



EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: September 21, 2022

SUBJECT: Human Resources Division Strategic Plan

RECOMMENDATION(S):

That the Edmonton Police Commission Human Resources Committee approve the following report to be accepted and shared with the Commission as a whole.

1. Update on Human Resources Division Strategic Plan

BACKGROUND:

This report provides information and updates the Edmonton Police Commission (EPC) on the Human Resources Strategic Plan (2021-2024).

In addition, a second attachment is the approved Briefing Note that describes the Human Resources Division (HRD) restructuring that recently took place within Corporate Services Bureau. This restructuring came as a result of recognition that the span of control for the Executive (ED) level within HRD was too broad and that restructuring would contribute to the modernization of the human resource services, through better alignment.

ADDITIONAL INFORMATION ATTACHED:

- Attachment 1 - Update on Human Resources Division Strategic Plan
- Attachment 2 - Human Resources Division & Training, Development and Recruiting Division Modernization

Written By: Donna Munro, A/Executive Director, Human Resources Division 

Approved By: Deputy Chief Al Murphy, Corporate Services Bureau  22 SEP 22

Chief of Police: 

Date:  Sept 26, 22



EDMONTON POLICE SERVICE

Update on Human Resources Division Strategic Plan

The Human Resources Strategy (2021-2024) is an organization-wide plan that guides EPS' efforts to support and build the capacity of our largest and most important investment: our people. Our employees are the key to realizing our vision and mission and delivering on our organization's Strategic Plan. Furthermore, the investment in our people represents the largest area of expenditure in the EPS budget.

The focus areas will move the EPS closer to its desired workplace culture: a positive workplace culture that sees a diverse, inclusive, talented and highly engaged workforce, living the EPS values. This workforce includes leaders who feel equipped and confident to drive change and support their people. As well as employees who feel valued, empowered and supported to achieve organizational goals as well as their own professional goals.

The Human Resources Strategy (2021-2024) focus areas are:

- Developing leaders at all levels,
- Strategic recruitment and placement,
- Empowering employees,
- Providing valued employee experiences,
- Wellness and resiliency.

FOCUS AREAS

Developing leaders at all levels

Studies- including several policing studies- suggest employee engagement is a leading predictor of organizational performance. Engagement starts with leaders. At the EPS, we are committed to developing confident, engaged and accountable leaders at all levels of the organization; leaders who model EPS values and desired behaviours and support, motivate, engage and empower their employees.

Outcomes	Key Activities	What has been done to date?
Accountable leaders who understand their role and model the EPS' values.	<ul style="list-style-type: none"> • Create a leadership framework to clearly define and assist in communicating expectations to leaders. • Incorporate leader specific work objectives into EPDPs. • Ensure leaders have the supports they need to address employee issues. 	<ul style="list-style-type: none"> • A leadership framework and roadmap is being developed • The EPDP has been updated • HR Advisor model is in place where each area of the organization is assigned to one of three HR Advisors who acts as a first point of contact and can assist them in addressing issues/concerns or redirect them as appropriate
Leaders with growth mindsets, willing to receive feedback and identify opportunities for continuous development.	<ul style="list-style-type: none"> • Create a leadership roadmap that outlines options for leaders to build their supervisory and leadership skills. • Create action-oriented development plans for leaders. • Ensure frequent, honest feedback to assist leaders in their development. 	<ul style="list-style-type: none"> • A leadership framework and roadmap is being developed • An External Executive Coaching pilot was launched along with an evaluation component • Crucial Conversations is being rolled out to existing leaders in the EPS • New supervisory courses including the S/Sgt. and Detective courses are in place
The right individuals are promoted into leadership roles.	<ul style="list-style-type: none"> • Review our promotion processes for continuous improvement. • Host regular talent discussions to assess EPS' leadership cadre. 	<ul style="list-style-type: none"> • A talent discussion was hosted by Optimum Talent for our Executive Leadership cadre in fall of 2021. • The Level I to II promotion process was updated to include leadership questions in the 2022 process.

Strategic recruitment and placement

Shifting views of policing and increased stakeholder expectations have presented challenges to recruitment in the EPS while a demand for more diversity to reflect the communities we serve and the need for greater fiscal responsibility have influenced how we hire individuals; this is one of the most important decisions that an organization makes, representing a significant cost and investment. We are continuing to strategically recruit, place and utilize the EPS' workforce to meet the needs of all areas in the organization.

Outcomes	Key Activities	What has been done to date?
A high number of qualified and suitable candidates for roles in the EPS.	<ul style="list-style-type: none"> Develop an EPS <i>Employee Value Proposition</i> to assist in attracting top talent representative of the diverse communities we serve. Ensure our hiring processes and systems reduce bias and allow the EPS to consistently hire to a high standard. 	<ul style="list-style-type: none"> Refined current recruitment processes (social media strategy, Post-secondary Program, Recruit Mentoring Academy, Run with Recruiter, Bridge Program, etc.) to recruit and select high quality individuals with the requisite skills and competencies for policing. Finalized and began implementing the new EPS "re-branding" advertising campaign Worked with Alberta Recruiting Selection Standards Committee to examine hiring processes and remove potential barriers to recruitment of diverse applicants. Completed physical move of Recruiting Section to Nexus Campus.
EPS resources are organized in a flexible manner, so the organization is always appropriately staffed.	<ul style="list-style-type: none"> Forecast future policing realities and skill requirements in order to identify potential impacts and develop strategies for recruitment and retention. Evaluate the effectiveness of our current organization staffing models, streams and structures considering 	<ul style="list-style-type: none"> Recruit Training Section (RTS) restructured into a 2 Team model to manage, train and support the recruits and Divisions in Block 1 (Academy foundations) and the Block 2 phases (PTO phase) of recruit development more effectively.

	<p>both who and how the work gets done.</p> <ul style="list-style-type: none"> • Develop a <i>Workforce Plan</i> based on data and evidence to guide appropriate allocation of individual employees to appropriate roles. • Continually review and assess the organization's structure, approach to planned turnover and role optimization. 	<ul style="list-style-type: none"> • Training Branch restructured the Curriculum Design program to be under the supervision of Continuing Education Unit (CEU) to assist with efficiencies in supplying CD support to our customers (The EPS community). • CORE Training Section restructured to incorporate Driver Training Unit (now vehicle tactics) with Tactics Training Unit. Intermediate Skills Training Unit developed to increase oversight, management, and training in relation to our various intermediate weapons systems (CEW/ERIW).
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Empowering employees

Empowering employees is all about giving them what they need to meet organizational goals and succeed in their role. It is more than just resource allocation; empowerment includes regularly soliciting and acting on employee feedback, providing employees with tools and training to maximize their potential, and providing additional opportunities and support for employees to apply their talents, grow, and own their career planning.

Outcomes	Key Activities	What has been done to date?
Employees are given clear expectations and priorities, and have the resources, tools, and supports that allow them to do their best work.	<ul style="list-style-type: none"> • Provide tools that allow employees to more effectively perform their roles and to collaborate. • Develop tools that assist in transparent and timely internal communication. • Create ways to break down siloes across the EPS. 	<ul style="list-style-type: none"> • Crucial Conversations has been introduced in the EPS to help employees engage in challenging conversations • CliftonStrengths is being rolled out in the organization to encourage individuals to understand their strengths and how to work effectively with others who may have different strengths • Peer to peer mentoring has been introduced to

		new promotions (both civilian and sworn)
Employees have opportunities to provide feedback and ideas in order to drive immediate and incremental action.	<ul style="list-style-type: none"> • Host Listening Sessions to understand employee challenges and solutions. • Develop an <i>Internal Engagement Strategy</i> 	<ul style="list-style-type: none"> • Employee Listening Sessions were held in Q2 of 2021 • Initial meetings are taking place to create an Internal Engagement Strategy with Strategy and Engagement and Corporate Communications to ensure continuous feedback and dialogue throughout the employee life cycle.
A learning organization skilled at acquiring and transferring knowledge and modifying its behavior to reflect new knowledge and insights.	<ul style="list-style-type: none"> • Build a robust after-action and debriefing process for major projects and events to generate organization-wide learning. • Create opportunities to share knowledge. 	<ul style="list-style-type: none"> • HR has participated in information sessions for groups like Women in Policing to share information and break down siloes
EPS is seen as a Centre of Excellence for training and development.	<ul style="list-style-type: none"> • Review training to ensure it is holistic and aligned with emerging needs/trends, new techniques and modern training methodologies and tools. • Create a consistent approach to allocating training funds and opportunities. 	<ul style="list-style-type: none"> • Partnership with Canadian Police Knowledge Network to increase access to training for the entire service • Policy and practices in relation to the Tuition Reimbursement program have been updated to reflect the increased demand and costs associated with training. • CEU within the AACCP ISEP program has designed, developed, and delivered a Cognitive Interview Course to meet identified gaps in the interviewing skills of the frontline members.
EPS employees have access to information and tools to enable self-directed career planning.	<ul style="list-style-type: none"> • Create tools to assist employees with career planning. • Reimagine EPDP with a greater focus on career conversations and development plans. 	<ul style="list-style-type: none"> • Employees are connected with a coach where appropriate to engage in career planning discussions (e.g., internal coach and Homewood Health)

		<ul style="list-style-type: none"> • A list of civilian positions in the EPS alongside the related education, experience, and skills required for positions is in development • Specialized units are hosting information sessions to encourage applications
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Providing valued employee experiences

Employee experience considers the full spectrum of an employee's experiences throughout their entire time at a company. Creating a valued employee experience is about understanding an employee's needs and desires, working with employees and leaders to intentionally design people-centric programs, policies and processes, and ensuring consistent and value-added experiences and supports throughout the employee life cycle.

Outcomes	Key Activities	What has been done to date?
The EPS offers easy to access, consistent HR programs and services for sworn and civilian members.	<ul style="list-style-type: none"> • Leverage technology (e.g. Enterprise Commons) to create consistent, employee led experiences. • Create tools to support consistent onboarding and offboarding experiences. 	<ul style="list-style-type: none"> • Increased efficiency of civilian hiring processes and improved onboarding programs. • Utilizing the HR Advisors to improve customer service to work areas and alleviate duplication of processes. • HRD had many employees seconded to the Enterprise Commons project for the HRIS which is currently under review
Individual differences are celebrated in the EPS and employees feel like they belong and are included.	<ul style="list-style-type: none"> • Incorporate diversity and inclusion (D and I) principles into HR policies and programs. • Develop comprehensive diversity and inclusion programs and training. • Establish employee resource groups (ERG) to address systemic barriers that prevent women and underrepresented groups from thriving in the EPS. 	<ul style="list-style-type: none"> • The EDI Committee and REERG were created • Working with City of Edmonton to leverage their current EDI offerings (e.g., Accessibility training)

	<ul style="list-style-type: none"> Implement proactive measures to address instances of workplace harassment, bullying and discrimination. 	
Employees feel valued and recognized for their contributions.	<ul style="list-style-type: none"> Create tools and supports for leaders to assist them in identifying what employees value and how they like to be recognized. Create tools and forums that support peer-to-peer recognition. Review and re-design reward and recognition programs to ensure alignment with EPS values, desired behaviors and performance measures. 	<ul style="list-style-type: none"> Completed an overhaul of the EPS Rewards and Recognition program. An online award nomination form was created which resulted in an increase in volume of nominations for higher level awards such as the "Award of Merit". Shifted coordination of three key medals (Alberta Emergency Services Medal, Alberta Long Service Medal and the Police Exemplary Service Medal to the CSM. This has resulted in more timely distribution to the membership.

Focusing on wellness and resiliency

Our employees can be directly and indirectly exposed to painful, tragic and dangerous experiences as well as impactful workplace stressors. EPS is only as strong as its people: we must ensure our employees receive the support they need when they need it. To ensure our employees remain healthy and resilient, we offer leading edge, research-based health and wellness initiatives and supports to create a work environment that enables our employees to thrive physically and psychologically while responding to the unique demands of policing.

Outcomes	Key Activities	What has been done to date?
Employees who are resilient and physically and psychologically healthy and safe.	<ul style="list-style-type: none"> Explore additional evidence-based health and wellness initiatives that build sources of resiliency for employees. Proactively identify wellness trends and issues using predictive analytics. 	<ul style="list-style-type: none"> Re-energized the Road to Mental Readiness (R2MR) program. Increased the cadre of Chaplains through volunteer hours The Early Intervention Unit helped the EOW branch leaders in identifying "hotspots" where group wellness

		intervention can be applied.
Employees dealing with wellness issues return to work sooner, stay at work longer, and focus on maintaining/restoring their wellness.	<ul style="list-style-type: none"> • Enhance and expand the re-integration program to include all employees returning to work after an extended leave. • Provide employees with tools and resources to support them in taking responsibility for their own wellness. 	<ul style="list-style-type: none"> • The reintegration team added civilians to the team and offered voluntary reintegration after extended leaves including maternity and paternity leaves • Provided ongoing mental health support to all members through established programs in addition to having psychologists attend divisions. • Implemented the patrol PDA. • The Fitness and Active Lifestyle Unit (FALU) provides skills to encourage a lifelong commitment to fitness. • Ongoing support and management of all COVID related activities for members by Occupational Health Nurses and Disability Management and OHS. Including active consulting role on the pandemic recovery team. • Implementation of the Duty to Accommodate (DTA) framework to manage employees with permanent medical restrictions.



EDMONTON POLICE SERVICE

BRIEFING NOTE

For Approval

TO: Deputy Chief Alan Murphy

TS: 13419

DATE: September 7, 2022

SUBJECT: Human Resources Division (HRD) and Training, Development and Recruiting (TDR) Division Modernization

RECOMMENDATION(S):

1. That the proposed restructuring of the existing Human Resources Division into two divisions, Human Resources Division (HRD) and Training, Development and Recruiting (TDR) Division be approved.

BACKGROUND:

In the spring of 2022, Human Resources Division (HRD) worked with the Strategy and Engagement Branch to make a number of changes to its structure, workflow and to identify additional positions required to continue providing HR services to the employees of the Edmonton Police Service (EPS).

During the course of this project, it was clear that there were span of control and structure challenges at the Executive Director (ED) level within HRD. In the existing structure, the ED has seven (7) direct reports:

- Director, Organization and Employee Development (OED) Branch
- Director, HR Support, Labour Relations and Compensation Branch
- Director, HR Legal Services
- Inspector, Employee Services and Recruitment Branch
- Director, Employee and Organization Wellness Branch
- Inspector, Promotion Process
- Inspector, Training Branch

Each of these Branches has a number of Section and Units within and the total number of employees within HRD was over 150.

When reviewing the workflows and process within each of the Branches, it was evident that there was a need to split HRD into two Divisions to create better alignment. Additionally, the scope of work within HRD continues to increase, making it difficult for not only team members to provide support to the organization but for the ED to provide support to the Division itself. This is an issue in other policing organizations, including our close comparator, Calgary Police Service (CPS). The CPS has restructured to allow one Division to be focused on Learning and Recruitment, one focused on Human Resource services and one focused on Wellness. Each Division has a dedicated Executive Director to ensure appropriate span of control.

In addition to the span of control challenges that a Division of this size presents, HRD is also currently engaging in the process to recruit a new ED. By splitting the existing HRD into two Divisions, the recruitment for the ED, HRD can focus on finding an HR professional with experience working in a large, public sector organization. In the past the span of control and the

SUBJECT: Human Resources Division (HRD) and Training, Development and Recruitment (TDR) Division Modernization

fact that some Branches are heavily focused on sworn member processes (ex. police training, promotion processes) made it difficult to attract quality applicants to fill that role.

Recognizing the need for the EPS to modernize the provision of human resource services, it is recommended that the EPS approve the following structure changes:

- Training, Development and Recruiting (TDR) Division which would be comprised of the following Branches:
 - Director, Organization and Employee Development (OED) Branch
 - Inspector, Promotion Process and Recruiting Branch
 - Inspector, Training Branch
- Human Resources Division which would be comprised of the following Branches:
 - Director, HR Support, Labour Relations and Compensation Branch
 - Director, HR Legal Services
 - Director, Employee Services Branch
 - Director, Employee and Organization Wellness Branch

Overall, the creation of TDR Division will provide the EPS with increased capacity and focus to achieve organizational priorities, including those outlined in the EPS Strategic Plan and HR Strategy. Members of HRD and TDR Division will continue to review this structure to ensure it meets the needs to the members within the Divisions as well as the needs of the EPS.

ORGANIZATIONAL IMPLICATIONS & EXPLANATION:

- | | | |
|---|---|---|
| <input checked="" type="checkbox"/> Finance Division | <input type="checkbox"/> Legal & Regulatory Services Division | <input type="checkbox"/> Policy Management Unit |
| <input checked="" type="checkbox"/> Human Resources Division | <input type="checkbox"/> Corporate Communications Branch | <input type="checkbox"/> Value and Impact Division |
| <input type="checkbox"/> Informatics Division (IT / Security) | <input type="checkbox"/> Supply Services Division (Materials / Exhibits / Facilities) | <input type="checkbox"/> Innovation & Technology Bureau |
| <input type="checkbox"/> Not Applicable | <input type="checkbox"/> Other: _____ | |

EXPLANATION:

HRD would be responsible for completing the restructuring of the existing HRD into two (2) Divisions – HRD and TDR Division. The cost of the new Superintendent i/c TDR Division position will be funded for the remainder of 2022 and for 2023 by the vacant Deputy Chief position (00174938).

The Superintendent i/c TDR Division, A/ED i/c HRD and Director i/c Finance Branch will meet to ensure that the budgets and cost centers are re-aligned and adjusted to match up with the new structure.

ATTACHMENT(S):

1. Proposed Org Charts for HRD and TDR Division

SUBJECT: Human Resources Division (HRD) and Training, Development and Recruitment (TDR) Division Modernization

SUBMITTED BY: Acting Executive Director Kelsey Martin

REVIEWED BY: Superintendent Andria Wasylshen
TDR Division

DATE: 22 Sep⁰⁷

Comments:



REVIEWED BY: Deputy Chief Alan Murphy

DATE: 22 SEP 07

Comments:

The noted structure change will allow both divisions to continue their modernization so they can both be effective for the advancement of the organization.

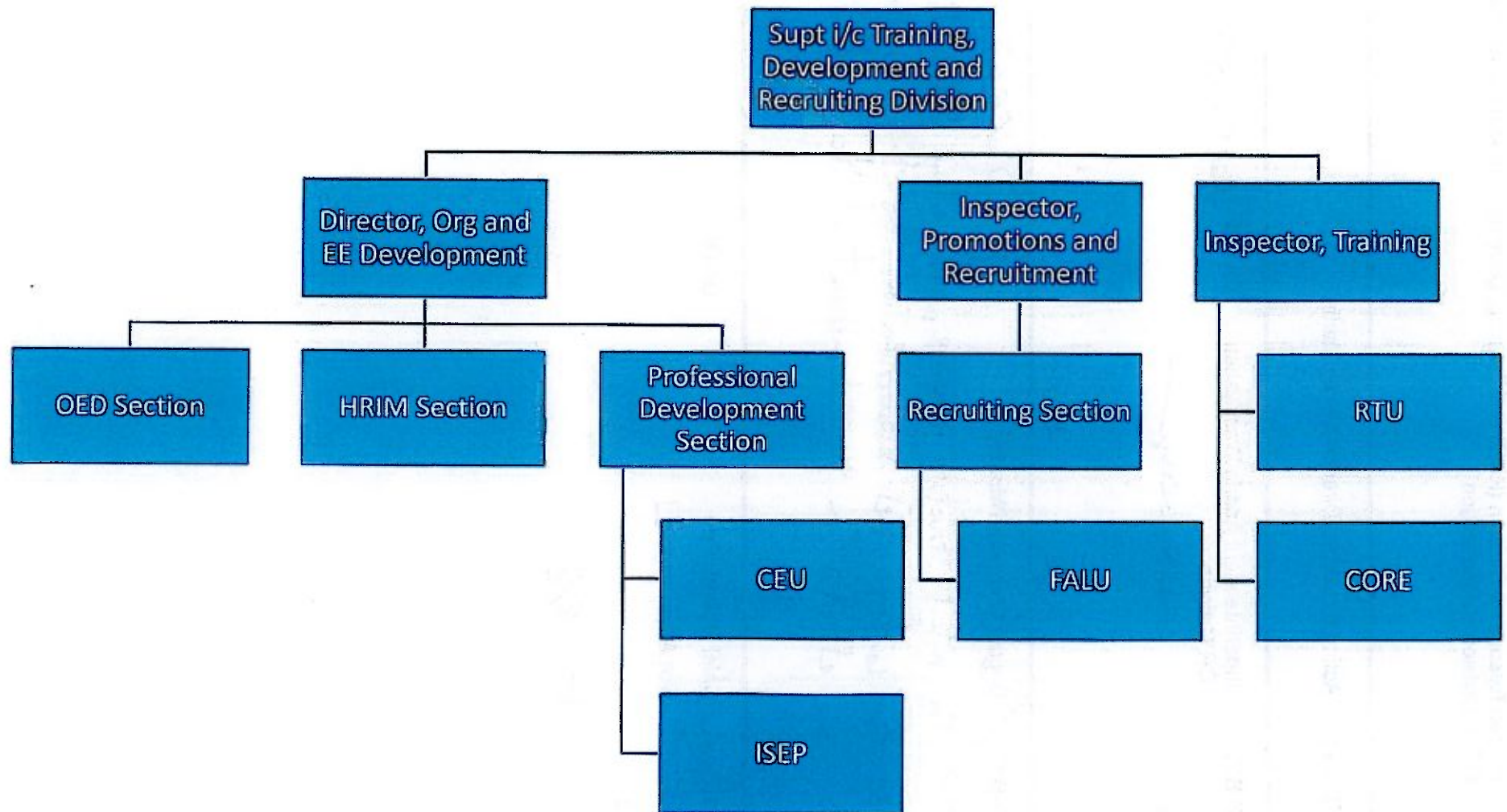
DECISION BY: Chief Dale McFee

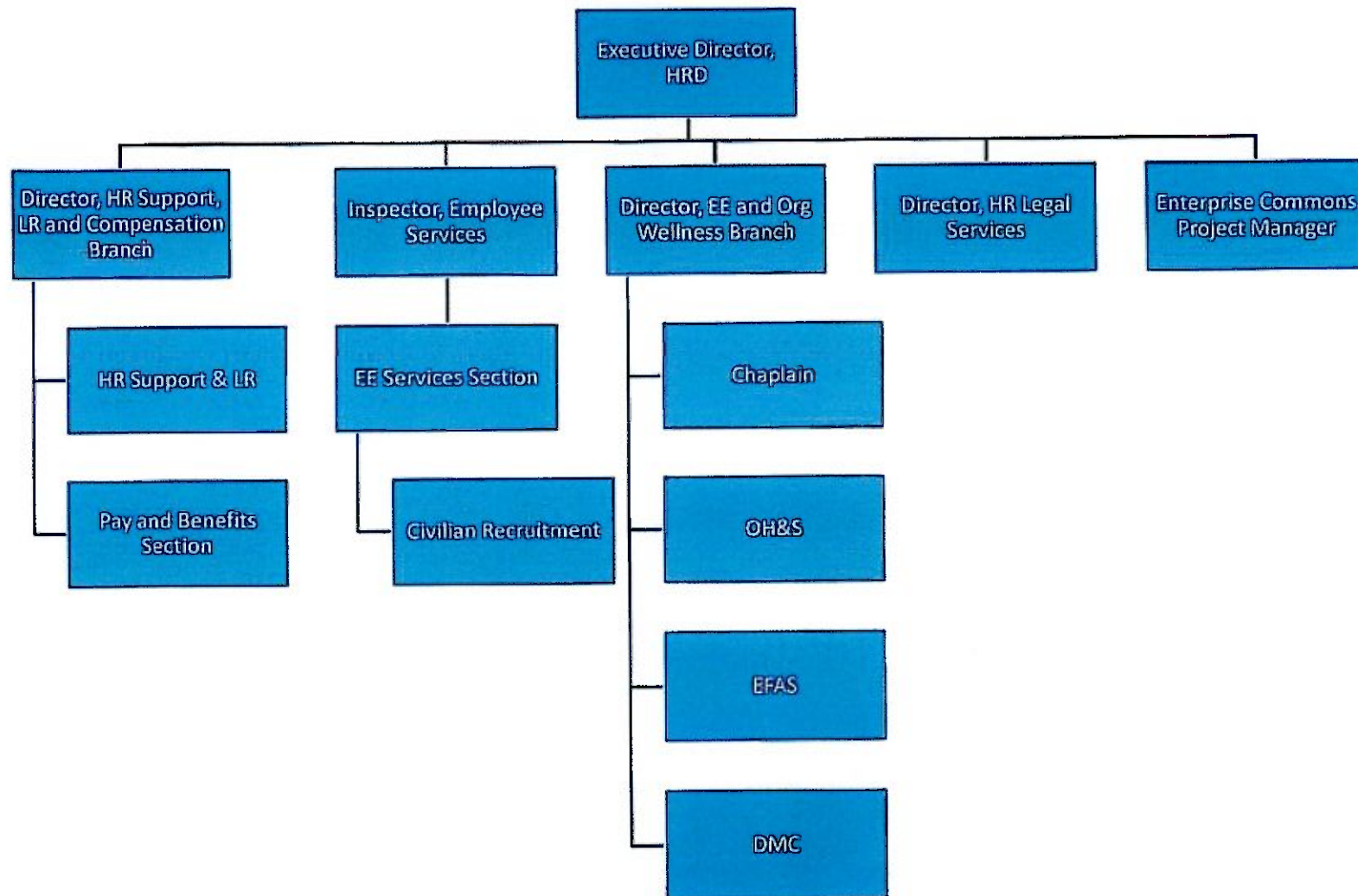
DATE:

Approved: ☒ **Not Approved:** ☐

Comments:

to C/C





Update: Human Resources Strategy *(2021-2024)*

Presented for Information
Edmonton Police Commission

January 19, 2023

Donna Munro

Kelsey Martin



Background

The EPS' Human Resources Strategy (2021-2024) is an **organization-wide plan** that will guide and align the EPS' efforts to build the capacity of our largest and most important investment: **our people**.

We invest in our people and continue to support their growth, development and wellness. **If we look after our people, they will look after our community.**



VISION: A forward-thinking police service that strengthens public trust through addressing crime, harm and disorder.

MISSION: To be relentless on crime and a leading partner in building community safety.

VALUES: Integrity | Accountability | Respect | Innovation | Courage | Community

GOAL 1



**BALANCE SUPPORT
AND ENFORCEMENT**

Understand individual circumstances and ensure people are appropriately transitioned to systems that provide support and/or enforcement to increase community safety.

GOAL 2



**PARTNER
AND ADVOCATE**

Use EPS knowledge and experience to facilitate effective strategic partnerships that together drive community safety.

GOAL 3



**CONNECT, SHARE,
AND EVOLVE**

As Edmonton and the world are changing, EPS is listening, learning, and evolving with our community. EPS will share more about policing and our people to further humanize the individuals within our membership.

GOAL 4



**INNOVATE AND
ADVANCE AS ONE TEAM**

As one team, make decisions with EPS overall in mind, and encourage a culture of innovation and advancement.

GOAL 5



**SUPPORT AND GROW
DIVERSE TALENTS**

Support the well-being of individuals that make up the EPS and establish a diverse and inclusive workforce and environment to grow talent and create a resilient organization.

Goal 5: Support and Grow Diverse Talents

Support the well-being of individuals that make up the EPS and establish a diverse and inclusive workforce and environment to grow talent and create a resilient organization.

01

EPS enhances the physical and mental wellbeing of employees through impactful health and wellness programs.

02

EPS is strengthened through a diverse and inclusive workforce whose employees have a strong sense of belonging.

03

EPS addresses modern policing needs through a refreshed perspective and approach to recruitment and training.

04

EPS employees have diversified skillsets and access to new opportunities.



Outcome

A **positive workplace culture** that sees a **diverse, inclusive, talented and highly engaged workforce** living the **EPS values**.

This includes **leaders who feel equipped and confident** to drive change and support their people as well as **employees who feel valued, empowered and supported** to achieve organizational goals as well as their own professional goals.

Update: Restructuring of HR

- Effective **Q3 2022**, Human Resources was separated into the:
 - **Human Resources Division (HRD)**
 - HR Legal Services
 - HR Enterprise Commons project team
 - Employee Services
 - Employee and Organization Wellness
 - HR Support, Labor Relations and Compensation
 - **Training, Development and Recruiting (TDR) Division**
 - Promotion Process and Recruit Selection Unit
 - Police Training Branch
 - Organization and Employee Development

Focus Areas within the HR Strategic Plan

**Developing
leaders at all
levels**

**Strategic
recruitment and
placement**

**Empowering
employees**

**Providing valued
employee
experiences**

**Focusing on
wellness and
resiliency**

Developing Leaders at All Levels

Accountable leaders who understand their role and model EPS' Values

- Creating a leadership framework
- New HR advisor model

Leaders with the growth mindset, willing to receive feedback and identify opportunities for continuous development

- Crucial Conversations training is taking place.
- An External Executive Coaching pilot and 360 reviews were launched for senior leaders.
- New supervisory courses being offered including the newly promoted S/Sgt course
- A talent discussion was hosted by Optimum Talent for our Executive Leadership cadre in fall of 2021

The right individuals are promoted into leadership roles

- Currently creating a new EPDP
- Revised the promotion process
- The Level I to II promotion process was updated to include leadership questions and Equity, Diversity, and Inclusion (EDI) focused questions

Strategic Recruitment and Placement

A high number of qualified and suitable candidates for roles at the EPS

- Refined current recruitment processes for both sworn and civilian roles
- “Re-branding” of our Recruitment Section including an advertising campaign
- Worked with Alberta Recruiting Selection Standards Committee to examine hiring processes

EPS resources are organized in a flexible manner so the organization is always appropriately staffed

- Recruit Training Section (RTS) restructured into a 2 Team model
- CORE Training Section restructured to incorporate Vehicle Tactics with Tactics Training Unit
- Intermediate Skills Training Unit developed to increase oversight, management, and training in relation to our various intermediate weapons systems (CEW/ERIW)

Empowering Employees

Employees are given clear expectations and priorities, and have the resources, tools, and supports that allow them to do their best work.

- HR has participated in information sessions for groups like Women in Policing to share information and break down silos.

Employees have opportunities to provide feedback and ideas in order to drive immediate and incremental action.

- Employee Listening Sessions were held in Q2 of 2021; the summary of these are currently being revisited

A learning organization skilled at acquiring and transferring knowledge and modifying its behavior to reflect new knowledge and insights.

- Crucial Conversations and Clifton Strengths introduced
- Peer to peer mentoring has been introduced to new promotions

Empowering Employees Cont'd

EPS is seen as a Centre of Excellence for training and development.

- Partnership with Canadian Police Knowledge Network to increase access to training for the entire Service
- Partnership with Enriched Academy to provide the membership with financial literacy awareness and training
- Blended learning methodologies have been implemented in a variety of EPS courses including commander, supervisor, and specialty training
- Policy and practices in relation to the Tuition Reimbursement program have been updated

EPS employees have access to information and tools to enable self-directed career planning.

- Reimagine EPDP with a greater focus on career conversations and development plans.
- Specialized units are hosting information sessions to encourage applications

Providing Valued Employee Experiences

The EPS offers easy to access, consistent HR programs and services for sworn and civilian members.

- Created tools to support consistent onboarding and offboarding experiences.
- Continued exploring methods of utilizing the HR Advisors to improve customer service to work areas and alleviate duplication of processes

Individual differences are celebrated in the EPS and employees feel like they belong and are included.

- Established employee resource groups (ERG) to address systemic barriers that prevent women and underrepresented groups from thriving in the EPS.
- Implemented proactive measures to address instances of workplace harassment, bullying and discrimination.
- Working with City of Edmonton to leverage their current EDI offerings (e.g., Accessibility training)

Employees feel valued and recognized for their contributions.

- Reviewed and re-designed reward and recognition programs to ensure alignment with EPS values, desired behaviors and performance measures.

Focusing on Wellness and Resiliency

Employees who are resilient and physically and psychologically healthy and safe.

- Explore additional evidence-based health and wellness initiatives that build sources of resiliency for employees.
- Re-energized and reevaluated the Road to Mental Readiness (R2MR) program.
- Used data to identify “hotspots” then offered wellness intervention.
- Participated in the Enterprise Commons project and started to enhance the use of Cority

Employees dealing with wellness issues return to work sooner, stay at work longer, and focus on maintaining/restoring their wellness.

- Expanded the re-integration program to include all employees returning to work after an extended leave.
- Participating in the Reintegration Research Project with the University of Alberta.
- Leveraged the use of the new patrol constable PDA in the Duty to Accommodate (DTA) framework to manage employees with permanent medical restrictions.
- Continued to complete our annual Occupational Health & Safety (OHS) audits and implement action plan recommendations

Summary

Things we are doing well

- Building and maintaining relationship with our unions and associations
- Increased number of training and development opportunities for all employees
- Increased hiring and retention of members from diverse backgrounds (ex. in 2022, 49% of our recruits identified as members of a racialized group)

Things we need to continue working towards

- Roll out of Employee Engagement Survey in 2023
- Establish metrics and work with the Research and Analytics Division on measuring success of HR and training initiatives
- Continue to support members who are off work in successfully returning to work

Next steps

Timeline	Action
Q4 2021	Develop action plans for key activities outlined in the strategy
Q1 2022	Share the strategy with the organization
Quarterly and as required	Provide progress updates to Chief's Committee and the larger organization
Q1 2023	Begin work on the next Human Resources Strategy (2025-2028) under the guidance of the new Executive Director of HR.

THANK YOU

