



Toronto Police Service **People Plan** 2017 - 2019







TABLE OF CONTENTS

Letter From Command	4
I: A Plan for Modernization	6
II: The People Plan	12
III: Four Change Initiatives for Year 1	30
Final Words	46
Appendix A: Transformational Task Force – HR-related Recommendations	47

LETTER

From Command

Thank you for picking up our People Plan.

When we say it's our Plan, we mean that it is a far-reaching and comprehensive Plan for the whole Service. It demonstrates to our members that we heard them and understand what they told us they needed from the organization. It responds to these needs by transforming how the Service supports, develops, and manages people, and also how we support and sustain each other as colleagues. This Plan will affect each and every one of us.

This Plan represents our senior leadership's collective thinking and commitment to our members and our community. It demonstrates our full alignment with the recom-

mendations of the Transformational Task Force and reflects our keen understanding of the imperative – and also complexity – of change, the need for a comprehensive approach, and the importance of strong and sustained leadership.

We are grateful and appreciative of the hard work of our Human Resources professionals and other members to bring the elements of this Plan together, as well as the extensive advice and input from many sources in the Service, the community, and external experts.

Our Plan also speaks to the City we serve. As the Task Force heard through its public consultations – and as echoed by many of



our members – community-centred policing revolves around a close, trusted relationship between members and communities. This People Plan is central to strengthening that relationship through initiatives such as the new competency framework as well as our commitment to a police service that reflects the diversity of Toronto and the lived experiences of our communities.

We encourage you to take the time to read our People Plan in full. When you do, you'll recognize the extent to which it's a critical enabler and driver of our strategy to modernize policing in Toronto. You'll see that it's a far-reaching Plan to deliver significant change. You'll also see that while it will take time to fully implement, much work

has already been undertaken and change is already underway. Please take a look in particular at Part III – new initiatives that we're already rolling out, including changes to the HR unit, the new competency framework, the new performance management system, and our mentoring and 360 degree evaluation pilot.

To our members, this Plan brings to life in very real and concrete terms what the Task Force – of which a number of us were members – meant by a path to excellence. The goal of this Plan is to ensure that you are supported to be highly effective in all aspects of your duties as we implement the vision of a modern, community-centric police service.



Chief Mark Saunders



Chief Administrative Officer
Tony Veneziano



Deputy Chief
Barbara McLean



Deputy Chief
Shawna Coxon



Deputy Chief
Jim Ramer



Deputy Chief
Peter Yuen

I: A Plan for Modernization

In his letter introducing *The Way Forward* report of the Transformational Task Force, our Chief of Police, Mark Saunders, said that Toronto deserves a police service that demonstrates excellence in everything it does. He also said that our people are our greatest asset.

These two concepts together capture the essence of this People Plan.

The Transformational Task Force (TTF) proposed a modern policing model for the City of Toronto based on the principles of innovation, sustainability, and affordability. This model that will be intelligence-led and will make optimal use of resources and technology. And most importantly, it will put communities at the centre and embrace partnerships, with officers focused on building relationships and local problem solving.

All of this translates into new technology, business processes, structures, and roles –

in the Chief's words, changes that leave no aspect of the Service untouched. It defines a path to excellence for the Toronto Police Service ("the Service" or "TPS"), where our destination is:

- To be an international leader in providing trusted, community-focused policing
- Inclusive of the diversity of lived experiences of Toronto residents
- One in which we embrace and are embraced by all Torontonians
- Where we continuously evolve to meet the changing needs of our City

But first and foremost, the vision is about people. The TPS is a public service delivered by people for people, and by members of the community for the community. We will only be able to achieve our vision by supporting our people to deliver excellent, modern policing services.

Our Starting Point: *The Way Forward*

Getting to that destination and providing that support is what this People Plan is all about.

This People Plan is anchored in the work of the TTF under the leadership of our Board Chair, Andy Pringle, and our Chief. In its final report (January 2017), the TTF recommended a complete overhaul of the Service's approach to people management and human resources with two main elements:

- HR policies and programs to support modernization: Major changes to HR policies, processes, analytics, and tools that will affect all parts of the organization.
- A more strategic HR Pillar: Significant changes to the roles, functions, and structure of HR to enable it to play a more modern and strategic role.

Our People Plan aligns very closely with, and reflects those recommendations. (The TTF's full recommendations for HR transformation are in Appendix A.)

Most importantly, the People Plan has been designed to support the Service in achieving *The Way Forward* vision of a modern community-centred police service. Changes to how the Service supports, develops, and manages people – defining roles and expectations, training, development, promotion, recruitment, culture change, etc. – are key enablers and drivers of all aspects of modernization. The following examples from *The Way Forward* highlight this essential role:

- Enabling and driving modernization as a path to management excellence:

- The TPS will continually evolve to meet the changing needs of Toronto and in doing so will demonstrate excellence in public service management and leadership.

- Supporting Service members to be our best partners, advisors, and champions in working with communities and neighbourhoods.

- Enabling and driving modernization's guiding principles, including:

- Reflecting the diversity of Toronto's population through the members of the Service.

- Supporting members as they deliver change, continuously improve and demonstrate their pride of place as outstanding and innovative public servants.

- Delivering services to our employees through a comprehensive and integrated wellness strategy that emphasizes the whole employee.

- Enabling and driving the integrated and comprehensive program of neighbourhood policing at the centre of our new service delivery model, including:

- Neighbourhood officers will possess and be expected to continuously develop personal and professional skills and experience to be effective community safety collaborators and partners.

- Neighbourhood officers will be selected with an emphasis on core competencies that reflect high expectations for interaction, empathy, collaboration and engagement. These core competencies will be part of the training for all new and existing officers.

- Demonstrated achievement and ability in neighbourhood policing will be a key part of future career development for all officers, including performance evaluation, promotion, reward and recognition.

- Enabling and driving culture change, including:

- More empowered management with a greater focus on supporting frontline staff to achieve outcomes and greater flexibility to exercise appropriate creativity and judgement.

- More focus on identifying, developing and rewarding people based on performance and merit.

- Focused and disciplined development and performance evaluation – defining excellence in all aspects of the Service, developing staff competencies, training managers and holding them accountable to monitor and measure effectiveness and deal directly and constructively with performance issues.

We Also Heard from Members of the Service

Work on this Plan began even before the Task Force's final report was released. External experts took a hard look at HR's current state and provided advice about what would be needed to support the modern, community-centred vision. This review was conducted from November 2016 to February 2017. The process included interviews and focus groups with Service members and leaders. The need for change and the scope of that change was amply reinforced by the input we received:

- Current HR programs and services are too narrow and focused on processes
- HR seems to want to control what other parts of the organization do, rather than provide advice and solutions
- Leaders want more strategic HR advice – not just efficient transactional processes – but they have concerns about the capacity of the HR Pillar to be strategic advisors
- Progress on diversity and inclusion to align the TPS demographic profile to the communities we serve has been slow
- HR programs and supports need to be consistent for both civilian and uniform members
- The current approach to performance management is very inadequate – an administrative checklist rather than a meaningful process to develop employees over time
- HR needs to play a more front and centre role in culture development – so that we get the culture we want, rather than what develops on its own
- Recruitment processes take too long – sometimes as long as six months
- Accommodation policies are out of date
- It's not always clear who to talk to in HR, with its many entry points and separate service streams. Members have to navigate on their own from service-to-service, and person-to-person
- Members of the Service – and especially newer members – find that learning and development opportunities, advice and support related to career pathing are not readily available
- Promotion decisions are not tied into or backed up by performance information and data, which undermines confidence in the fairness of the process and decision-making

Our Call to Action

How we support and manage people in the fullest sense – including recruitment, promotion, deployment, professional development, accommodation, wellness, defining the expectations of leaders, establishing benchmarks and monitoring performance – needs to change.

Historically, we've had a traditional, transactional approach to HR – more focused on the day-to-day, with an emphasis on repetitive, administrative tasks, including payroll and benefits administration, grievances, job postings, etc. HR's current state was characterized by external experts as: A low level of maturity, with outdated processes, policies, tools, and structure. Internal customers, including employees, supervisors, and Command, are served in a fragmented manner, with no single point of access and inadequate self-service capability. The use of technology is limited and leading practices are lacking in recruitment, talent management, and leadership development.

This characterization is about more than just the roles and functions within the HR Pillar (i.e. the Service's HR department). It speaks to how the Service as a whole has approached human resource management and the need for change.

The TTF talked about the importance of investments in new capabilities – connected officer technology, the building and renovating of police stations, and new training and human resource systems. With this

People Plan, the scope of the investment required in HR is clearly articulated. The urgency is also clear. Our ability to be effective in community-centred policing will be limited without this investment.

This People Plan isn't just about the HR Pillar. It's about the Service as a whole – individual members, managers at all levels, and senior leaders. The HR Pillar can build the programs and services we need to support modernization, provide better customer service and deliver more strategic advice to management – that's the "supply" side of things. We also need the "demand" to be there, which means we will be looking to members to:

- Keep asking for change
- Take full advantage of the new tools and programs
- Hold us accountable for delivering what is envisioned in this People Plan
- Provide us with feedback

Leadership is equally essential. We need managers and leaders to embrace, champion and lead the change. This will mean engaging with HR differently – promoting the new programs and services, making sure we're at the various management tables, demanding strategic advice, and accessing Key Performance Indicators (KPIs) and other performance data and information to guide decision-making.

What's in This Report

Part I sets the stage for the People Plan – what it is, how we developed it, its foundation in the recommendations of the TTF and in the Service's 2017-2020 Business Plan, and why change is imperative.

Part II is an overview of the Plan and road-map to modernization. It describes the four transformation strategies and includes high level descriptions of the 27 major initiatives that we will be building in consultation with our members, external experts, stakeholders, and the public. These initiatives will be rolled out over the next three years.

Part III focuses on the four major Year 1 initiatives – ones we've been working on intensively over the past six months and can now share in more detail:

- A more strategic HR Pillar, with significant changes to the roles, functions, skills and structures
- A new competency framework based on core and leadership competencies
- A new performance management system with embedded goal setting
- Mentoring and 360 degree evaluation pilot programs

For each of these new change initiatives, we provide a clearer picture of what to expect and how it will be different from the status quo.

What's Next

Over the next three years, we will be updating members of the Service and the public periodically on the status of the Plan. As more initiatives are ready to roll out, we'll be releasing additional reports, where we describe each of these new initiatives in more detail, similar to what's presented in Part III of this report. We anticipate that our next update will be in November 2017 and that we will be in a position at that time to talk in more detail about the competency framework.





II: The People Plan

The People Plan is defined by:

- Four strategic themes that align to the Service’s Strategy Map and provide the overarching structure of the Plan. Everything in this Plan fits under one of these strategic themes.
- Twenty-seven change initiatives under the four strategic themes, representing in some cases quite radical changes to structures, processes, programs, policies, and culture.
- A three-year development and implementation timeline – not that HR transformation will be completed by then, but rather that all the elements will be place.

A Three-Year Build

For some people, the three-year timeline for this Plan is going to seem like a long time, but given the scope, it’s actually quite ambitious. It’s not just the time and resources required to design, develop, test, evaluate, refine, and implement the 27 change initiatives. It’s also the very real and massive culture change that this represents for the Service. We need to strike the right balance between, and among, moving in a timely way on all fronts during the three years, and ensuring that members are able to learn and adapt to the new expectations, requirements, processes, and opportunities.

Not A Static Plan

The People Plan is not static. While we’ve

scoped out 27 change initiatives, we’ll remain flexible over the next three years. Parts of the Plan may change because of things we learn along the way and new opportunities that arise. Also, before this three-year Plan is completed, we will have begun work on the next one. That’s another key difference going forward – the Service’s HR needs will continue to evolve and we need to ensure that we’re always in a position to anticipate and respond to those needs.

Just the Beginning

We want to stress that the end of the three years is just the beginning. We’ll have a full suite of modern HR policies, programs, and services in place – some for a couple of years, and others still brand new. But the process of implementation will still be underway and there will still be much process and culture change ahead of us. Realistically, full implementation – developing the people management and HR culture of the organization to a reasonable level of maturity – is a five to eight-year process.

Four Strategic Themes

HR transformation is organized around four strategic themes:

- Our People
- Our Leadership
- Our Culture and Inclusivity
- Our HR Services

Everything we will do as part of this Plan fits under one of these strategic themes. As illustrated below, these four themes align with and support the Service’s vision and Strategy Map:

OUR MISSION IS COMMUNITY SAFETY

We are dedicated to delivering police services, in partnership with our communities, to keep Toronto the best and safest place to be

OUR PRINCIPLES

Actively Accountable and Trusted • Transparent and Engaged • Inclusive and Collaborative • Affordable and Sustainable

OUR GOALS

- Be where the public needs the Service the most
- Embrace partnerships to create safe communities
- Focus on the complex needs of a large city

HOW WE WILL GET THERE

BY TRANSFORMING

- How we relate to the public: focusing on safe communities and neighbourhoods
- How we deliver our services: from Primary to Priority response
- Access to Services
- Affordability and sustainability
- Culture change

Our people are our greatest asset

Measuring Success

No plan can be successful without well thought out metrics. These will allow the Board, Service leaders and members to measure whether the People Plan is enabling modernization and delivering the changes we want, including culture change and employee satisfaction with HR programs and services. To this end, we

have identified – as described under each strategic theme below – an initial set of success measures that will be tracked over the coming years. When we say initial, we mean that these will continue to evolve with the development of new programs, and as the Service becomes more sophisticated in its use of technology and HR-related decision-making.

Our People

As we change how policing is delivered in Toronto, we will support our members, ensuring that they are the right people in the right jobs, with the necessary knowledge, skills, experience and competencies to be successful.

Outcome: Competent and engaged employees, clear about the outcomes they are expected to achieve, who have the capabilities necessary to deliver community-centric services.

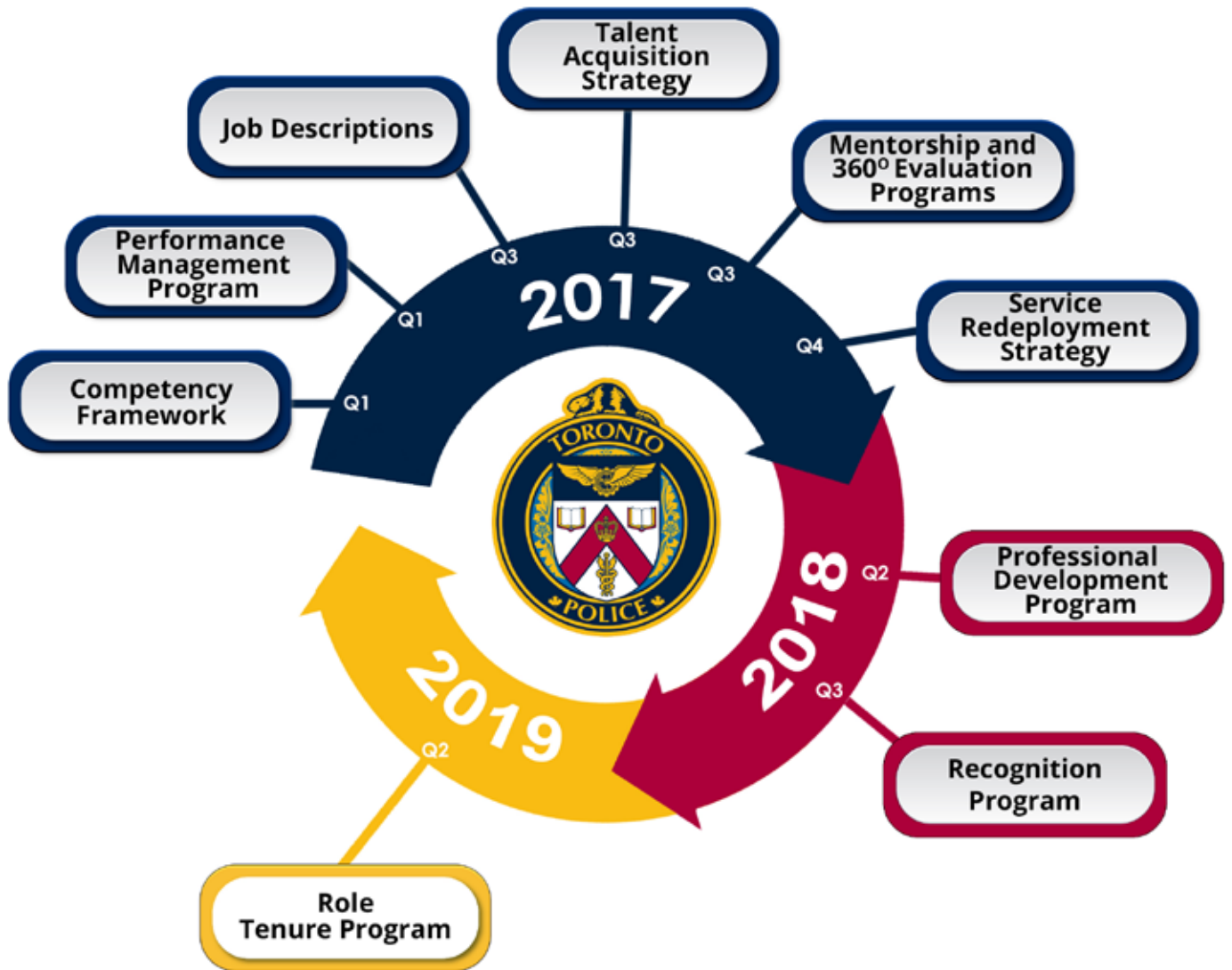
Some of the key initiatives under this theme are:

- A new competency framework for all members of the Service
- A mentorship program
- A performance management program, including developmental planning
- Changes in our approach to talent acquisition to support our goal of reflecting Toronto's diversity and the lived experiences of our different communities, and to ensure we understand and have access to internal and external talent
- New job descriptions that reflect the new competencies and community-centred expectations
- A new approach to succession planning

Examples of Success Measures
<ul style="list-style-type: none"> • Time to fill positions: average number of days
<ul style="list-style-type: none"> • Percentage of performance evaluations completed yearly
<ul style="list-style-type: none"> • Performance management average ratings (normalized bell curve)
<ul style="list-style-type: none"> • Percentage of employees with development plans



Our People: Program Implementation



The above graphic illustrates when work will begin on the development of People Plan initiatives.

Our Leadership

New HR-related expectations for leaders at all levels, and strengthening how we support those leaders to be highly effective, professional people managers who embrace and champion change.

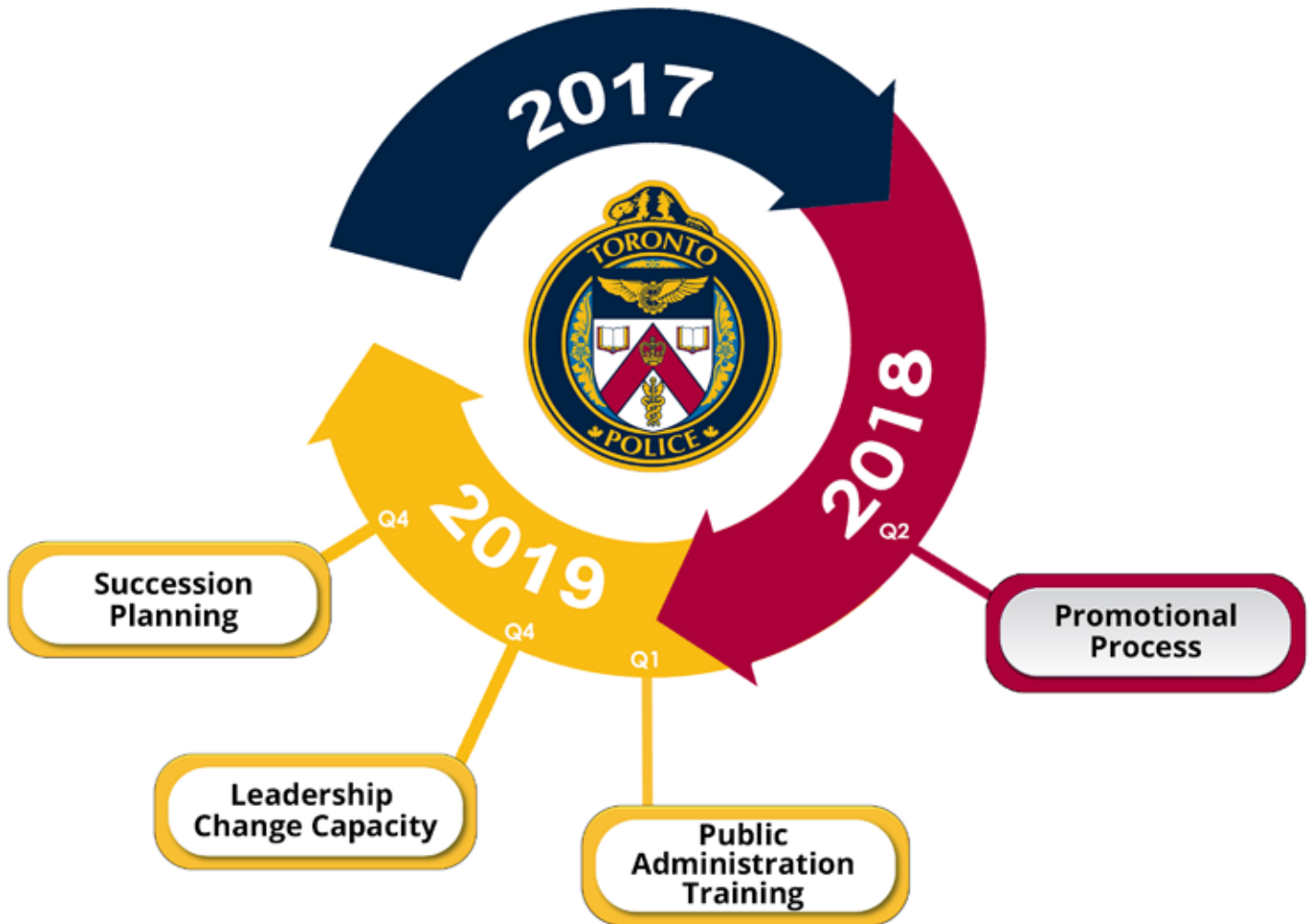
Outcome: Empowered leaders, skilled in public administration, accountable for supporting and developing their staff to achieve outcomes, and who effectively champion and enable change and innovation.

Some of the key initiatives under this theme are:

- A new tool for providing 360 degree feedback to leaders from multiple perspectives, including direct reports, peers, and senior management, as well as more emphasis on self-reflection and evaluation
- More strategic advice for leaders from our new Business Partners and Advisors to support them to be successful in the new environment
- A new system of HR KPIs and dashboards that give leaders the management information they need to make good decisions and be more strategic managers of people
- Changes to the promotional process to base it on our new competencies and ensure that it's consistently fair and transparent

Examples of Success Measures
• Command and management satisfaction levels
• KPIs on HR scorecard demonstrating progressive improvement
• Goals linked to Service goals
• Divisional and corporate people dashboard improvements

Our Leadership: Program Implementation



The above graphic illustrates when work will begin on the development of People Plan initiatives.

Our Culture and Inclusivity

A reinvigorated, more deliberate and measurable approach to building a culture that aligns with the community-centric vision in *The Way Forward*, including a workforce that mirrors the broader diversity of Toronto.

Outcome: A culture of excellence, pride in public service, and innovation, created through intentional actions that support member wellness and respect the diversity of the lived experience of our employees and our communities.

Under this theme are the following key initiatives:

- An organizational cultural assessment focused on listening to members and getting their input on our culture, particularly what needs to be retained, as well as what needs to change to support more community-centric service delivery
- Reviewing the Service’s Core Values to align with the modernization vision and to more accurately guide the behaviours, actions, and decision-making that will be expected and required in the future
- Mechanisms to measure employee engagement levels on a quarterly basis, focused on key questions to drive tenets of a healthy workplace environment and TPS’ desired culture
- A more comprehensive and integrated wellness strategy that emphasizes the whole employee and delivers services in a different way – better coordination of corporate wellness resources and proactive case management putting the employee at the centre, bringing the services to them, rather than requiring the individual to navigate on their own

Examples of Success Measures
<ul style="list-style-type: none"> • Employee engagement survey results
<ul style="list-style-type: none"> • Top employer awards
<ul style="list-style-type: none"> • Number of applications per open position (talent attraction)

Our Culture and Inclusivity: Program Implementation



The above graphic illustrates when work will begin on the development of People Plan initiatives.

Our Human Resources Services

Starting with a name change from Human Resources to People and Culture (P&C), a complete rebuild and strategic re-orientation of our Human Resources Services is required to enable it to play the proactive leadership and change-enabler role envisioned by the TTF.

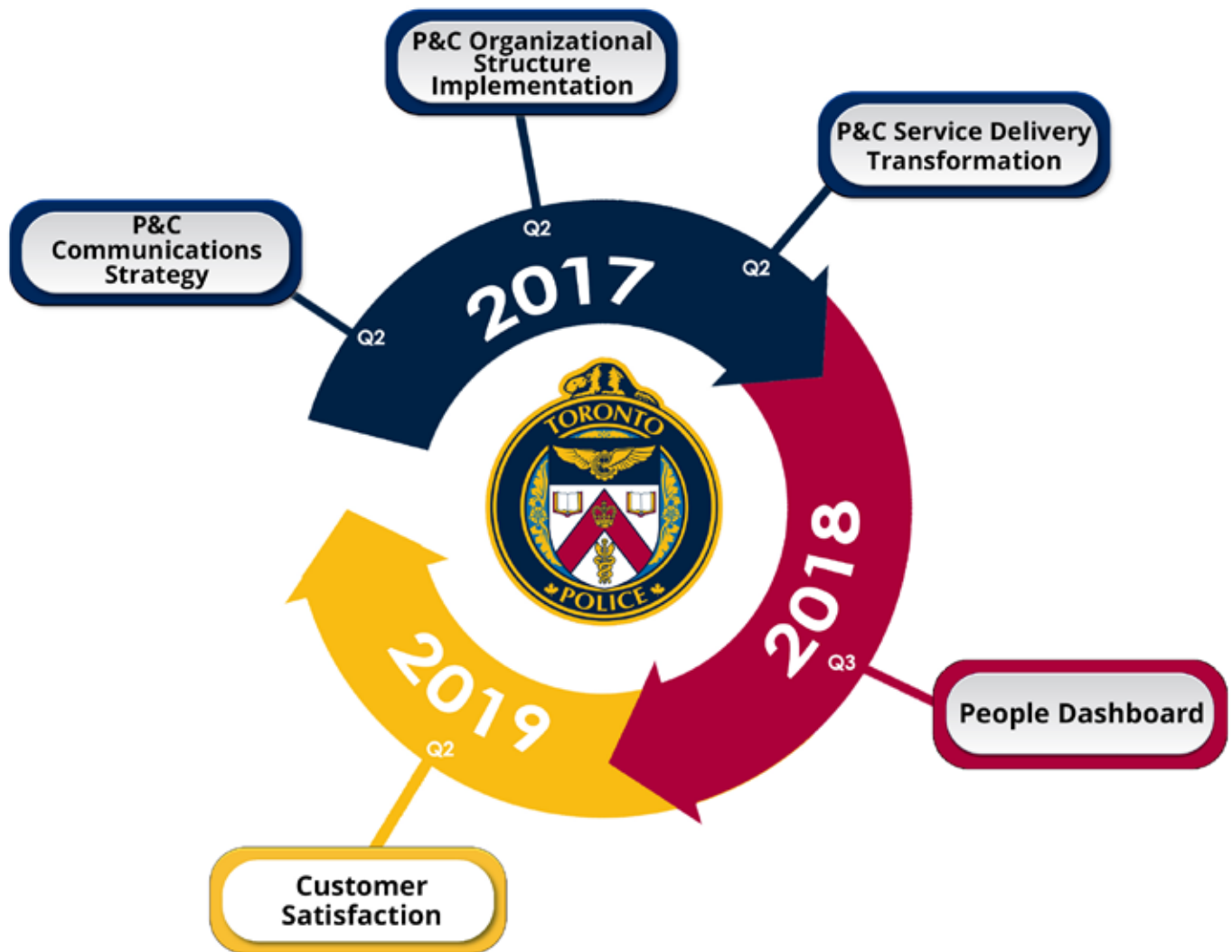
Outcome: Strategic and effective human resources services for members and leaders that align people, business strategy, performance and culture.

The significant changes we're making under this theme include:

- Transitioning from a focus on processing HR transactions, to providing strategic advice and highly valued services
- A high performing customer service culture to anticipate and respond to members' everyday HR needs
- A strengthened capacity to design, develop, and implement modern, forward-looking HR policies and programs, and to maintain and continually evolve in response to changing business requirements
- Developing a robust HR analytics program that will provide the Service with modern planning and forecasting tools to make better decisions about workforce management
- A new HR annual planning cycle for the whole organization that will proactively and collaboratively identify issues and opportunities, and ensure that Human Resources Services are fully aligned with business priorities

Examples of Success Measures
<ul style="list-style-type: none"> • Service speed, quality and satisfaction
<ul style="list-style-type: none"> • Contact centre response time
<ul style="list-style-type: none"> • Percentage of policies that are less than three years old
<ul style="list-style-type: none"> • Accommodation and redeployment under the strategy

Our HR Services: Implementation Strategy



The above graphic illustrates when work will begin on the development of People Plan initiatives.



Three-Year People and Culture Transformation Roadmap

The design, development and implementation of this People Plan will take place over the next three years. The result will be a new catalogue of People programs and services aligned to the Service's Strategy Map and the needs of its members.

The roadmap on page 24 breaks down the initiatives by strategic theme and year. Year 1 is heavily weighted towards two areas of maximum impact:

- High-impact Our People and Our Leadership initiatives (including the four that are described in more detail in Part III of this report).
- Changes to the current HR Pillar – Our Human Resources Services – that are essential preconditions for being able to operationalize this Plan.

27 Change Initiatives

As noted earlier, this People Plan is aggressive. The following are high level descriptions of each of the 27 human resources change initiatives, organized by strategic theme. Part III of this report provides more information about four high impact changes we're starting to implement now.

Our People	
Competency Framework	New core and leadership competencies for new and current roles for uniform and civilian members of the Service. These competencies reflect our community and neighbourhood-centric vision and service delivery model. This framework will be the foundation for recruitment, deployment, and professional development. Demonstrating the behaviours in the competency framework will also be part of the basis for promotions. (See description in Part III)
Performance Management Program	A new performance management program that will apply consistently to all people in the organization – all positions, all levels, all roles. One that is tied to the Service's goals and the cascading of goals to all units. It will be systematic, transparent, and accountable with more comprehensive tools, templates, and training, and clearer expectations for all participants. (See description in Part III). With this new program, we will also be working with the Toronto Police Association towards a reclassification system for constables that emphasizes their knowledge of, commitment to and ability to be effective in community-centred policing.
Mentorship/360-Degree Evaluation Programs	A structured mentoring program available to all Service members that supports career and professional development, one that is aligned with career path planning and the new competency framework. This program will include a 360-degree evaluation process to help with individual development plans. (See description in Part III)
Job Descriptions	A comprehensive updating of TPS job descriptions to reflect new roles and expectations, and to align with and reflect the new competency framework. This initiative will also include the introduction of job descriptions for uniform positions.

People & Culture 3-Year Transformation Roadmap

2017

Competency Framework

Performance Management Program

Accommodation Strategy

Service Redeployment Strategy

Modernize Core Values

Organizational Culture Assessment

2018

Wellness Strategy

P&C KPIs and Scorecard

People Dashboard

Recognition Program

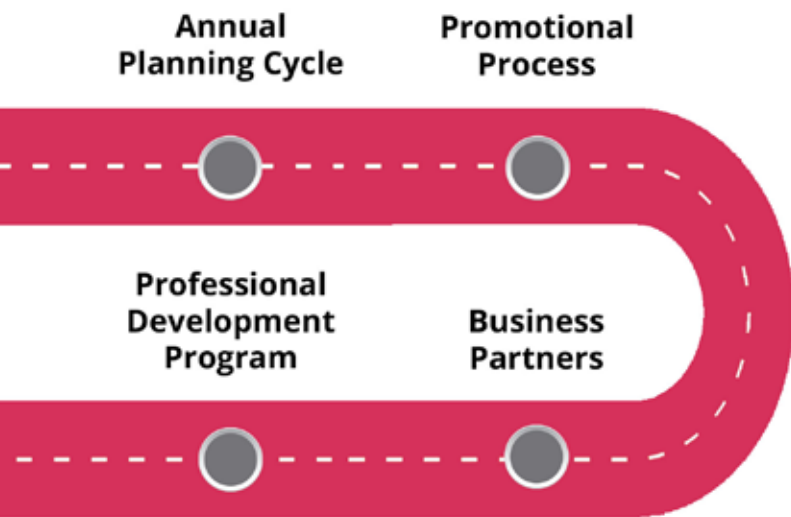
TPS Employer Brand

2019

Employee Engagement Survey

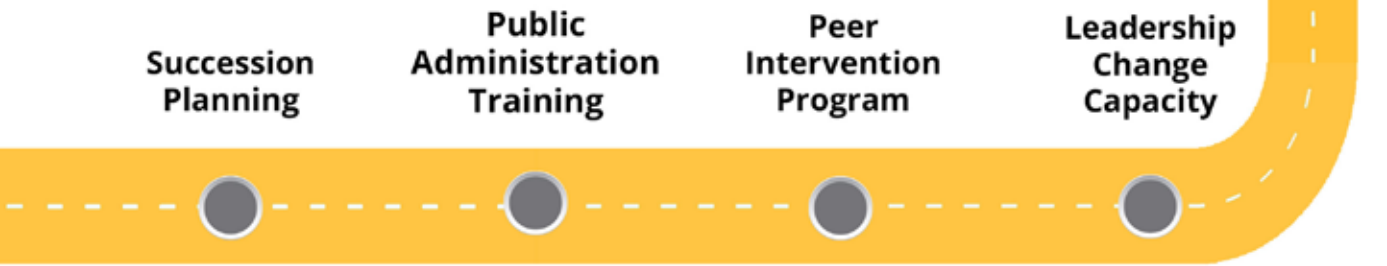
Customer Satisfaction

Tenure Program



“To cultivate the potential of our people by being a strategic, credible service-oriented partner.”

People and Culture strategic vision



<p>Talent Acquisition Strategy</p>	<p>A talent acquisition strategy that has both internal and external dimensions. Internally, a more robust and deliberate effort to identify and redeploy existing talent to new and current roles, using processes that are fair and transparent. Externally, expanding and updating the way we attract and recruit high performing talent that is aligned to our new competency framework and reflects the diversity of the people of Toronto and their lived experiences.</p>
<p>Service Redeployment Strategy</p>	<p>A redeployment strategy to address the impact of modernization on existing roles and its requirement for new roles. A major focus of this strategy will be, where possible, supporting our employees to be successful in new roles through training and skills development.</p>
<p>Professional Development Program</p>	<p>P&C will support the Toronto Police College to redesign and expand on the professional development program to align to the vision, to support the goals and objectives of the organization, and to support employees to be engaged in professional development throughout their career, including opportunities that are directly linked to career advancement. This program envisions a new partnership with an Ontario academic institution that will be focused on advancing the modern, professionalization of police training to improve academic rigour, adding new training delivery mechanisms and research, and providing Service members with new and relevant opportunities to attend the partner institution and/or participate in programs delivered by it.</p>
<p>Recognition Program</p>	<p>A program that aligns rewards and recognition with values and desired behaviours, identifying key internal partners, annual objectives, a plan, and a budget. It will allow for team as well as organizational celebrations, and consider incentives to promote an inclusive workplace.</p>
<p>Role Tenure Program</p>	<p>A program of systematic renewal that stimulates planned turnover and ensures an environment of opportunity and motivation for members. It is envisioned that this program will create incentives to perform, as well as enable a positive work environment where each employee can reach their full potential.</p>

Leadership

<p>Public Administration Training</p>	<p>A senior leader training program that professionalizes leadership capability through public administration fundamentals, such as financial and human resources management, human rights, business engineering, strategic management, and change management.</p>
<p>Succession Planning</p>	<p>A program that uses workforce planning, as well as information provided through the Performance Management and Professional Development programs to determine leadership pipelines that include an assessment of the likelihood of key leadership roles becoming vacant, and then proactively building a succession and transition plan.</p>
<p>Leadership Change Capacity</p>	<p>A program that develops and implements strategic initiatives to increase leaders' capacities to lead and champion organizational change.</p>
<p>Promotional Process</p>	<p>A redesign of the uniform promotional process to move away from the current laborious and frustrating focus on memorization and inconsistent transparency. Demonstrating the behaviours in the new competency framework will be part of the foundation of the process, which will be driven by goal achievement and demonstrated potential to perform at the next rank or classification. Promotion will be based on mastery of the competencies required for promotion and the achievement of organizational goals. The new process will emphasize transparency and open, posted access to positions.</p>



Our Culture and Inclusivity

<p>Diversity & Inclusion Strategy</p>	<p>People and Culture will support the outcomes of a multi-year plan to mirror the broad diversity of Toronto, including outreach, benchmarks and transparent public annual reporting related to diversity and inclusion in all parts of the Service and at all levels.</p>
<p>Organizational Culture Assessment</p>	<p>People and Culture will support the outcomes of an organizational culture assessment that will focus on listening to members and getting their input on our culture, including what needs to be retained, as well as what needs to change to support more community-centric service delivery.</p>
<p>Modernize Core Values</p>	<p>A review and refining of the TPS Core Values to align with the modernization vision and to more accurately guide the kinds of behaviours, actions, and decision-making that will be expected and required in the future.</p>
<p>TPS Employer Brand</p>	<p>People and Culture will support the Strategy Management unit in defining and developing the TPS' employer brand characteristics and marketing plan, and integrate this brand into broader People programs and across its services as a standard.</p>
<p>Employee Engagement Strategy</p>	<p>A program to develop and implement mechanisms (such as pulse surveys) to measure employee engagement levels on a quarterly basis, focused on key questions to drive the tenets of a healthy workplace environment and TPS' desired culture.</p>
<p>Wellness Strategy</p>	<p>A more comprehensive and integrated wellness strategy that emphasizes the whole employee and delivers services in a different way – better coordination of corporate wellness resources to improve proactive case management that puts the employee at the centre, bringing the services to them, rather than requiring the individual to navigate on their own.</p>
<p>Accommodation Strategy</p>	<p>A revamped accommodation process for medical and non-medical requests, based on a respectful redeployment, supportive of roles within the new policing model, as well as a community-centric, performance-driven culture.</p>
<p>Peer Intervention</p>	<p>People and Culture will support the development of a program of peer-to-peer intervention that empowers and provides members with strategies and tools to intervene to prevent incivility and misconduct, focusing on member wellness in the process.</p>

Our HR Services

<p>People and Culture Service Delivery Transformation</p>	<p>Transition to an HR Partnership model of service delivery to enable performance driven, customer-centric HR services for both leaders and employees. Plan, communicate, and progressively implement the new HR service delivery model and HR service catalogue, using a transition plan and service level agreements to drive the transformation. Set expectations based on customer and results oriented HR services. This model includes the development and staffing of the Employee Services function as a single point of contact for members that will share and promote the HR suite of services. (See description in Part III)</p>
<p>People and Culture Organizational Structure Implementation</p>	<p>Assess talent fit within the new People and Culture structure, recruit for positions that do not have a talent match internally, and reassign responsibilities through a progressive roll-out of the new P&C organization.</p>
<p>People and Culture People Dashboard</p>	<p>A program of robust People analytics capability that embraces technology and improves optimization, forecasting and the reporting of People data related to business goals.</p>
<p>Customer Satisfaction</p>	<p>A program of continuous customer satisfaction pulse surveys to improve P&C's service quality and process efficiency and effectiveness.</p>
<p>People and Culture Communications Strategy</p>	<p>A communications strategy to increase member awareness about updated, new or available People programs and services that is customized to different groups within the Service, for example: civilians, uniform and Unit Commanders.</p>

III: The First Four Transformation Initiatives

Of the 27 initiatives described in Part II, 12 have been identified in the 3-Year Transformation Roadmap to be started or be substantially underway in Year 1.



The following are descriptions of the first four of these Year 1 initiatives – ones that we’ve been working on intensively over the past six months and can now talk about in more detail.

1) People and Culture Modernization

Underpinning and enabling this People Plan is a very different HR Pillar – one that plays the strategic leadership and culture change-enabler role envisioned by the TTF. Designing and planning the implementation of significant changes to HR Services has been a major focus of activity over the past six months, and will continue to be a major priority over the next three years.

The changes we describe in this section shouldn't be dismissed as the same old roles and functions under new titles. We can't stress enough how different and essential these new roles and capacities are, and the extent to which they will drive changes in culture and behaviour for all members of the Service and management at all levels.

Our previous organization model was designed for a different time with different roles and responsibilities. In the future, People and Culture is not a transactional service that sits on the sidelines of business changes – it's an essential engine and advocate of change. For example:

- When the Service establishes the goal of becoming more outcome and performance oriented, the development and implementation of critical systems to define, monitor, and measure performance will be led by People and Culture.
- When the Service decides that it needs different skills and competencies to meet the demands of the future, People and Culture not only facilitates the process to define what those are, but also develops and carries out the plan to identify who has those skills and competencies, both internally and working with external partners.
- When the organization says it wants to be as diverse as the population of the city it serves, People and Culture works with Diversity & Inclusion to support its concrete strategies to achieve that diversity.

This new HR role will be immediately recognizable to people who are familiar with contemporary Human Resources and organizational development thinking. But it's something very different for the Service, with significantly elevated staff knowledge, skills, and experience, and an emphasis on HR professionals in all functions. Consistent with *The Way Forward's* recommendation about utilization of uniformed officers, we have already redeployed 23 officers holding the ranks of staff sergeant, sergeant and constable who had been assigned to HR.

With this enhanced capacity, there will be a greatly intensified focus on People and Culture as an agent and driver of change:

- Providing strategic advice to leaders at all levels
- Providing excellent customer service for all members, civilian and uniform
- Providing new programs and services to support and drive modernization
- Emphasize continuous improvement and adoption of best practices
- Measuring and reporting on performance and results

As an enabler of modernization and excellence in customer service, the People and Culture Pillar will be comprised of five teams with new or substantially evolved roles and responsibilities.

PEOPLE AND CULTURE TEAMS

People Strategy & Performance

Consists of technical Human Resources experts who are responsible for executing the TPS People Plan, designing people programs, processes, and tools to help deliver organizational objectives, people analytics and reporting, and project and change management.

Wellness

Consists of experts in occupational and non-occupational injury/disease, workplace safety, return to work and accommodation, as well as psychological, spiritual, and physical wellness.

Talent Acquisition

Consists of experts in modern talent sourcing practices, including maintaining a network of contacts and a pipeline of talent to facilitate timely solutions to future staffing needs. Responsible for deploying all Service members.

Labour Relations

Consists of Labour Relations experts who provide advice on employee-related issues including day-to-day interpretation and administration of collective agreements, grievance and employment-related HRTO application management, and civilian discipline. Includes expertise in organizational design to complement the current job evaluation process.

Business Partners

Consists of business partners, advisors and Human Resources professionals who work with management to resolve complex people issues, deliver organizational objectives, and work with the other units to bring the right mix of expertise to their work.

More About Each Team

People Strategy & Performance

This is a new HR “research and development” team, responsible for driving some of the biggest changes in this People Plan. It will be responsible for the Service’s People Plan and for designing, developing, interpreting, and continuously improving HR programs, policies, strategies and processes using client and Business Partnership feedback – which includes the following game changers:

- **Diversity & Inclusion:** Ensuring diversity and inclusion are embedded in all policies, programs and procedures.
- **HR Analytics:** Providing managers with the data and information they need to more effectively manage people in alignment with modernization goals, using dashboard information about sick days, established complement, and number of acting individuals, to name a few. Also providing senior management with comparative analysis to monitor and measure performance and effectiveness, with greater transparency of anomalies and more focus on addressing areas of concern and continuous improvement.
- **Performance Expectations:** Defining performance expectations for all roles in the Service using a disciplined, modern approach, including specific qualifications and training requirements for each role.

- **Performance Management:** Developing and maintaining the new Performance Management program (see page 41).
- **Management Training:** Working collaboratively with the Toronto Police College to develop a modern, competency-based curriculum for managers at all levels, starting at the most senior levels first (Staff Superintendent, Director, Superintendent, Manager, and Inspector) and rolling out this training over time to other levels.

Instrument of Culture Change

The HR Analytics role is a particularly important instrument of culture change – this kind of information about how effectively individuals are managing has not been consistently and transparently available in the past. In the future, accessing and making use of these data will be one of the keys to being a successful manager.

Wellness

We're bringing together in one place all the services that support members' well-being, including:

<ul style="list-style-type: none"> • Psychological Services 	<ul style="list-style-type: none"> • Medical Advisory Services
<ul style="list-style-type: none"> • Workers Safety Insurance 	<ul style="list-style-type: none"> • Occupational Health and Safety
<ul style="list-style-type: none"> • Employee and Family Assistance Program 	<ul style="list-style-type: none"> • Accommodations
<ul style="list-style-type: none"> • Wellness 	<ul style="list-style-type: none"> • Fitness
<ul style="list-style-type: none"> • Nutrition 	<ul style="list-style-type: none"> • Chaplaincy

reporting and claim submission, as well as web-based wellness resources and initiatives

- Includes more proactive coordination and case management that identifies the supports that an individual might require across the whole portfolio, instead of members having to coordinate and navigate on their own
- Addresses occupational and non-occupational issues, recognizing that it is not always possible or desirable to separate these within a single person and that personal, non-occupational, and/or non-medical issues can sometimes have their roots in occupational matters
- Expands the tools and resources available to members and their families
- Streamlines administration so that professionals providing support to members can focus on service instead of administration

Members will see an integrated wellness strategy and major differences in customer service and how to access and coordinate these services. To date, these services have, for the most part been separate and discrete, with employees being directed to the appropriate service depending on the issue. Where more than one issue is potentially at play, the employee has to navigate between and among multiple service contacts.

The future direction – reflected in Wellness – is to adopt a whole-person approach that supports members to be healthy, safe, and well both at work and at home through integrated, employee-centric service delivery that:

- Better coordinates corporate wellness resources
- Makes better use of technology to improve efficiency and reduce unnecessary paperwork, including online incident

These changes will result in a better employee experience, and faster access to necessary supports across the whole portfolio. Over time, we will gauge our success by measures such as more satisfied employees, better performance in both operational and support roles, reduced absenteeism, faster return-to-work times, reduced WSIB costs, and reduced lost time due to injury and illness.

We will also provide managers with relevant Human Resource Management System (HRMS) data and information in dashboard format – measures such as injuries and illness, return-to-work timelines and costs. This data will be used by the Business Partnership team to support managers to be more effective. The data will also provide performance information and allow for cross-unit comparisons, identification of higher-risk situations and the development of strategies to manage/minimize that risk.

Talent Acquisition

The Talent Acquisition team will also be implementing some major culture and process changes, including new processes and requirements related to recruitment, planning, deployment, and promotion – in short, how civilian and uniform members come into and then move up and within the Service.

To date, the Service’s approach has been more reactive and transactional. HR is engaged when and if there is a vacancy or other need – administering the process, but not having an active advisor or controllership role. In future, Talent Acquisition team members will support the Service to better understand its internal talent pool and to find, attract and retain external talent. This is a very different role than posting each job as it becomes vacant and then seeing who applies. It will involve:

- More systematic leveraging of internal talent: Using HRMS data to create more complete profiles of individual capabilities and then more proactively identifying potential leaders and applying decision-making processes to coordinate and manage the development of that talent
- Moving to a “full cycle” recruitment model: Where the actual hiring process is just one component. The cycle will include establishing our brand as an employer, and the concept of “sourcing”, i.e. conducting outreach and building networks to ensure we are proactively engaging with the right kind of potential candidates
- Proactive workforce planning: Comprised of analytics, forecasting, and planning to give direction to the talent management processes (recruitment, deployment, development, succession planning, etc.)
- Environmental scanning: Monitoring, analyzing, and understanding changes in the labour market and what those changes might mean for the ongoing acquisition of the people we need
- Performance monitoring: Developing and monitoring KPIs related to Talent Acquisition including KPIs for recruitment

– did we attract the right kind of candidates? Time to fill? Who leaves after a year? etc.

In all of the above, the team’s role will be very different than in the past. More than just neutrally administering the process, we will be collaborators and trusted advisors, as well as being in an appropriate and supportive controllership role. We will be accountable for bringing discipline and a systems approach to identifying the right talent, and making good hiring and promotion decisions, and at the same time, ensuring that the process is fair and transparent.

With these changes, managers will be working much more closely with members of the Talent Acquisition team on recruitment, deployment, and promotion decisions. The changes will also have a direct impact on front line employees through more opportunities, greater fairness and transparency of opportunities and process, clearer paths forward to future positions, and the ability to match individuals to needs.

Connecting to Capabilities

In the future, a Unit Commander wouldn’t say, “I want to promote this person”. They will say, “I need someone with these kinds of capabilities...”. Our job will be to work with the Unit Commanders and connect to the internal or external resources, providing advice on how to acquire what they need.

Labour Relations

The scope of this team will include the existing Labour Relations and Legal Indemnification responsibilities, as well as a new emphasis on Organizational Design.

Labour Relations will have a greater focus on strategy development to support modernization, while continuing to emphasize openness, engagement and a partnership-for-change approach with the Toronto Police Association and the Senior Officers' Organization. The team will also focus more on strong labour relations case management of grievances and employment-related Human Rights Tribunal applications.

One other thing that will be different – Labour Relations has often been the first point of contact for managers and supervisors on any and all HR issues. In future, the Business Partners and Advisors from the Partnership team will play that role. They will bring in the specialized subject matter expertise from other P&C teams, when required.

The Labour Relations Organizational Design role is something quite new. Related to job design, the team will be more proactive – not just processing new and materially amended positions, but also anticipating needs and providing strategic advice and evaluation. They will look beyond individual units to consider whether and how a position fits into the Service's overall business strategy.

This will also be the first time the Service has had in-house expertise in organizational design. While the Service's overall organizational structure has not changed significantly in decades, in future we will have the capacity to keep adjusting and realigning the structure as business requirements change. This represents a significant departure from the past, where business needs have sometimes been adjusted to fit within the established structure.

Business Partnership

This new team is a key agent of change at the leadership level within the Service. New Business Partners and Advisors – strategic HR generalists – will work closely with, guide and support Command, Pillar and Unit leaders and supervisors on all people-related matters and in support of the Service's strategic agenda, including:

- Providing strategic advice to Command on its modernization agenda
- Anticipating the needs of the management cadre and supporting them to be proactive
- Working with Unit leaders to proactively solve unit and divisional challenges by bringing a strategic People lens to operations
- Gathering the pulse of the organization to inform changes in program design and P&C service delivery
- Working with other P&C teams to address gaps and opportunities

Business Partners and Advisors will be embedded in each Command, as well as in divisional and unit management teams, with a seat at these tables and a shared accountability for operational success. They will be the "face" of People and Culture for the resolution of complex people and organizational issues – the first point of contact for leaders. They will draw on and coordinate the work of other behind-the-scenes P&C teams to bring the right mix of services and solutions to the division or unit they support.

Internal Partners

People and Culture will have a close working relationship with two key internal partners - Diversity & Inclusion, and Employee Services.

Diversity & Inclusion

Diversity & Inclusion (D&I) plays a vital role in the Service's modernization effort. Under this Plan, the D&I team will work closely with the People and Culture Pillar and the Strategy Management Teams on the Service's diversity and inclusion strategy. This collaborative combination of units and teams with mod-

ernization accountabilities and resources will be invaluable to the development and implementation of a comprehensive, long term approach and will also ensure that a diversity and inclusion perspective is front and centre within modernization planning and implementation overall.

Employee Services

When members of the Service have questions about pay, benefits, vacation, classifications, contracts, or other aspects of their employee records, they have to navigate through multiple, decentralized points of accountability in different places across the organization.

The Employee Services team will be developing better, more solutions-based customer service for members. Through a single "front door" model (in person, phone, self-service and online), services will reflect:

- A focus on central management and seamless, coordinated customer service for all members
- A comprehensive response to the member and their life's milestones, eliminating the need for individuals to figure out how to navigate between and among departments and resources
- Greater emphasis on automated processes for employees to self-manage their inquiries at a time and place that makes sense for them

Our system will also allow us to track, analyze, and report on employee inquiries – the types of issues, from where in the organi-

zation, service levels, trends, etc. – for the purpose of continuous improvement.

The team will also be focused on developing and managing the HRMS, including responsibility for data quality, metrics and reporting. A cornerstone of the P&C Transformation is a robust analytics capability that utilizes technology to improve optimization, forecasting, and reporting of People data for supervisors and managers related to business goals.

Initially, the Employee Services team will remain within Finance and Business Management, with a strong dotted-line relationship with the People and Culture pillar. This will allow People and Culture to focus on its restructuring and program development, and allow Employee Services to focus on developing a sound fiscal management and controls framework for the Service's largest expenditure (Payroll and Benefits), as well as strong customer-centric services to employees.

Following the stabilization of both People and Culture, and Employee Services, as well as the enhancement and consolidation of the current HR/Payroll systems into one "cradle-to-grave" system, a determination will be made, in the next two-to-three years, on where Employee Services best fits into the organization. During this time, all staff in these areas will be working closely to meet the needs of members and the organization as a whole.

2) New Competency Framework

Over the past six months, we have been developing a new competency framework as one of our first steps in a major culture change process for all members.

A competency is any knowledge, skill, trait, motive, attitude, value or other personal characteristic that is essential to perform the job and differentiates good from superior performance. In short, competencies are the answer to these types of questions:

- What attributes and behaviours does our organization look for in new hires, promotions, and selection of leaders?
- What does our organization want to see and reward in our employees?
- What do I need to do to be successful in this organization?

The new competency framework represents the starting point for significant culture and business process change within the Service. When fully implemented and embedded in our processes and decision-making, the framework will be the basis for:

- How individual members of the Service evaluate their own performance and development needs
- Who we recruit and the process we use
- Training and development within the organization
- How people are evaluated and performance managed at all levels
- How leaders are selected for promotions and succession planning
- How people are rewarded and recognized

Each competency will be defined, including a description of what it “looks like” at four different levels in the organization:

- Level 1: All members
- Level 2: Sergeant, Staff Sergeant, Supervisor
- Level 3: Inspector, Superintendent, Manager
- Level 4: Staff Superintendent, Director, Command Officer



Four Clusters of Competencies

Our Mindset

We are adaptable, innovative, and forward-thinking.

We are solution focused.

Our Connections

We are service and community focused.

We work collaboratively.



Our Development

We develop ourselves and others.

We lead and inspire.

Our Impact

We are emotionally intelligent.

We are accountable and deliver results.

What's Next on This Front

As a measure of Command's support for the competency-based approach, using the framework as part of the basis for appointing new leaders has already begun. By early Fall 2017, we'll be able to share the full competency framework with all members of the Service and the public. Then, the work begins to embed the competencies in our processes and decision-making so that they drive change within our organization.

In the short term, associated with the release of the competency framework, we'll be taking two other actions:

- All members of the Service will receive a Development Reference Guide that describes the framework in more detail and includes concrete actions that individuals can take to support their own development, and that of people reporting to them. The Guide has been prepared as a personal development tool that all members of the Service can begin to use right away. It breaks down each of the competencies by level and provides specific guidance about actions and behaviours that reflect the competencies.

- We'll provide all members with training on how to use the competencies

Following the launch of the Development Reference Guide, our focus will shift to training. Our goal will be to ensure that the Service's training is competency-based and to that end, we will be:

- Mapping current training programs against the competencies

- Identifying gaps and opportunities for enhancements to ensure that competencies are appropriately reflected and embedded in training

- Modifying existing training and/or developing new training, where necessary

- Providing additional information for TPS members on the changes to training programs that will result from the implementation of these competencies

- Developing a new training portal where members will be able to find the competency framework, various useful tools, and other resources



3) A New Performance Management System

The new Performance Management system is one of the most significant and high impact culture changes in this People Plan. To understand the magnitude of this change, it's important to touch briefly on what we have currently, and why it is so different from what we're building.

The current approach for performance appraisals is a checklist that is completed on the member's birthday – it was designed to apply to most levels of uniform members, but in practice, occurs primarily for constables and sergeants. There is a separate evaluation process for civilian members, also administered on their birthdays. The checklist is not dynamically connected to the Service or the Unit goals and doesn't include a discussion of the individual's professional development needs in a way that supports their career goals. It results in 95 percent of evaluations being rated "exceeds expectations", which reinforces that it's not a meaningful process.

As reported by members, it has also contributed to a culture where constructive feedback is seen as negative feedback and a career limiter, rather than as a healthy and necessary part of the professional development process, and part of management's obligation to monitor and measure the quality of work.

Features of the New Program

The new Performance Management program will apply to all members of the Service, civilian and uniform. It will be consistent, transparent, and accountable, and be used by managers to develop talent, drive

the right behaviours, offer honest feedback, and identify top performers for reward and recognition. It will support employees to develop and demonstrate their knowledge, commitment and ability to be effective in community-centred policing, with the following key elements:

- Anchored in the Service's overall goals and objectives and those of individual Commands, cascading down to individual units within each Command
- Evaluation of individuals against the appropriate competencies will be an important part of the process, along with individual goal setting and professional development planning
- Incorporated in the HRMS – which will include different types of benchmark dashboards and reports. These will be important monitoring and accountability tools to measure overall performance and to support consistent implementation
- Include a suite of tools that will support members as they engage in the feedback, dialogue, and documentation processes, including templates for individual goal setting and development planning and a goal repository that is searchable by job family and key word

Also, as recommended by the TTF, we will work with the Toronto Police Association to develop a reclassification system for constables that emphasizes their knowledge of, commitment to and ability to be effective in community-centred policing.

Implementation

As described above, the new program is very different from the current state. The gaps aren't just related to process, templates, and tools – they're also related to culture and experience, which are more complex and take time to develop. For that reason, we can't just implement all at once. We are taking a phased approach so that people have opportunities to learn and experience the new system, so they and the Service can be as successful as possible.

While the new process is ultimately going to be in place for all positions, we're going to start with leaders. By applying the new program at this level in 2018, we'll be ensuring that our leaders understand, are familiar with, and have experience with the new system before they are expected to use it with other employees.

Command is currently setting goals that will drive the new Performance Management system, starting with the three main goals of modernization and our 2017-2020 business plan:

- Be where the public needs the Service the most
- Embrace partnerships to create safer communities
- Focus on the complex needs of a large city

They are also structuring those goals using a SMART framework:

S

Specific: The goal includes who, what, where and why.

M

Measurable: The goal describes how much, how many, and how we will know the goal has been accomplished.

A

Attainable: Is the goal reasonable enough to be achieved?

R

Relevant: Is the goal worthwhile and will it meet the needs of the organization?

T

Timely: It provides a deadline or time limit for achieving the goal.

4) Mentoring and 360 Degree Evaluation Pilot Programs

As described earlier, a competency framework is only of value if it becomes an embedded part of the organization's processes and decision-making. The mentoring and 360 degree evaluation pilot programs are the first initiatives we're rolling out that will reflect and be driven by the competency framework.

Mentoring emphasizes self-evaluation in a structured, disciplined and guided framework. Two employees are matched and over time, establish a mutually supportive learning relationship – a mentor (typically a more experienced, more senior employee) and the mentee (an individual at any level who is looking to enhance their knowledge, skills, and confidence). The mentoring relationship is all about supporting Service members to reach their professional potential and fulfill their career aspirations in a mutually respectful and safe environment. It's a way to drive learning and development for both mentees and mentors. It has also been proven to increase retention, promotion rates, and employee satisfaction.

The Service has always had an informal culture of mentoring based on individual relationships, networks, and opportunities. In some cases, what we've called mentoring has been courses offered to assist uniform members in preparing for examinations related to promotion. The challenge with the informal approach is that it is not aligned to goals and objectives of the Service, and it falls short of being part of a modern, systematic framework for leadership, growth, and advancement that is available to all members of the Service. Also, the concept of mentoring has been challenged by elements of traditional police culture – the idea that a mentee would be placed in a conflicting position because they would

have "two leaders", i.e. their operational manager or supervisor and their mentor. The new program will tackle this misperception head on.

360 degree evaluations are a learning and development process where employees receive confidential, anonymous feedback from the people who work around them. This can be the employee's manager, their peers, direct reports, and even clients or external stakeholders. The TTF recommended 360 degree evaluations as a way of supporting and developing staff in the delivery of the highest quality policing service.

Combining Mentoring and 360 Degree Evaluations in One Program

Over the next 12 months, we're piloting a new program for civilian and uniform members that combines mentoring and 360 degree evaluations. Piloting gives us an opportunity to test, get feedback on, and if necessary, refine the program before it becomes more broadly available. The objectives of the program are:

- To be a tool for Service members to expand their knowledge, network, and professional competencies, regardless of their career goals and aspirations
- To be an important part of the career path for Service members (both mentors and mentees), including those who are interested in a career in management
- To provide an opportunity for more senior members of the Service to demonstrate leadership and champion change as active mentors

The program will have the following elements:

- It will be voluntary and application-based for both mentors and mentees
- Mentors and mentees will be matched based on backgrounds and career interests
- Mentors and mentees will receive an orientation about the program, what to expect, and how to use the various tools
- Mentors and mentees will have an opportunity to participate in a 360 degree evaluation process that incorporates the new competency framework. Confidential, anonymous feedback from supervisors, peers, and direct reports received through the 360 degree evaluation process will be a valuable starting point for competency development
- After their first face-to-face meeting, mentors and mentees will lay out the components of a formal Mentoring Relationship Agreement, which will capture mutual goals and expectations, logistics such as a meeting schedule, and how progress will be monitored

The pilot involves two different target groups:

- Female uniform members of the Service – traditionally underrepresented as a percentage of management related to the number of women in the Service overall
- Civilian members of the Service – a segment of members who have historically

been under-supported in terms of career path definition and development

Here are the key action steps:

- The process began in July 2017 with a call for participants
- A total of 60 participating mentees and mentors have been accepted for the pilot
- The call was followed by a matching process and a kick-off event for participants in September
- The 360 degree evaluation feedback and coaching process will be completed through September and October 2017

We will be evaluating the pilots through to the spring of 2018, and will report back on the results and learnings, as well as any program changes arising from the evaluation. A phased roll-out across the organization will follow.



Final Words

Thank you for taking the time to read through the full People Plan. We appreciate that it's a lot of material to cover but as our Chief has said, modernization, "leaves no aspect of the Service untouched," and nowhere is this more true than in HR transformation.

It's critical that the Police Services Board, all members of the Service – operational and support, civilian and uniform, frontline and leaders at all levels – as well as the public understand and support this Plan and the investments in new structures and expertise that will be required.

We will be updating members of the Service and the public periodically on the status of the Plan. Also, as more initiatives are ready to roll out over the next 18-24 months, we'll be releasing additional reports, where we describe each of these new initiatives in more detail, similar to what was presented in Part III of this report.

To wrap up, we want to go back to something we said at the beginning: First and foremost, the Service's vision of a modern police service is about people. The TPS is a public service delivered by people for people, and by members of the community for members of the community. We will only be able to achieve our vision by supporting our people to deliver excellent, modern policing services.

That's what this People Plan is all about.



Appendix A:

Transformational Task Force HR-related Recommendations

This People Plan reflects and is closely aligned to recommendations 24 and 30:

Recommendation 24:

A comprehensive culture change and human resources strategy that will include the following:

- A means to measure and report publicly on culture change including benchmarks and metrics that incorporate the insights and perceptions of the public
- A robust talent management strategy that ensures the Service's greatest asset – its people – are engaged, effective, and performance driven. The strategy will include an investment in leadership that engages, inspires, and fosters a performance culture. It will also include performance management processes that focus on the accountability of members and their leaders, in support of the new service delivery model
- Professionalization of policing through partnership with an academic institution. We are recommending a comprehensive partnership between the Service and an academic institution to improve training, increase accountability, and further the professionalization of policing
- A model for innovation that is embedded in the Service's business practices and allows for ongoing professional improvement recommendations from the public and Service members. Best practices from other organizations will be reviewed, and a more detailed strategy will be outlined in the final report. We are also recommending that a small group be formed to build and foster innovation capacity with a mandate to spark and

nurture change within the organization

- Redesigned training for existing constables as they move from probationary status through the three progressive constable classifications. All existing members will also be required to take this redesigned training. This training will expand on expectations for the new service delivery model's community and neighbourhood focus
- A strengthened evaluation framework for the reclassification of future new constables that includes a more rigorous performance management and evaluation process, and ensure that constables will not advance, unless and until they demonstrate their knowledge, commitment, and ability to be effective in community centred policing
- An ongoing program to recognize, reward, and celebrate excellence in support of the new service delivery model and our vision of community-centred policing services

Recommendation 30:

A comprehensive people management and human resources strategy for the Service that includes significant changes to:

- The roles, functions, and structures of the Service's human resources unit to enable it to play a more modern and strategic role
- HR policies, processes, analytics, and tools that will enable modernization of service delivery and deployment changes

