

# The PACER Report

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## Recommendations Update

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### **SERVICE GOVERNANCE**

#### **#1 New Core Value to Reflect Bias-Free Policing**

*That the Service create a new Core Value articulating the Service's explicit, continued commitment to delivering bias-free police services, and that a new values statement reflecting the new Core Value is embedded in all related Service Governance.*

**STATUS:** Complete

The new Core Value, *Freedom from Bias*, was presented to the Toronto Police Services Board on January 21, 2015.

#### **#2 Procedural Revisions – Community Safety Note**

*That Procedure 04-14 be revised to reflect new terminology concerning Community Safety Notes (CSN) and that the Procedure be rewritten to include and define: the operational purpose of ensuring public safety, a legal and human rights framework, information management and retention requirements, new quality control processes and introduces heightened supervision standards.*

**STATUS:** Substantially Complete

The Chief issued a Routine Order to the Service suspending Community Safety Notes until further notice. This came into effect as of January 1<sup>st</sup>, 2015.

#### **#3 Physical Card Replaced by Use of Memobook**

*That the Service discontinue use of the physical hard copy card (currently the Community Inquiry Report or TPS 306 Form) and, as a replacement, direct Officers to enter the information captured during such community engagements directly into their memobook for subsequent input into the electronic application.*

**STATUS:** Complete

In summer of 2014, the Service discontinued the use of physical hard copy cards (TPS 306 Form).

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### **COMMUNITY CONSULTATION**

#### **#4 Community Advisory Committee**

*That the Service create a standing community advisory committee to work continuously with the Service, in order to assess and address the issue of racial profiling, and through this partnership assist the Service in the delivery of bias-free police services.*

**STATUS:** Complete

The PACER Advisory Committee is predominantly comprised of a diverse range of community members and also has Service representatives from various units including Project PACER. The committee was formed in November 2013 and meets at least once per month.

## **#5 Community Surveys**

*That the Service conduct community surveys to proactively evaluate and address issues relating to public trust, police legitimacy, customer service, racial profiling and bias in police services.*

**STATUS:** Underway

Community Surveys will be developed in consultation with members of the community.

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## **PROFESSIONAL STANDARDS**

### **#6 Professional Standards Unit (PRS) Develop New Risk Thresholds**

*That the Professional Standards Unit develop new risk thresholds specifically designed and implemented with respect to bias and racial profiling and create a new dimension with respect to an early detection and intervention alert system to support Officers working in high-risk assignments.*

**STATUS:** Substantially Complete

The Service is currently examining existing and new frameworks to determine suitable ways to be proactive in managing an officer's wellness.

### **#7 Proactive Reviews of Officer Performance Trends & Indicators**

*That the Service design and conduct reviews at both the Unit and Professional Standards Unit level, examining all ranks of the Service to proactively assess and address Officer performance trends and indicators that may relate to bias, prejudices and/or racial profiling.*

**STATUS:** Substantially Complete

The Service has developed a tool that will assist supervisors in ensuring officer performance is consistent with the goals of the established Service Priorities (as described in the 2014 – 2016 Business Plan).

### **#8 Complaints Alleging Discrimination and/or Racism Assigned to PRS**

*That all internal or external complaints involving allegations of discrimination and/or racism are assigned to Professional Standards, and that the investigation will assume a case conference process involving Labour Relations, Legal Services, Toronto Police College and the Diversity Management Unit. The final dispositions of all such investigations will be entered in the Professional Standards Information System.*

**STATUS:** Substantially Complete

The Service is in the process of creating a Unit Specific Directive that provides direction to investigators within Professional Standards for complaints that contain an allegation of discrimination, based on any of the *Prohibited Grounds* as set out in the *Ontario Human Rights Code*.

### **#9 Tribunal Hearings for All Discriminatory Misconduct**

*That all Professional Standards investigations concluded with a final disposition indicating Officer misconduct concerning discrimination or racism are subject to a Tribunal Hearing.*

**STATUS:** Substantially Complete

The Service is in the process of creating a Unit Specific Directive that provides direction to investigators, within Professional Standards, on all matters that conclude with a finding of discriminatory misconduct.

### **#10 Implementation of OIPRD Informal Resolutions**

*That the Service continues to collaborate with the Office of the Independent Police Review Director (OIPRD) for implementation of the OIPRD “Informal Resolutions” program.*

**STATUS:**     **Substantially Complete**

The Service is exploring the Independent 3<sup>rd</sup> Party Mediation process, created by the OIRPD, to further leverage the use of an informal resolution program.

### **#11 Continue Use of In Car Camera System & Explore Body Worn Video**

*That the Service continue to leverage and monitor the In-Car Camera System currently installed in all marked police vehicles, as well as explore the possibility of equipping all uniform Officers with Body Worn Video (Body Cameras).*

**STATUS:**     **Substantially Complete**

A pilot project involving body worn cameras is slated to commence in the 1st quarter of 2015. Participants in this pilot project include Officers from: 43 Division, 55 Division, Traffic Services and the TAVIS Rapid Response Team.

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## **HUMAN RESOURCES**

### **#12 Enhanced Training in Collaboration with Community Partners**

*That the Service continue to ensure all uniform Officers and investigators receive training that includes, but is not limited to:*

- *Canadian Charter of Rights and Freedoms;*
- *Ontario Human Rights Code;*
- *articulable cause, reasonable suspicion & investigative detention;*
- *police note-taking, case disclosure and court testimony;*
- *customer service;*
- *tactical communication, strategic disengagement & conflict de-escalation, mediation and resolution; and*
- *prevention of discrimination, racism and Black racism.*

*This training should incorporate role-play and scenario-based training in relation to the Community Safety Note Procedure 04-14. All training will involve community participation in training design, delivery and evaluation.*

**STATUS:**     **Substantially Complete**

Courses on Fair and Impartial Policing© continue to be facilitated for Uniform members of the Service, at all ranks. Additional enhanced training has also being designed, in partnership with the community, and will be delivered to all Police Officers during the 2015 calendar year.

### **#13 TPS Hiring Process to Include Enhanced Screening for Bias**

*That the Service’s recruiting and hiring process is strengthened to include an evaluation of all potential candidates for evidence of discriminatory and/or racist behaviour, including an examination of related social media content.*

**STATUS:**     **Substantially Complete**

The Service is in the process of enhancing a Unit Specific Directive related to this recommendation.

#### **#14 Supervisory Evaluation of CSN for TPS Hiring Screening**

*That the Service continue to review the weight given to Community Safety Notes (CSN) in the recruitment and hiring process and ensure a supervisor is responsible for content validation and evaluation of any CSN submissions considered in the process, including making every reasonable effort to ensure the original submitting Officer clarifies the context in which the CSN was submitted.*

**STATUS:**     **Substantially Complete**

The Service is in the process of enhancing a Unit Specific Directive related to this recommendation.

Note: CSNs have only been used for hiring screening with the Service. CSNs have not been and are not used for *Vulnerable Sector Screening Program – Police Reference Checks*.

#### **#15 Probationary Constables' CRU Assignment Doubled (35 - 70 days)**

*That all Probationary Constables (including the May 2013 constable graduation class) successfully complete a minimum of two Compressed Work Week Cycles, within their probationary period, assigned to the divisional Community Response Unit.*

**STATUS:**     **Substantially Complete**

This recommendation has been fully implemented. All new Police Officers will be assigned to the Community Response Unit for 10 weeks (two Compressed Work Week Cycles).

#### **#16 Intercultural Development Program**

*That the Service develop and implement an intercultural development program.*

**STATUS:**     **Substantially Complete**

The Intercultural Development Inventory (IDI) assessment tool was available to all members of the Service. Simultaneously, 30 focus groups were completed (at Units across the Service) and a further 15 individual leader interviews will be completed. Planning is underway to facilitate the delivery of individualized feedback sessions for all Service members who participated in the program. All of the data collected will be used by the external consultants to prepare a final report.

#### **#17 Individualized Program to Improve Bias-Free Service Delivery**

*That a specific and individualized program is designed for Officers requiring improvement in the areas of valuing diversity or bias-free service delivery, which would include participation in the intercultural development program.*

**STATUS:**     **Substantially Complete**

Dependent on the completion of R16.

#### **#18 Intercultural Development Assessment for TPS Applicants**

*That the Service mandate an intercultural development assessment of all persons making application for employment with, or for promotion within, the Service.*

**STATUS:**     **Substantially Complete**

Dependent on the completion of R16.

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## **PERFORMANCE MANAGEMENT**

### **#19 Officers Evaluated on Quality of Community Engagements**

*That Officers continue to conduct Community Safety Note (CSN) related activities and will be evaluated primarily on the professional quality of such engagements and the intelligence quality of any CSN submissions.*

**STATUS:**     **Substantially Complete**

The practice of completing Community Safety Notes (CSNs) has been discontinued and CSNs are no longer used as a performance metric.

### **#20 Informal Recognition Program**

*That the Service create and implement an informal recognition program that fosters high quality Officer performance in the areas of intercultural competence, customer service, intelligence led policing and bias-free service delivery.*

**STATUS:**     **Substantially Complete**

A Beta-version of an informal recognition program has been created.

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## **INFORMATION MANAGEMENT**

### **#21 Seven Year Retention**

*That the Service retain all Community Safety Note submissions for a maximum of seven years while continuing to explore industry best practices for information management, retention, privacy and access.*

**STATUS:**     **Substantially Complete**

To ensure the most appropriate mechanisms are in place for information management, retention, privacy, and access, the Service is exploring the best way to implement Role Based Security Access (RBSA) to ensure that privacy concerns are addressed.

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## **OPERATIONAL IMPROVEMENTS**

### **#22 Divisional Policing Support Unit (DPSU) Deployments Coordinated with Divisions**

*That the Divisional Policing Support Unit (DPSU) ensure all DPSU deployments are done in collaboration with the Divisional Crime Management Team, aligned to the Division's crime management processes, priorities and projects, providing professional, high quality, bias-free service delivery to all members of the community.*

**STATUS:**     **Complete**

### **#23 Comprehensive Review of DPSU by Divisional Policing Command**

*That Divisional Policing Command (DPC) conduct a comprehensive review to assess the Divisional Policing Support Unit's recruitment, selection, training, supervision, deployment and performance management systems to more effectively align with DPC priorities.*

**STATUS:**     **Complete**

### **#24 Officer Prerequisites for Assignment to DPSU**

*That all officers assigned to Divisional Policing Support Units must have successfully completed the staff development program at a Divisional Policing Command division prior to an assignment with the Unit.*

**STATUS:**     **Complete**

## **#25 Restructuring of DPSU Command**

*That the Unit Commander assigned to Divisional Policing Support Unit hold the rank of Superintendent, supported by an Inspector as the second-in-command.*

**STATUS:**     **Complete**

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## **INTELLIGENCE LED POLICING**

### **#26 Increase Officer Awareness of Intelligence Gathering & Dissemination**

*That the Service review and evaluate the current capacity of intelligence led policing practices and adopt appropriate means by which to increase Officer awareness, training and competency with respect to all existing intelligence gathering and dissemination methods.*

**STATUS:**     **Substantially Complete**

Intelligence personnel are delivering training to Service members about the intelligence process and increase awareness of other investigative methods by which criminal intelligence may be gathered and disseminated.

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## **CORPORATE COMMUNICATIONS**

### **#27 Multi-Faceted Public Education Campaign**

*That the Service create and implement a corporate communications strategy to continuously educate, inform and engage the community with respect to the implementation of the PACER Report recommendations, Service public safety and public trust programs, the Ontario Human Rights Code and the Canadian Charter of Rights and Freedoms civil liberties and responsibilities. The communication strategy will involve direct community input into the design and delivery of the medium, embracing multiple languages and will be delivered across a full spectrum of avenues, including but not limited to mainstream, ethnic and social media, Community Police Liaison Committees meetings, focus groups and virtual town halls.*

**STATUS:**     **Substantially Complete**

The Service is working with community partners to provide key messaging points, FAQs and a *Know Your Rights* campaign. Internal and external communications are continuously being enhanced, including via the use of social media. Additionally, community forums have been hosted including meetings with Dr. Phillip Goff from the Center for Policing Equity. (Hashtags being utilized include: #PACER and #KYR2014)

### **#28 Public Reporting on Community Safety Notes**

*That the Service design, implement and prepare a public report of Community Safety Note related procedures and practices including the use of demographic and race-based data.*

**STATUS:**     **Substantially Complete**

A public report is being designed and will be made available in the first quarter of 2015.

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## **PUBLIC ACCOUNTABILITY**

## **#29 Modify Receipt to a Redesigned Business Card Format**

*That the Community Inquiry Report Receipt (Form 307) be redesigned to a Service business card format, which will be offered to any community member who is the subject of a Community Safety Note submission.*

**STATUS:**     **Substantially Complete**

On hold because as of January 1, 2015, the Service has discontinued the practice of completing Community Safety Notes.

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## **PROJECT MANAGEMENT**

### **#30 External Evaluation of Implementations**

*That the Service enter into a partnership with an external person or organization for the purpose of conducting an evaluation of the implementation phase of the PACER Report recommendations, encompassing January 1st, 2014 to December 31st, 2016.*

**STATUS:**     **Substantially Complete**

The Service has partnered with the Center for Policing Equity (CPE) and asked CPE to evaluate the implementation. Researchers from CPE, including Dr. Phillip Goff, have been working with the Service, and the communities within Toronto to evaluate the implementation of the PACER Report recommendations.

### **#31 External Compliance Audit of Procedure 04-14**

*That the Service invite the City of Toronto Auditor General to conduct an external compliance audit of Procedure 04-14.*

**STATUS:**     **Underway**

The Service is in communication with the City of Toronto Auditor General in respect to this recommendation.