

"PUBLIC AGENDA"

TO: Darlene Brander, Chairperson
Board of Police Commissioners

FROM: Troy Cooper
Chief of Police

DATE: 2018 March 05

SUBJECT: Representative Workforce at the Saskatoon Police Service

FILE #: 2,014

ISSUE:

The following enquiry was made by Commissioner Martell in 2014. The Board has since requested that this report be presented annually.

"With the Board's commitment to building a workforce representative of the community it serves, what is the percentage of First Nations and Métis staff at all levels and what is the plan and timeline to achieve a representative workforce."

RECOMMENDATION:

That the following report be received. This report includes information regarding the four Employment Equity groups – Indigenous, Visible Minorities, Persons with Disabilities and Females.

DISCUSSION:

The Saskatoon Police Service has been actively recruiting new members to replace senior officers who have either retired, or plan to retire in the near future. As the population of Saskatoon grows, an even greater demand is placed on our Recruiting Unit to hire more police officers. The Saskatoon Police Service has been exploring areas that have not traditionally produced a large number of applicants in the past, including women, Indigenous people, visible minorities and persons with disabilities.

We are currently in a unique provincial situation in that the Indigenous youth population is growing; while the province's non-Indigenous population is aging. Labour force participation by Indigenous people, as well as new Canadians, will be essential to the economic growth of Saskatoon. Human Resource personnel at the Saskatoon Police Service must utilize this information to guide and shape our recruitment initiatives.

Policing is an area that can provide a model of diversity where differences are embraced and a sense of belonging is fostered. Our workforce needs to be representative of the community we serve in order to achieve a stronger connection with the citizens of Saskatoon and to build

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legitimacy for the Saskatoon Police Service, especially within the diversity community. The challenge for police agencies is to capture these employment equity groups, to attract them to the service, to support them within police organizations, and to allow the culture of policing to expand through their positive inclusion.

Employment Equity at the Saskatoon Police Service

The Saskatoon Police Service has improved best practices that are consistent with Employment Equity. Within the Service's business plan are goals to enhance and manage human resources while reflecting the diversity of our community.

In 2017, 59 percent of new Constables and Special Constables hired were from employment equity groups. This is encouraging because as more equity group members are hired to the rank of Constable they will have the opportunity to become eligible for promotion, thus increasing our diversity in supervisory positions. The numbers in the table below show that in 2017, more than 54 percent of employees were equity group members. (2002 is the year that the Saskatoon Police Service approved the initial Employment Equity Plan.)

Table 1

Year	Females	Indigenous	Persons With Disabilities	Visible Minorities	Total Equity Group Members	Total Sworn and Out of Scope Employees	% of Equity Group Members
2002	80	30	12	7	129	386	33.42
2007	126	42	5	18	191	477	40.04
2008	151	44	7	19	221	492	44.92
2009	157	50	9	19	235	501	46.91
2010	164	52	9	19	244	511	47.74
2011	172	52	11	23	258	522	49.43
2012	178	52	19	23	272	530	51.32
2013	182	53	17	23	275	536	51.31
2014	189	58	23	25	295	546	54.03
2015	188	61	23	24	296	555	53.33
2016	185	62	27	26	300	557	53.86
2017	189	64	30	29	312	571	54.64

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Table 2 below highlights the distribution of equity group members by occupational group.

Table 2

Workforce Analysis of Total Staff by Occupational Group as of December 31, 2017

Occupational Groups	Total	Female Employees		Indigenous Employees				Employees with Disabilities				Visible Minority Employees			
		Total	%	F	M	T	%	F	M	T	%	F	M	T	%
Executive (Chief, Deputy Chiefs, Superintendents, Inspectors, Directors, Lawyer)	20	4	20.0%	0	1	1	5.0%	0	0	0	0.0%	0	0	0	0.0%
Supervisors (Staff Sergeants, Sergeants)	126	27	21.4%	2	14	16	12.7%	1	3	4	3.2%	0	6	6	4.8%
Constables	331	80	24.2%	9	31	40	12.1%	8	12	20	6.0%	1	17	18	5.4%
Special Constables	64	55	85.9%	3	1	4	6.3%	3	1	4	6.3%	3	1	4	6.3%
Exempt Civilians	30	23	76.7%	3	0	3	10.0%	2	0	2	6.7%	0	1	1	3.3%
CUPE 59 Civilians	121	109	90.1%	4	0	4	3.3%	5	0	5	4.1%	7	3	10	8.3%
TOTAL	692	298	43.1%	21	47	68	9.8%	19	16	35	5.1%	11	28	39	5.6%

The occupational groups for the Saskatoon Police Service are defined as follows:

Executive:

The Executive consists of Chief (1 position), Deputy Chiefs (2 positions), Superintendents (4 positions), Inspectors (8 positions), Directors (5 positions) and Lawyer (1 position).

Supervisors:

Supervisory positions are our middle management positions and include the ranks of Sergeant and Staff Sergeant. We presently have 106 Sergeants and 20 Staff Sergeants. Not all Sergeant positions require the supervision of others; however they can be transferred at any time and may take on a supervisory role. They are leaders in our organization due to their years of experience and they provide mentorship and coaching to our junior members.

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Constables:

At December 31, 2017 we had 331 Constables. The Constable position consists mainly of our front line officers although we have some positions in investigations and community service oriented positions such as Schools and Cultural Resources.

Special Constables:

At December 31, 2017 we had 64 Special Constables. Most positions are utilized within our Communications/Dispatch Section. They are responsible for answering public complaints and dispatching members to calls for service. There are also eight Special Constables in Detention. These employees detain arrests and process prisoners for court. We have 12 additional Special Constable positions throughout the Service; 1 works at the Service Centre, 6 work in the Criminal Intelligence Section, 1 in Central Division, 1 in Audio Visual Disclosure Release, 1 in Court Preparation, 1 in the Forensic Identification Unit and 1 in the Major Crime Section.

Civilian Positions:

Most of the Police Service civilian staff work in clerical and support positions which fall under C.U.P.E. Local No. 59. Our Service also has 36 out of scope staff members. Both of these numbers are included in Table 2 of this report.

Table 3 specifies the Saskatchewan Human Rights Commission's 2017 Goals for a Representative Workforce in Saskatoon. The goal for the Saskatoon Police Service would be to have the same percentages in our organization as in the community.

Table 3

Saskatchewan Human Rights Commission
2017 Goals for a Representative Workforce in Saskatoon

Equity Group	2017 SHRC Goals	2017 SPS Actual Percentages
Indigenous People	14.0%	9.8%
Members of a Visible Minority Group	11.0%	5.6%
Persons with Disabilities	12.4%	5.1%
Women in non-traditional roles	46.0%	43.1%

Plan to Achieve a Representative Workforce

The Saskatoon Police Service has made significant improvements since 2002 to become a more diverse and representative workforce. As illustrated above, we have an additional 34 Indigenous employees than we did 15 years ago, which is an increase of 53 percent. We recruited an additional 109 females and 22 visible minorities in that same time frame.

Indigenous People: The Indigenous population in Saskatoon continues to grow at a steady pace. Of particular note in Table 2 is that 12.7 percent of supervisors are Indigenous, which is close to

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the 2017 goal provided by the Saskatchewan Human Rights Commission. This is promising as the more Indigenous employees that are promoted to the ranks of Sergeant and Staff Sergeant means that our Executive Team will likely become more representative in the near future. While this is a positive achievement, we also want to ensure that we are hiring Indigenous people into entry level positions (Constables and Special Constables) as we need to continue to increase the overall representation of Indigenous employees. Each year, however, we increase our total staff complement because the Service requires new positions as the population of Saskatoon grows. This leaves us in a position of needing to recruit a higher percentage of Indigenous people at each hiring process than we previously have. The Recruiting and Cultural Resource Units are up to the challenge and are working diligently to attract more Indigenous applicants with each process.

Females: As mentioned above, the Saskatoon Police Service has seen an increase of 109 female sworn officers over the past 15 years. This is encouraging for the Service as it proves that policing is considered a career for both men and women. As we continue to hire females into all positions at the Saskatoon Police Service, we are confident that our percentage of female workers will increase each year.

Persons with Disabilities: Because of the rigorous physical requirements to become a Police Officer, we are often unable to hire persons with disabilities into the Regular Constable positions. Unfortunately, this hinders our ability to meet SHRC's goals for this employment equity group. We do, however, recruit persons with disabilities into Special Constable, Exempt and CUPE 59 civilian positions.

Visible Minorities: As indicated below, our Cultural Unit has many initiatives underway that will help develop positive and meaningful relationships with members of visible minority groups. In regard to New Canadians, these positive interactions will hopefully help us attract and hire more visible minorities to work for the Service. Initiatives such as this take time and commitment, but we are continuing to see improvements since 2002.

The Saskatoon Police Service is diligently working towards a representative workforce and is currently involved in several collaborative initiatives:

I. Cultural Resource Unit

The Cultural Resource Unit strives to provide service based on the core values of the Saskatoon Police Service, in order to build partnerships and understanding within the community. Building partnerships with Indigenous people, and all culturally diverse communities within Saskatoon, will enhance awareness and communication between the Saskatoon Police Service and the community, promoting acceptance and social cohesion.

The Cultural Resource Unit is comprised of the following positions: one Sergeant, four Constables and one civilian member. In 2017, one of the four Constables was a Visible Minority and one was Indigenous. The Indigenous Constable was in the position of Indigenous/Diversity Recruiter. His primary focus is to increase the number of Indigenous people interested in a career in law enforcement by recruiting and mentoring potential applicants.

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The civilian member, who is also Indigenous, holds the position of Indigenous Relations Consultant. Her role is to focus on short and long term strategic planning for enhancing Indigenous relations within the community. The Consultant also advises Human Resources and the Indigenous Recruiter of prospective candidates, as well as assisting with addressing barriers in our recruiting processes.

Our Cultural Resource Officers, School Resource Officers and Community Liaison Officers provide support and assistance to the Indigenous and diversity communities by attending various community events. These police officers attend and participate in community activities in order to maintain a presence and continue to build trust and positive relationships. Events include but are not limited to: the FSIN Powwow, Chinese New Year, annual Muslim, Sikh, Hindu and Jewish celebrations, events within our LGBTQ community and numerous other powwows, ceremonies, and feasts. The Cultural Resource Officers attend Oskayak, Misbah and the three French Schools, and act in the role of School Resource Officers within these schools. These officers are also involved with community school activities and events at Wanuskewin, Central Urban Métis Federation Inc., the Saskatoon Indian and Métis Friendship Center and White Buffalo Youth Lodge.

The Cultural Resource Unit provides information on policing to First Nations and Métis organizations such as the Gabriel Dumont Institute, Saskatchewan Indian Institute of Technology, Dumont Technical Institute, the University of Saskatchewan Aboriginal Justice and Criminology program, the Aboriginal Police Preparation Program at Saskatchewan Polytechnic and many other diverse institutions. Members of the Cultural Resource Unit also plan recruitment tours to a variety of diverse groups. Furthermore, the Cultural Resource Unit provides information to our growing and diverse community through our newcomer agencies: Newcomer Information Centre, Saskatoon Open Door Society, Global Gathering Place, Saskatoon Intercultural Association and the International Women of Saskatoon.

II. Saskatoon Police Peacekeeper Cadets

The Saskatoon Police Peacekeeper Cadets program began in October 2014 in partnership with Saskatoon Public Schools. Members of the Cultural Resource Unit meet once per week with youth from several elementary schools including Princess Alexandra, Howard Coad, Westmount, St. Michaels and St. Frances. The program is designed to provide youth with structure, discipline, individual goal setting, the desire to stay in school and participate in organized sports, leadership opportunities and community involvement. In the program, youth will work with police officers, volunteers, elders and community partners while participating in weekly activities. They are given volunteer opportunities within the community because volunteerism is an important aspect of any community cadet program as it teaches the importance of giving back to their community. The ultimate goal of the program is to provide these young people with the tools to become positive contributors to society.

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III. New Canadians

The Saskatoon community changes daily with the arrival of immigrants and refugees from all corners of the globe. To aid these new Canadians in transitioning to a foreign country, and being mindful that the police in some countries are not always respected and seen as trustworthy, the Cultural Resource Officers assist with their integration into Saskatoon by offering education on our traffic, alcohol and common Criminal Code laws. Presentations on employment opportunities within the Saskatoon Police Service are also given to new Canadians. It is estimated that the Cultural Resource Officers have presented to well over one thousand new Canadians through many presentations held at the new Police Headquarters.

In order to better address policing services within the new Canadian populations, the Cultural Resource Unit has been successfully running an “Interpreter Training for Policing” project since 2010. The funding for the first several sessions came from a Citizenship and Immigration Canada grant. In 2015 the Saskatoon Police Service began funding its own training. Twenty four people completed that training including one person from the Saskatchewan Deaf and Hard of Hearing Services. The training continued in 2016 and 2017 and it included two First Nations language groups. It is expected that there will be another class in the Fall of 2017. The project consists of two components; interpreter skills training and police knowledge. It is imperative to improve the quality of interpreter services in Saskatchewan so a person’s Charter of Rights is fully protected and to support the effectiveness and efficiency of the justice system. To date, the Saskatoon Police Service can offer this service to the community and its members in over eighty different languages.

In the summer of 2017, the Saskatoon Police Service in partnership with the various settlement agencies, hosted a number of different programs for new Canadian youth. The interest in these programs was so high that we partnered with the Saskatoon Open Door Society in the Fall of 2017 to host a 3-on-3 youth basketball tournament in the police gymnasium. Additionally the Cultural Resource Unit began to explore a diversity adventure group with the hope of implementing the program in early January of 2018.

IV. The Saskatoon Police Advisory Committee on Diversity (SPACOD)

The Saskatoon Police Advisory Committee on Diversity (SPACOD), created through recommendations by the Stonechild Inquiry, assists in strengthening relationships with First Nations and Métis People, New Canadians, the Lesbian, Gay, Bisexual and Transgender and Queer (LGBTQ) community, persons with disabilities, visual and hearing impairments and intellectual disabilities. SPACOD’s mission is to provide education and serve as a link between the Saskatoon Police Service and the diverse communities of Saskatoon. The group meets quarterly throughout the year. SPACOD is represented by twenty five individuals representing Saskatoon’s diverse community from the University, LGBTQ Community, Saskatoon Tribal Council, Métis Family and Community Justice, Lighthouse, Fetal Alcohol Spectrum Disorder (FASD) Network, Community Living, Friendship Inn, Autism Services, City of Saskatoon, newcomer agencies and others.

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V. The Chief's Advisory Committee on First Nations and Métis Issues

The Chief's Advisory Committee consists of First Nations and Métis Elders and some community members. They meet quarterly (seasonally) with the Chief of Police and members of the Saskatoon Police Service to provide the Chief of Police and Cultural Resource Officers constructive feedback and direction on issues concerning Indigenous people. Following the morning meetings, the Chief and several members of the Saskatoon Police Service attend a sweat lodge ceremony with the Elders and community members.

VI. Diversity Breakfast

Every March the Saskatoon Police Service hosts a breakfast in support of the International Day for the Elimination of Racial Discrimination. The focus of the breakfast is to recognize diversity in the community, as well as our own police service, and to commemorate the International Day for the Elimination of Racial Discrimination which is recognized on March 21st.

A different speaker, generally a police officer, is asked to speak at the event to tell the audience their story. The presenters have come from a variety of backgrounds or have had experiences working in other countries.

Each year during the breakfast, new Canadian youth are recognized for their contribution to the community and education by receiving an award provided to assist the students with their future education.

VII. Race Against Racism

The Saskatoon Police Cultural Resource Unit hosted the 7th Annual Race Against Racism in September 2017. It was again sponsored by the Saskatoon Police Service, The Running Room Canada and the City of Saskatoon's Cultural Diversity and Race Relations Committee. However this year a planning committee was formed to help plan both the race and the new cultural expo that was set up at the finish line for the participants and the public to enjoy. Committee members were from the five settlement agencies; the Saskatoon Tribal Council, the Central Urban Métis Federation Inc. and the Saskatoon Police Service. In addition to raising awareness for diversity, another goal of this race is to provide a positive environment for people of all ages, cultures, religions and ethnic backgrounds to gather and promote an active healthy lifestyle, while encouraging positive police community relations. Any proceeds raised from registration fees or donations were divided equally amongst the five settlement agencies.

“Cram the Cruiser” continued where non-perishable food items donated by participants were stuffed into a police patrol car. These items were donated to the Saskatoon Food Bank.

VIII. Diversity Training for New Recruits and Experienced Officers

Cultural Resource Unit members delivered Diversity Training at the Saskatchewan Police College as part of the training for new recruits and for the Cultural Relations Course. Also, as an integral part of the Operational Investigators Course, presentations were delivered to

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approximately twenty police officers (in each seminar) from all over the province, who learn about the changing demographics in Saskatchewan due to the growing Indigenous population and the immigration strategy. They also get an understanding of our Cultural Resource Unit and the important work that is done to build better relationships with the diverse community that we serve.

In 2017, the Saskatoon Police Service's training section added a day long diversity training session to the new recruits mandatory two week In-Service training program.

In all of these diversity training programs, participants are encouraged to share their experiences as we work towards creating increased understanding, respect and harmony in our communities. As our police service grows to reflect the diversity in our province the values of integrity, honesty, respect and fairness are increasingly important.

IX. Aboriginal Police Preparation Program

Constable Marc Belanger from the Cultural Resource Unit maintains contact with students enrolled in the Aboriginal Police Preparation Program at the Saskatchewan Polytechnic campuses. The program is designed to provide specific training to assist students to be successfully recruited into careers in Municipal, Federal or Indigenous police services.

Constable Marc Belanger also attends a multitude of cultural recruiting fairs and travels throughout Saskatchewan to present information on careers in law enforcement to community groups and students.

For the past several years, the Saskatoon Police Service has been hiring an Indigenous summer student. The Aboriginal Police Preparation Program has developed the majority of the possible candidates for the summer student program.

X. Treaty Four Citizens' Police Academy

This academy is an interactive one week program that gives participants hands on experience in some of the facets of policing. Participants are certified in First Aid and Level "C" CPR and complete some of the testing required in a hiring competition. Participants are housed at Luther College in Regina for two weeks and experience the life of a police recruit at Police College. They attend daily lectures, fitness classes, drill and deportment and receive mentoring on a daily basis.

Constable Belanger took on the role of facilitator and instructor for the course. Upon completion of the program, participants who are interested in pursuing a career in policing and who meet the qualifications are invited to participate in hiring competitions with the police service of their choice.

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XI. Summer Student Program

From May to September 2017, an Indigenous student from the Aboriginal Police Preparation Program at the Saskatchewan Polytechnic was offered a summer student position with the Saskatoon Police Service. The student was tasked with assisting the members of the Cultural Resource Unit and was able to spend some time in various sections of the police service as well. The purpose of the Summer Student Program is to offer the students an opportunity to observe in detail what policing is like and to help them decide if policing is something they want to do as a career.

The program which has been offered since 2013, has seen eight students participate this far. One has been hired as a Special Constable and several others are or have been in our application process.

XII. Youth Advisory Committee

The Service recognizes the need to work closely with all segments of our community and we recognize the value that youth input can have when working on issues that involve youth. In late summer of 2013, a small group of community members, including two youth, began meeting with police officers and the police summer students to begin the process of getting youth engaged with the police. The group became recognized as the Saskatoon Police Service Youth Advisory Committee.

In January 2014, the first larger group of youth, mentored by Restorative Action Plan (RAP) workers, met with members of the Cultural Resource Unit to set some short term goals and discuss how the Youth Advisory Committee should function. The Youth Advisory Committee continues to meet with Cultural Resource Officers several times per year. They are encouraged to work on different projects that affect youth.

The primary goal of the committee is to create a direct link between Saskatoon's youth and the Police Service. The majority of the youth on the committee come from a diverse background.

XIII. Vulnerable Person's Registry

The Vulnerable Person's Registry (VPR) was launched as a pilot project in 2016. The goal of this registry is to be able to have a databank of information on vulnerable people available to police so that we can better serve this segment of the population. For the first year, only people with autism could register. New groups and organizations are now being considered after a successful pilot program.

XIV. Gender Neutral Washroom

In the spirit of continuing to promote diversity and inclusion, the Saskatoon Police Service was proud to formally unveil a gender neutral washroom in the lobby of its new Headquarters. This washroom was designated to be a gender neutral space so that all people feel welcome in our police service. The suggestion came out of the many discussions and connections that have

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taken place with the LGBTQ community in Saskatoon and was a direct result of the work done by the Saskatoon Police Advisory Committee on Diversity.

XV. Elder's Teachings and Lunch and Learns

During 2017, the Indigenous Relations Consultant continued to organize and host classes of four sessions each where Indigenous Elders provided traditional cultural teachings to police and other community members. These were very well attended, with close to 50 people participating in each session. Events like these aid in maintaining legitimacy for police within the First Nations and Métis communities in Saskatoon.

The Cultural Resource Unit also organized several Lunch and Learn forums throughout 2017, using these events as an opportunity to share cultural topics with other staff of the Saskatoon Police Service and the community. Additionally the police and the Islamic Association of Saskatchewan partnered to host "Islam Awareness Day" on November 1st as a way to showcase Saskatoon's Muslim community and the many countries in the world where Islam is practiced.

CONCLUSION:

The Saskatoon Police Service continues to work towards a workforce that is more reflective of the population it serves. Achieving a representative workforce takes time, commitment, and a coordinated effort. While significant gains have been made, there are still many challenges. First Nations and Métis people have many other career options and law enforcement is not a career choice for many. The Saskatoon Police Service has an integral role to play in developing and maintaining positive, meaningful relationships with members of our diverse community. The challenge will be to continue to implement proactive measures which positively impact the applicant pool for Employment Equity groups. The Saskatoon Police Service will continue to work with our multicultural partners to achieve the goals of our Employment Equity Plan.

Written by:

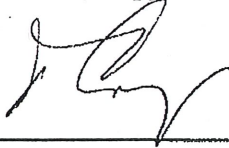
**Bobbi-Daye Larmer, Human Resource Consultant
Sergeant Keith Salzl, Cultural Resource Unit**

Approved by:

**Lisa Olson
Director, Human Resources Division**

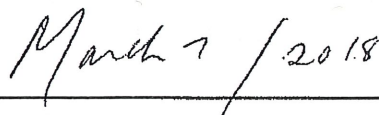
**Brian Shalovelo
A/Deputy Chief, Support Services**

Submitted by:



**Troy Cooper
Chief of Police**

Dated:



March 7 / 2018

Saskatoon police making progress on recruitment efforts: Tribal Council

Mark Arcand, chief of the Saskatoon Tribal Council, said while there's more work ahead, efforts by the SPS, like community outreach, its cadet programs and its Cultural Resources Unit, will help the service reach its goal for Indigenous employees.

MORGAN MODJESKI, SASKATOON STARPHOENIX Updated: March 14, 2018

Leaders with the Saskatoon Tribal Council (STC) say they feel efforts by the city police to recruit Indigenous people are working.

A report headed to the board of police commissioners on Thursday indicates the police service is making progress toward a workforce that represents the population. It says 312 of the 571 total sworn and out of scope police employees in 2017 — 54.6 per cent — identified as female, Indigenous, people with a disability or members of a visible minority.

In 2002, when the police force approved its initial employment equity plan, these groups made up 33.4 per cent of the service.

A breakdown of staff in the report says 189 women are employed by the police force. It says 64 members of the staff are Indigenous, 30 people have a disability and 29 identifying as a visible minority.

Brian Shalovelov, acting deputy chief of support services for the police, said having a representative workforce ensures there's an active and effective dialogue between police officers and the community.

"When someone looks like you, talks like you and maybe has some of the same life experiences that you have, I think what it does is it opens the door to communications, and I think that's so important," he said.

"It also allows us ... to utilize the skills, knowledge and ability of those that are applying to our organization to better deal with safety concerns in the community."

He noted the police force still has work to do, since its numbers are still below goals outlined by the Saskatchewan Human Rights Commission. Those goals indicate Indigenous people should make up 14 per cent, visible minorities 11 per cent, people with disabilities 12.4 per cent and women in non-traditional roles making up 46 per cent. The police force is currently at 9.8 per cent, 5.6 per cent, 5.1 per cent and 43.1 per cent respectively.

Saskatoon Tribal Council Chief Mark Arcand said efforts like community outreach, cadet programs and the Cultural Resources Unit will help the service reach its goal for Indigenous employees.

"We're supportive of the processes that are going on because we feel it's making a difference in the City of Saskatoon and we want to continue building those relationships and working together to reach those goals," he said.

Arcand said Indigenous people who find success in the police service can inspire younger members of the community.



Saskatoon Tribal Council Chief Mark Arcand in the lobby of the Saskatoon Tribal Council office in Saskatoon, SK on Thursday, January 18, 2018. LIAM RICHARDS / SASKATOON STARPHOENIX

"When we have First Nations people or Metis people working in uniform ... they become role models."

Arcand noted police have been working closely with the STC.

"We are working together. We are making a difference. We are knocking down the barriers that existed before. It becomes a collective, not 'us versus them' or 'them versus us.' That mentality has to not exist anymore."

Shalovelo called Arcand's remarks "inspiring" and said the police force will continue to pursue applicants from these groups aggressively in partnership with community stakeholders.

"We're opening doors, we're not closing them," he said.

"Any time we get together, they talk about the need to reduce barriers for people with diverse backgrounds to join the police force," he said.

"Sometimes, having the people who can qualify to take up those jobs is the challenge, but the willingness is there."

mmodjeski@postmedia.com

[Twitter.com/MorganM_SP](https://twitter.com/MorganM_SP)

June 28, 2017

To: Members
Board of Police Commissioners

Re: Employment Equity Plan 2016 – Annual Report

RECOMMENDATION

That the 2016 Employment Equity Plan be received and filed.

CONCLUSION

The Regina Police Service is committed to becoming increasingly reflective of the community it serves.

BACKGROUND

The Saskatchewan Human Rights Commission (SHRC) provides the Regina Police Service with Employment Equity Reporting Guidelines. The SHRC asks sponsors to provide the following information by June 30, 2017:

1. Workforce data (statistical report); and
2. A brief narrative description of significant actions taken to implement the organization's equity plan.

These two components constitute the sponsor's annual report. Please refer to the attached for a copy of the Regina Police Service's 2016 Employment Equity Report.

The SHRC posts sponsor reports on its equity site. This promotes the transparency and accountability of equity programs and facilitates information sharing and networking.

DISCUSSION

Since the inception of the Regina Police Service employment equity plan in 1992, employment equity totals have increased over the years. A comparison of progress from 1992 thru to 2016 along with SHRC's 2016 goals is as follows:

	1992	2014	2015	2016	Change	Goals
*Women (in under represented occupations)	4.0%	24.5%	25.6%	25.4%	-0.2%	46.0%
Aboriginal People	3.0%	9.2%	9.7%	9.5%	-0.2%	14.0%
**People with Disabilities	1.7%	4.9%	4.6%	5.4%	+0.8%	12.4%
Visible Minority	1.2%	6.1%	6.6%	6.7%	+0.1%	11.0%

*Women are considered underrepresented in an occupational classification if they occupy less than 46% of positions in that occupation.

In 2016 the Regina Police Service continued to demonstrate management commitment and leadership towards a representative workforce and inclusive work environment.

Human Resources will continue to monitor the Regina Police Service workforce demographic analysis and proactively address trends impacting the SHRC 2016 employment equity objectives. The Regina Police Service will continue to focus recruiting efforts on areas to maximize diversity applicants.

The Regina Police Service entered a 20 year agreement with the Saskatchewan Human Rights Commission. In 2012, the Saskatchewan Human Rights Commission extended the agreement indefinitely on the condition that the reporting guidelines were met on an annual basis.

RECOMMENDATION IMPLICATIONS

Financial Implications

None with respect to this report.

Environmental Implications

None with respect to this report.

Strategic Implications

To continue recruiting qualified personnel who are representative of the community we serve and strive to meet the SHRC 2017 employment equity goals.

Other Implications

None with respect to this report.

COMMUNICATIONS

The attached report will be filed with the Saskatchewan Human Rights Commission after approval by the Board. This report will also be available for viewing by all Regina Police Service employees following its submission to Saskatchewan Human Rights Commission.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "E. Bray", written in a cursive style.

[for] Evan J. Bray
Chief of Police



Regina Police Service

Employment Equity Report

2016



"Working together to keep Regina safe"

Executive Summary

The following is the Regina Police Service's Employment Equity Annual Report for 2016. It is submitted in accordance with the Employment Equity Reporting Guidelines (SHRC File: A2089) of the Saskatchewan Human Rights Commission.

This report includes the required workforce data (statistical reports) and a narrative report of significant actions taken in 2016 to enhance the organization's equity plan.

The Regina Police Service continues to support, foster and promote a respect for individual rights, freedoms and multicultural diversities within our community and within our workplace.



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Part I: Workforce Data

In 1992 the Regina Police Service identified that the demographic of Regina was changing and in order to more effectively provide service it would be beneficial to have a workforce that reflected the community. An agreement was entered with the Saskatchewan Human Rights Commission (SHRC) and since this time, the Regina Police Service has been striving to achieve a representative workforce.

This report complies with the annual reporting requirements for continued approval of this agreement.

In 2016, the following figures were provided by the SHRC as their long term goals:

Women in underrepresented occupations	46.0%
Aboriginal People	14.0%
People with Disabilities	12.4%
Visible Minorities	11.0%

Each year, the Regina Police Service modifies its goals to match those set out by the SHRC.



The table below provides an overview of the Regina Police Service's progress in obtaining the SHRC goals.

	1992	2014	2015	2016	Change	Goals
*Women (in under represented occupations)	4.0%	24.5%	25.6%	25.4%	-0.2%	46.0%
Aboriginal People	3.0%	9.2%	9.7%	9.5%	-0.2%	14.0%
**People with Disabilities	1.7%	4.9%	4.6%	5.4%	+0.8%	12.4%
Visible Minority	1.2%	6.1%	6.6%	6.7%	+0.1%	11.0%

*Total female population as shown in Part VI, Table 1 is 40.9%.

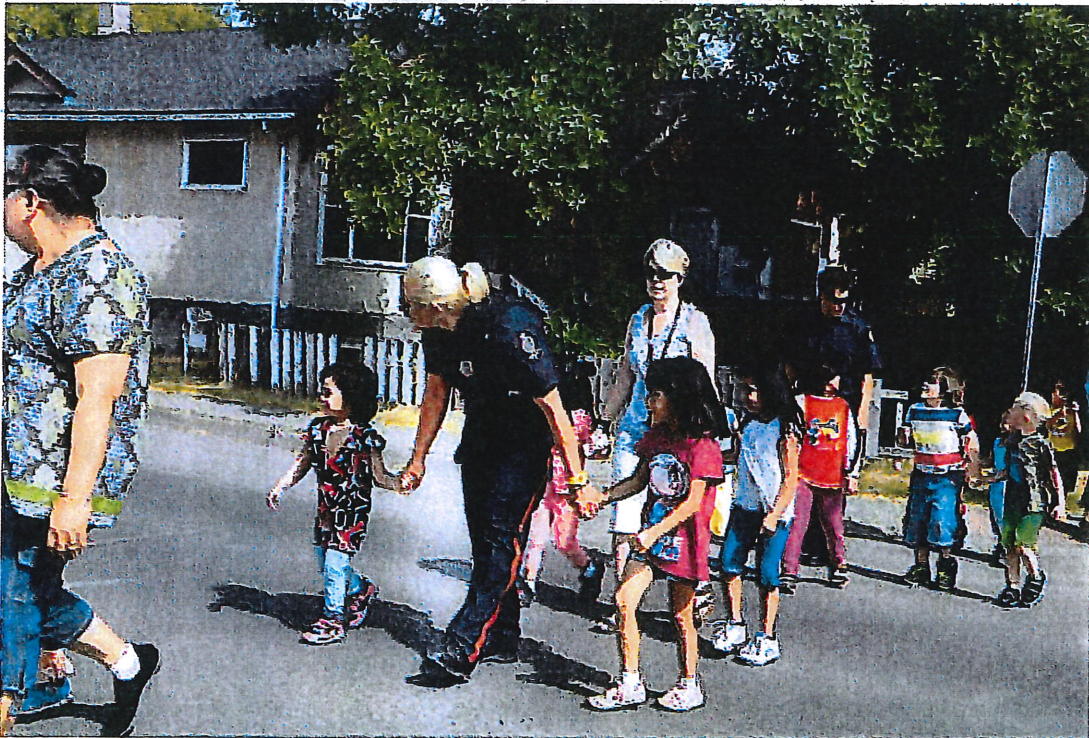
**The Increase in the People with Disabilities category is a result of more individuals requiring accommodation in the 2016 calendar year. This number fluctuates based on the Service's accommodation needs.

Part II: Strategic Plan

The Regina Police Service continued with the Strategic Plan in 2016. In order to be more responsive to the changing environment and shifting priorities, the plan is based on four general themes to guide the organizations actions over the next four years.

The four themes identified are: Service, Communication, Our People and Improvements. These broad topics allow each organizational area to develop more specific business plans to guide their actions.

November 2016 saw the installation of Chief of Police, Evan Bray, who is ensuring a continued focus on diversity and inclusion as a priority for the Service.



Part III: Cultural and Community Diversity Initiatives

The Cultural and Community Diversity Unit of the Regina Police Service is integral in the development and maintenance of community partnerships and initiatives. The unit consists of three sworn members (one Sergeant, two Constables) and one civilian member.

The members of this unit sit on many internal and external boards and committees. They work closely with community organizations such as the Regina Open Door Society, Immigrant Women, RTSIS (Regina Treaty Status Indian Services), the Regina Multicultural Council, the Mosque, the Synagogue, University of Regina Pride Centre and Sask Polytechnic, to name a few. They also assist officers on a daily basis with challenges they may face in relation to understanding different cultures and traditions. The unit focuses upon developing new connections while building on the strong working relationships established with the Newcomer and Aboriginal communities.

Some of the major initiatives accomplished in 2016 are highlighted below.

Regina Police Service Tipi

In 1997 the Regina Police Service acquired a traditional tipi for use as a cultural bridge between the Service and the community. This tipi is 'sacred' and is only used in accordance with First Nations traditions.

The tipi is utilized to participate in special events in the First Nations Community. In 2016, the tipi was used nine times at the following events: First Nations University of Canada Spring Pow Wow, North Central Smudge Walk, Treaty 4 Grad Pow Wow, 20th Anniversary of National Aboriginal Day, 40th Anniversary Celebrations of First Nations University of Canada,

Tony Cote Welcome Back Pow Wow, Sisters in Spirit Vigil, The Regina Ukrainian Fall Festival and the Federation of Sovereign Indigenous Nations Assembly.



Chiefs Elders Advisory Council

In 1998, the Chief of Police formed an Elders Advisory Council. The Council consists of eight elders who have been invited to participate. They are involved in First Nation ceremonies and participate in the strategic planning process. The Council provides oversight and guidance in matters relating to First Nation culture and ceremony. In 2016, the Committee met three times.

Round Dance

In February of 2016, the Regina Police Service hosted the 10th Annual Round Dance. The Round Dance is a social gathering of communities that occurs during the winter months to honour, celebrate

and memorialize. The gathering is an interaction between the community and police officers in a traditional setting to demonstrate the Service's willingness to take part in and understand the traditional values of the First Nation community.

The 2016 Round Dance had approximately 1500 participants from many First Nations communities and the Regina Police Service.



Cadet Program

In 2016, the Regina Police Service continued a partnership with the Wicahitowin Foundation Inc., and the RCMP and delivered the 12th class of

Community Cadet Corps (CCC) in the North Central Community. There were 13 cadets in the 2016 class.

The CCC was developed by the RCMP and was modeled after the Air/Army Cadet programs. The goal was to provide youth aged 12-18 who are active in school, the opportunity to learn discipline and goal setting. Although there is a strong military component which includes drill and marching, there is also a sport and recreational component which allows for fun, healthy competition, teamwork and common goal setting.

The CCC is targeted to youth who display behaviours which make them more likely to come in contact with the law.

Cultural Relations Officers from the Cultural and Community Diversity Unit provide oversight and leadership to the cadets in this program.

Other Community Events

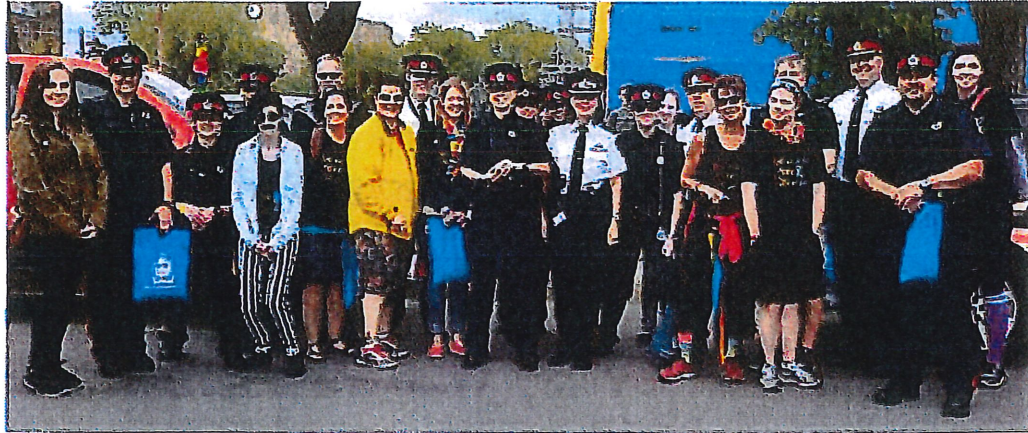
Each year, the Regina Police Service also participates in *many* other community events to develop relationships with organizations committed to inclusion. In 2016, these included but were not limited to:

- Members from the Community Services Division participated in the Indian Metis Fellowship Garden Chili Cup.
- Participated along with members of our Community Services Division in the Christmas lunch for Sacred Heart and Albert School at the Double Tree hotel.
- Organized and participated in the Sisters in Spirit Missing Women's Vigil on October 4, 2016.
- Participated in the First Nations University of Canada Spring and Fall Pow Wows.
- Participated in Treaty 4 Days in Fort Qu'Appelle – taking part in the feast, parade and interactive career fair.

- Participated In an annual event called "CluedInClude" in partnership with the Open Door Society, Regina Treaty Indian Status Services and the Multicultural Council.
- Participated in the North Central Smudge Walk In June 2016.



- Participated in the University of Regina Pride Week and in the Queen City Pride Parade.
- Involved in weekly collaboration with the Regina Multicultural Council and their members.
- Participated In Ramadan meals in Victoria Park.
- Assisted with organization of the annual Mosaic Festival and provide increased visual presence during the event.



- Participated In National Aboriginal Day June 21, 2016 event at Wascana Park, Circle Project and the Paul Dojack Youth Centre.
- Had a partner booth at Regina Police Service Showcase event in May 2016 with the Regina Open Door Society.
- Members provided transportation, mentorship and delivered workshops on hate crimes and bullying at Camp Fyrefly.
- Took part in the first annual Vaisakhi Nager Kirtan Parade hosted by the Sikh community in Regina.
- Participated In the "Aboriginal Students Police Academy" in partnership with the File Hills Qu'Appelle Tribal Council focusing on First Nations communities surrounding Regina
- Participated In the Santa Claus Parade with the Regina Police Service float, the Aboriginal Police Preparation Program students from Sask Polytechnic and the Community Cadet Corps.
- Participated on the planning committee for Spring Free from Racism.
- Sat on the steering committee for Women at High Risk of Abuse: Migrant, Aboriginal and Women with Intellectual and Health Disabilities (this is in partnership with the Institute for Research and Development on Inclusion and Society), Regina Immigrant Women and the Newo Yotina Friendship Centre.

- Sat on the steering committee for Interpersonal Violence and the Workplace (led by PATHS – Provincial Association of Transition Houses and Services of Saskatchewan).
- Sat on the NAIN (North American Interfaith Network) Connect 2016 planning committee.
- Partnered with PRIDE (Centre for Sexuality and Gender Diversity) at the University of Regina on an awareness and education campaign.



- Members of the Cultural and Community Diversity Unit represented Regina Police Service on a local steering committee: Working Together: Combating Structural Violence against Indigenous, Racialized, Migrant Women and Women with Intellectual and Psychiatric Disabilities.
- Delivered training to municipal police members at the Saskatchewan Police College on topics such as First Nation protocol, Sikhism, Hate Crimes, Honor-Based Violence and LGBTQ awareness.

- Various other partnerships with agencies such as: First Nations University of Canada Student Association, Saskatchewan Polytechnic Aboriginal Students Association, University of Regina Aboriginal Students Centre, Gabriel Dumont Institute, Newo Yotina Friendship Centre, Saskatchewan Polytechnic Aboriginal Police Preparation Program, City of Regina, TransSask Support Services, Intercultural Dialogue Institute, Regina KidSport, Regina Region Local Immigration Partnership (RRLIP) and many more.

Part IV: Recruitment and HR

SPARC

The Saskatchewan Police Aboriginal Recruiting Committee (SPARC) was formed in 2006 as an initiative of the Saskatchewan Provincial Government. It comprised of multi-police and partner agencies committed to implementing diverse and non-discriminatory recruitment and retention practices for police services in Saskatchewan. SPARC worked toward identifying barriers to employment, preparing Aboriginal candidates to achieve success in policing careers and establishing police services in Saskatchewan as employers of choice. In 2016, the Provincial Government eliminated this program.

Aboriginal Recruitment Liaison Officer

In response to the elimination of the SPARC program, the Regina Police Service sought to maintain and increase contacts and relationships with the Aboriginal community for the purpose of recruitment. An Aboriginal Recruitment Liaison Officer position was created in 2016. Initially created as a pilot project, the role has dual responsibility – building community relationships and active recruitment for both sworn and civilian positions. The position will be evaluated in 2017 to determine if any changes need to be made before it becomes a permanent role.

Saskatchewan PolyTechnic – Aboriginal Police Preparation Program

Through involvement with SPARC, the Regina Police Service has developed a partnership with Saskatchewan Polytechnic (formerly SIAST) and the Aboriginal Police Preparation Program. This program runs for 28

weeks and is offered in Prince Albert, Saskatoon and Regina. Although our involvement is focused on the Regina class, recruiting presentations are also made to the Saskatoon and Prince Albert classes.

The recruiting officer makes frequent visits to the Regina campus, allowing relationship building with students.

Partnerships

In 2016 informal partnerships were continued through contacts with the Aboriginal Student Employment Centre at the University of Regina and the Saskatchewan Indian Institute of Technology. Recruiting and career presentations were made to classes to inform of all opportunities with the Service and to answer questions.

Treaty Four Citizen's Police Academy

In 2016, the Regina Police Service coordinated and delivered the 12th annual Treaty Four Citizen's Police Academy. Aboriginal candidates were invited to participate in a one week workshop held in May at the Saskatchewan Police College. Candidates were required to stay in residence and attend classes and training in an effort to simulate the experience of Police College and increase their knowledge of policing in Saskatchewan. Candidates are identified through contacts in the Aboriginal communities. The Tribal Councils actively support this initiative of promoting policing within the First Nation communities and within municipal and RCMP police services.

In 2016, there were 18 participants (7 male, 11 female; 6 visible minority and 4 Aboriginal) in the Treaty Four Citizen's Police Academy.

Mentorship Program

In September 2008, the Regina Police Service implemented a mentorship program. The mandate of this program is to increase the

number of sworn diversity employees within the Service and to provide an opportunity to coach and develop prospective employees to increase the probability of success in being employed. Areas of development include but are not limited to: fitness, report writing, and public speaking. To date the program has mentored six individuals, three of whom are now police members and one civilian member.

In the fall of 2016, a candidate was identified through the regular recruiting process. This candidate will begin in the program in January of 2017.

Summer Students

An Aboriginal/Diversity Summer Student program was implemented in 2004. Initially the program targeted Aboriginal students but in 2011 was expanded to include visible minority candidates. Funding is in place for three students for four months each summer. Positions vary depending upon organizational need but generally include entry level clerical or Information Technology positions. Two of the original summer student candidates are now employed full time with the Regina Police Service while several others have remained on as casual employees while they complete their education.

In 2016, three summer students were hired: one was a visible minority and one was Aboriginal and one was a woman interested in policing.

Working Environment

Other continued initiatives include working with and educating employees about the importance of having a work life balance; focus on general physical health and emotional wellness; and the investigation of new human resource initiatives such as sabbaticals, external work exchanges and job shadowing.

Retention and Career Development

All members are encouraged to discuss their career plans with their supervisors. Likewise, supervisors are encouraged to engage their members/staff in career path discussions. Employees may forward requests for training to Human Resources for consideration at any time. In addition, supervisors attach a career path form, completed by the employee, to the employees' annual performance evaluation. The documents are forwarded to Human Resources for tracking and training considerations.



Part V: Going Forward

In 2017 the Regina Police Service will continue to maintain and develop relationships to enhance our diversity, both within our workforce and in the community. Some of the actions planned to assist us in achieving our goals are:

- Continue recruiting efforts in diversity areas by focusing on female organized sports teams, diversity career fairs, and outreach to diverse educational and community groups.
- Continue to develop the Aboriginal Recruitment Liaison position to best meet the needs of the community and our Service.
- Increase our representation at career fairs focusing on First Nations communities.
- Continue with the "Aboriginal Students Police Academy" in partnership with the File Hills Qu'Appelle Tribal Council focusing on First Nations communities surrounding Regina.
- Continue to deliver training in key areas in relation to cultural diversity. Topics for 2016 included Refugees and the Syrian Crisis as well as Police Legitimacy and a presentation by a First Nations Elder.
- Continue involvement in the Cadet Program, Treaty Four Citizen's Police Academy, Round Dance and all other community events which the Regina Police Service participates in, as well as seeking new opportunities to expand relationships.
- Continue existing diversity development programs such as the Mentorship and Summer Student programs.

Special Note:

The Regina Police Service would like to acknowledge the passing of two men who played an important role in supporting and advancing diversity with our Service.

In 2016, we lost one of our valuable Elders who sat on the Elders Advisory Council for 18 years and was an advocate for building bridges between the Aboriginal and policing communities. His knowledge, wisdom and support were foundations for the work we continue today.

City Councillor Terry Hincks passed away in October of 2016. He served on the Board of Police Commissioners from 2012 to 2016. He was a strong supporter of diversity within the Regina Police Service and was proud of the progress made by the Service.



Part VI: Tables

Table 1: Workforce Analysis (Total Staff)

Regina Police Service
2016 Workforce Analysis
 Actuals as of December 31, 2016

TABLE 1
Total Staff

Workforce Analysis of Total Staff by Occupational Groups															
Occupational Groups	Total Women			Aboriginal People				People with Disabilities				Visible Minority			
	Total	Female	%	Female	Male	Total	%	Female	Male	Total	%	Female	Male	Total	%
POLICE	405	103	25.4%	9	29	38	9.4%	11	15	26	6.4%	1	20	21	5.2%
CIVILIAN PERMANENT	164	117	71.3%	8	2	10	6.1%	4	1	5	3.0%	10	6	16	9.8%
CIVILIAN NON-PERMANENT	42	30	71.4%	6	4	10	23.8%	2	0	2	4.8%	1	3	4	9.5%
Total	611	250	40.9%	23	35	58	9.5%	17	16	33	5.4%	12	29	41	6.7%

* Police is the only occupational group which meets the SHRC's definition: "Women are considered underrepresented in an occupational classification if they occupy less than 46% of positions in that occupation."

Table 2: Workforce Analysis (Occupational Groups)

Regina Police Service
2016 Workforce Analysis
 Actuals as at December 31, 2016

TABLE 2
Total Staff Breakdown by Occupational Groups

Police															
Occupational Groups	Women			Aboriginal People				People with Disabilities				Visible Minority			
	Total		%	Female	Male	Total	%	Female	Male	Total	%	Female	Male	Total	%
CHIEF	1	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
DEPUTY CHIEF	1	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
SUPERINTENDENT	2	1	50.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
INSPECTOR	7	2	28.6%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
STAFF SERGEANT	14	2	14.3%	2	0	2	14.3%	0	1	1	7.1%	0	1	1	7.1%
SERGEANT	63	12	19.0%	2	7	9	14.3%	2	2	4	6.3%	0	8	8	12.7%
CORPORAL	55	12	21.8%	2	5	7	12.7%	1	2	3	5.5%	0	2	2	3.6%
CONSTABLE	254	69	27.2%	3	17	20	7.9%	8	10	18	7.1%	1	9	10	3.9%
SPECIAL CONSTABLE	8	5	62.5%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
Total	405	103	25.4%	9	29	38	9.4%	11	15	26	6.4%	1	20	21	5.2%
Civilian Permanent															
Occupational Groups	Women			Aboriginal People				People with Disabilities				Visible Minority			
	Total		%	Female	Male	Total	%	Female	Male	Total	%	Female	Male	Total	%
SENIOR MANAGERS	9	7	77.8%	0	1	1	11.1%	0	0	0	0.0%	1	0	1	11.1%
MIDDLE MANAGERS/SUPV.	17	13	76.5%	1	0	1	5.9%	1	0	1	5.9%	1	0	1	5.9%
PROFESSIONAL	18	13	72.2%	4	1	5	27.8%	0	0	0	0.0%	1	0	1	5.6%
TECH SUPPORT	14	2	14.3%	0	0	0	0.0%	0	0	0	0.0%	1	0	1	5.6%
GARAGE/MAINT/EV. MGMT	15	3	20.0%	0	0	0	0.0%	0	1	1	6.7%	0	4	5	35.7%
CLERICAL ADMIN SUPPORT	64	54	84.4%	2	0	2	3.1%	1	0	1	1.6%	6	1	7	10.9%
COMM OFFICERS	27	25	92.6%	1	0	1	3.7%	2	0	2	7.4%	0	0	0	0.0%
Total	164	117	71.3%	8	2	10	6.1%	4	1	5	3.0%	10	6	16	9.8%
Civilian Non-Permanent															
Occupational Groups	Women			Aboriginal People				People with Disabilities				Visible Minority			
	Total		%	Female	Male	Total	%	Female	Male	Total	%	Female	Male	Total	%
CLERICAL/ADMIN. SUPPORT	17	15	88.2%	3	0	3	17.6%	0	0	0	0.0%	0	0	0	0.0%
COMM OFFICER	8	7	87.5%	0	0	0	0.0%	1	0	1	0.0%	0	0	0	0.0%
MATRON/CLNR/CARETAKER	5	5	100.0%	0	0	0	0.0%	1	0	1	20.0%	1	0	1	20.0%
CHAPLAIN/ELDER	11	3	27.3%	3	4	7	63.6%	0	0	0	0.0%	0	3	3	27.3%
MENTORSHIP	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
TECH SUPPORT	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
GARAGE ATTENDANT	1	0	0.0%	0	0	0	0.0%	0	0	0	0.0%	0	0	0	0.0%
Total	42	30	71.4%	6	4	10	23.8%	2	0	2	4.8%	1	3	4	9.5%

* Police is the only occupational group which meets the SHRC's definition: "Women are considered underrepresented in an occupational classification if they occupy less than 46% of positions in the occupation."

Table 3: Workforce Analysis (Management Staff)

Regina Police Service

Table 3: As at December 31, 2016

WORKFORCE ANALYSIS OF MANAGEMENT STAFF															
Distribution of Equity Group Members at End of Reporting Year															
Occupational Groups	Total	Female Employees		Aboriginal Employees				Employees with Disabilities				Visible Minority Employees			
		Total	%	F	M	T	%	F	M	T	%	F	M	T	%
Senior Managers	21	10	47.6	0	1	1	4.8	0	0	0	0	1	0	1	4.8
Middle Managers	149	39	26.2	7	12	19	12.8	5	5	10	6.7	1	11	12	8.1
Total	170	49	28.8	7	13	20	11.8	5	5	10	5.9	2	11	13	7.6

F = Female M = Male T = Total

*Occupational groups may be established by each sponsor according to its own organizational needs and operations.

NOTES

1. Please count each job incumbent as an employee, whether that person is full-time or part-time, permanent or non-permanent.
2. Please highlight in **bold type** those occupational groups where women represent less than 47 percent of employees in that group.
3. Senior managers consist of Chief Executive Officers, Presidents and Vice-Presidents.
4. Middle managers are managers (other than senior managers) who have managerial or supervisory responsibilities.
5. Senior managers (sworn) consist of the rank of Inspector and above.
6. Middle managers (sworn) consist of the ranks of Corporal to Staff Sergeant.

Exhibit: National Inquiry into Missing and
Murdered Indigenous Women and Girls

Location/Phase: Part 2 Regina

Witness: Clive Weighill

Submitted by: Ashley Smith

Add'l info: P02 P02 P0301

Date: JUN 27 2018

Initials

I/D

Entered

63

75