a workplace environment that is free of stigma, harassment and discrimination.</p> <p>In addition to mandatory training on bias-free policing, training delivery has begun for various sworn and civilian ranks in Inclusive Leadership, Conscious Leadership and Workplace Inclusion.</p> <p>Leaders of various ranks have participated in the <i>Walk the Talk of Change</i> program, to shift their mindset to inclusive behaviours and positive role modelling.</p>

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APPENDIX A

YRP Diversity Compared to York Region Population

Demographic	YRP	Sworn	Civilian	York Region Population
LGB2sQ+	5.03%	5.24%	4.42%	5.1% (Ontario population)
Persons with a Disability	10.13%	7.74%	14.79%	13.1% (Canadian Labour Force)
Visible Minority	18.71%	18.33%	17.88%	49.16%
Persons born outside of Canada	19.71%	20.09%	17.49%	47%
Women	35.93%	20.27%	66.45%	48%
Aboriginal	2.55%	3.08%	1.55%	5.33%

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APPENDIX B

Supporting External Research

- The Inclusionary Policing Analysis tool is based on the Federal Government's Status of Women's Gender Based Analysis+ tool that takes a diversity-sensitive approach to our work and is inclusive of everyone. Link: [Gender Based Analysis +](#)
- Striving to be reflective of the community must extend beyond demographic parity and quota measurements. Employees need to feel safe, welcomed and included. A positive workplace culture helps everyone feel valued and attracts better people who will stay with the organization longer.¹
- Research indicates that employees who feel psychologically safe say they feel more included and innovate more.²
- Research shows that diversity of thinking is a wellspring of creativity, enhancing innovation by about 20%. It also enables groups to spot risks, reducing these by up to 30%.³
- Research reveals that high-performing teams are both cognitively *and* demographically diverse.⁴
- What does inclusion really mean? Research reveals a holistic definition of an inclusion model that includes:
 - Respect and Fairness
 - Value and Belonging
 - Safe and Open
 - Empowered and Growing⁵
- Research shows that the behaviour of leaders can drive up to 70 percentage points of difference between the proportion of employees who feel highly included and the proportion of those who do not.⁶ Furthermore, an increase in individuals feelings of inclusion translates into an increase in perceived team performance (+17%), decision-making quality (+20%), and collaboration (+29%).⁷

¹ Fire and Emergency New Zealand, *Positive Workplace Culture Report: Building a Positive Workplace Culture* (New Zealand Government, 2019).

² Source: Jeanine Prime and Elizabeth R. Salib, *The Secret to Inclusion in Australian Workplaces: Psychological Safety* (Catalyst, 2015).

³ Juliet Bourke, *Which Two Heads Are Better Than One? How Diverse Teams Create Breakthrough Ideas and Make Smarter Decisions* (Australian Institute of Company Directors, 2016).

⁴ Juliet Bourke and Bernadette Dillon, *The Diversity & Inclusion Revolution. Eight Powerful Truths* (Deloitte, 2018).

⁵ Sources: Bersin by Deloitte, *High-impact diversity and inclusion: The new maturity model, 2017*; Juliet Bourke and Bernadette Dillon, *Waiter, is that inclusion in my soup? A new recipe to improve business performance*, Deloitte Australia and the Victorian Equal Opportunity and Human Rights Commission, 2012.

⁶ Source: Based on Deloitte Australia's analysis of 105 leaders as assessed by 600 raters against the six signature traits of inclusive leadership and perceived performance outcomes.

⁷ Source: Based on Deloitte Australia's analysis of 105 leaders as assessed by 600 raters against the six signature traits of inclusive leadership and perceived performance outcomes.