

DRIVE² Strategy 2023-2027

Diversity, Respect, Inclusion, Values, Equity and Engagement

Measurement Framework and Baseline

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Setting Goals and Measuring Impact

Organizations which are committed to equity, diversity and inclusion (EDI) work understand EDI is a journey rather than a destination. Yet, having tangible priorities and expected outcomes is key to long-term success.

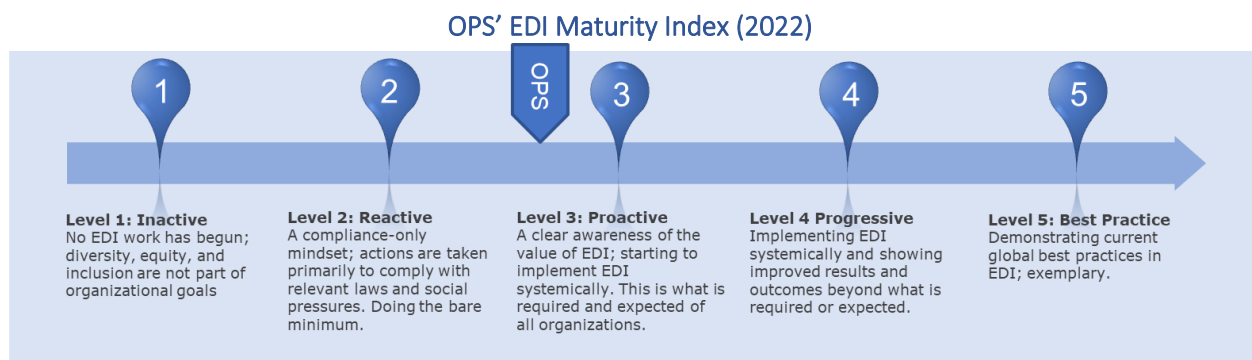
While we've made significant progress toward creating a more inclusive culture at the Ottawa Police Service (OPS), the DRIVE² Strategy represents an important step forward in our thinking, self-awareness and in our actions. DRIVE² lays the groundwork to transform OPS into an organization that truly embodies EDI at every level, in everything we do.

The key elements of DRIVE² were co-created by an internal and external group of stakeholders who worked together to determine the areas of focus, strategic objectives, and outcomes as well as the priority items in the action plan.

How we will measure success

The internationally recognized Global Diversity, Equity, and Inclusion Benchmarks (GDEIB) forms the basis of the KPIs and measurement framework that will help us track our progress against our broader vision for EDI.

In November 2022, we mapped OPS's EDI maturity at a level 2. Our overall objective is to achieve Level 4 of this maturity model by 2027 and continue our efforts toward Level 5 to become an industry leader in equity, diversity, and inclusion.



This assessment provides a roadmap for a systemic, progressive approach that allows the OPS to prioritize key initiatives and report on progress from year to year.

While this document details the key components of the Strategy's measurement framework, it's important to remember that equity, diversity, and inclusion aren't just tasks to check off a to-do list. Rather, they are fundamental attributes of a culture that empowers its members to thrive, be themselves, bring their best to their work every day, and feel motivated and engaged in return.

As a living document, DRIVE², and this companion document, will grow and evolve over time. We are happy to share this first iteration, and look forward to continually measuring, adjusting, and improving OPS’ EDI practices in the years to come.

Key Performance Indicators

The Service is committed to measuring and tracking its progress over time against available benchmarks and metrics to determine if it is reaching its target outcomes in the short and long-term.

This document includes first and second level Key Performance Indicators (KPIs) and DRIVE² project level metrics. The majority of these include baselines to which we can compare pre- and post- project outcomes, and overall *Strategy* performance.

The baselines represent the best available data at the time of publication. The report draws largely from the 2020 Member Engagement Survey (TalentMap), and the 2018 Public Research Survey (IPSOS). Other key sources are highlighted in the table below.

KPIs are included in the following pages and are presented by DRIVE² areas of focus (Community - Service Delivery, Members - Work Environment, Leadership and Accountability, and Connecting and Learning). Second level KPIs are captured in Appendix A, and the more tactical project metrics, and their baselines, can be found in Appendix B.

The OPS will provide regular updates on its progress to the community, the Ottawa Police Service Board (Board) and to OPS members.

Action Area	Key Performance Indicator						
* Baselined ⊙ Strong correlation ○ Some correlation	Public Opinion Survey*	Member Engagement*	Demographics*	Complaint type/Frequency	Race-Based Data (Use of Force & traffic-stops)*	Learning Evaluation	Crime Statistics*
Community - Service Delivery	⊙			○	⊙		⊙
Members – Work Environment		⊙	⊙	○			
Leadership & Accountability	○	⊙					
Connecting & Learning	⊙	⊙		○		⊙	

Community – Service Delivery

01

Where are we going?

A trusted partner in building an inclusive, equitable, safe Ottawa (Ottawa Police Service Board/Ottawa Police Service Strategic Direction 2027)

What are we doing?

We will collaborate with communities to ensure equitable policing services that build trust by:

- Engaging and building relationships with the many diverse communities we serve;
- Addressing and preventing systemic discrimination in programs, projects, operations, and decisions; and,
- Reducing violence and victimization, and confronting hate against marginalized groups.

What does success look like?

- Geographic and socio-demographic characteristics of the police service’s area of policing responsibility are key to planning and resource deployment (Community Safety and Police Act).
- The Service better leverages the unique skills, talents, and expertise that members bring to the OPS through their different backgrounds, experiences, demographics, and perspectives.
- The Service’s diversity and culture of inclusion enhances the effectiveness of its presence and work within the community.

Key Performance Indicator



Members – Work Environment

02

Where are we going?

We hire, retain, and develop a workforce that is representative of the Ottawa’s diversity, and foster a workplace where every member feels included, driving better decision-making, stimulating innovation, and increasing organizational agility.

What are we doing?

We will continue to build a diverse, equitable, and inclusive workplace by:

- Removing barriers to improve employment opportunities and benefits in all areas, including but not limited to recruitment, selection, hiring, promotion, retention, professional development, transfers, training.
- Identifying targets and tools to improve equity and representation; and,
- Promoting member inclusion, safety, and wellness programs and other initiatives.

What does success look like?

- The Service has eliminated inequities and reduced barriers to inclusion.
- The Service’s strategy includes representation goals resulting in equitable representation of historically excluded groups across functions and levels.
- The Service’s reputation for quality EDI efforts enhances its ability to attract diverse and underrepresented employees.
- The Service has established mentoring and coaching programs to help support advancement and retention.
- Diversity networks are recognized as credible, influential, and valued resources to the organization.

Key Performance Indicator



Leadership & Accountability

03

Where are we going?

We embody the vision for cultural transformation, where curious, diverse, high integrity colleagues are safe to bring their true and best selves to work every day, and collectively deliver best in class services to Ottawa's diverse population.

What are we doing?

We will equip OPS leaders at all levels with the resources needed to promote DRIVE² Strategy objectives by taking actions to foster a diverse, equitable, and inclusive workplace as well as to model respectful and culturally informed interpersonal relationships by:

- Using an intersectional lens and anti-racism approaches in our programs, policies, and decision-making;
- Supporting leadership development and coaching in human rights, EDI, and cultural awareness; and,
- Focusing on governance and accountability.

What does success look like?

- Team leaders at all levels are engaged in EDI issues, and accountable for achieving the EDI strategy.
- Leadership examines organizational culture and creates strategies to eliminate inequities and reduce barriers to inclusion.
- Performance management includes EDI goals.
- The organization regularly reports and reviews progress against benchmarks and consistently demonstrates significant improvements in meeting EDI goals.

Key Performance Indicator



Connecting & Learning

04

Where are we going?

We continually remove systemic barriers and create an inclusive workplace; we will continuously review and improve our policies, processes, and service delivery practices.

What are we doing?

- Meaningful engagement and transparent communications, both internally and externally;
- Professional development and training; and
- Measuring progress.

What does success look like?

- EDI content is easily and quickly located on the Service’s websites. Information is thorough, regularly updated, and fully accessible.
- EDI learning programs result in behaviour change that advances the Service’s strategy and enhances inclusion and equity.
- Integrated, multiple approaches to monitoring and evaluating EDI goals are implemented to track their impact, outcomes, and effectiveness.

Key Performance Indicator

EDI Benchmark¹



2.7

¹ The Global Diversity and Inclusion Benchmark is a 5-point maturity scale

Appendix A – Second Level KPIs

Community – Service Delivery



Public Trust
64%

OPS is doing a good job of building relationships with external stakeholders and agencies	49%
The OPS is doing a good job of building relationships with diverse communities	54%
The OPS is sensitive to the needs of different cultures	56%

Members – Work Environment



Member Engagement
43%

Overall Member wellness	58%
Overall respectful workplace	64%
Overall job satisfaction	58%

Leadership & Accountability



EDI Culture
58%

Senior Officers promote, and role model equity, diversity and inclusion.	36%
Senior Officers effectively support the health and wellness of members	38%
Diverse identities and ways of thinking and working are valued and accepted	51%

Connecting & Learning



EDI Benchmark
2.7

The OPS is an open and transparent organization	38%
The OPS promotes a culture or equity, diversity and inclusion	58%
The OPS provides regular and meaningful updates on DRIVE ² to stakeholders	

- KPI baseline percentages represent ‘top two box’ totals (*strongly agree* and *agree*, or *very good* and *good*) most recent IPSOS and TalentMap Public Research Report and Member Engagement Survey.
- The Global Diversity and Inclusion Benchmark is a 5-point maturity scale

Appendix B – Project Performance Metrics

Performance indicators and their baselines, by DRIVE² areas of focus and commitments, are captured on the following pages.

The primary audiences for these measures and baselines are the leads/teams who are accountable for delivering the thirty plus DRIVE² Strategy projects and actions, and their anticipated outcomes.



Community – Service Delivery

01

We will collaborate with communities to ensure equitable policing services that build trust by:

- Engaging and building relationships with the diverse communities we serve
- Addressing and preventing systemic discrimination in programs, projects, operations, and decisions
- Reducing violence and victimization, and confronting hate against marginalized groups

Dimension / Metric	Baseline ²			
Public satisfaction with Quality of Ottawa Police Service	72%	✓	✓	✓
Public Trust in the Ottawa Police Service (IPSOS 2018)	64%	✓	✓	✓
Level of trust in the Ottawa Police Service? (Avanis May-Jul '23)	46%			
Perception of Ottawa Police Service: Procedural Justice				
The OSP addresses citizens in a respectful manner	77%			✓
BEHAVIOUR The police treat people with respect	29%			✓
The OPS shows care and concern for the welfare of the citizens they deal with	74%	✓	✓	✓
The OPS respects people's rights	71%		✓	✓
The OPS avoids the use of unnecessary force	50%		✓	✓
The OPS is an open and transparent organization	38%			✓
Perception of Ottawa Police Service: Distributive Justice				
The OPS enforces the law consistently when dealing with people	54%		✓	
The OPS treats everyone fairly, regardless of who they are	48%		✓	
The OPS treats everyone equally	46%		✓	
EQUITY The police provide the same quality of service to all citizens (Avanis)	39%			
Public Perception of Ottawa Police Service: Community Engagement				
The OPS is sensitive to the needs of different cultures	56%		✓	
OPS is sensitive to the needs of different cultures (Avanis)	37%		✓	
The OPS is sensitive to the needs of people living with mental health issues	43%		✓	✓
The OPS is sensitive to the needs of people living with mental health issues (Avanis)	33%		✓	✓
Partnership/Engagement Activities/Visibility				
Police presence at community events	60%			✓
Working with residents in your neighbourhood to solve local crime, and improve community safety, security and wellbeing	54%			✓
Working with neighbourhood residents, businesses, and community groups to improve community safety and well-being (Avanis)	41%			✓
OPS is doing a good job of building relationships with the community/public (Member Engagement Survey 2020)	46%			✓
The OPS is doing a good job of building relationships with diverse communities (Member Engagement Survey 2020)	54%			✓
OPS is doing a good job of building relationships with external community stakeholders and agencies (Member Engagement Survey 2020)	49%			✓

² Percentages represent 'top two box' totals (*strongly agree* and *agree*, or *very good* and *good*). Source: IPSOS 2018 Public Research Report, September 21, 2018 (unless otherwise indicated). Margin of error: +/-1.9%, 19 times out of 20.

I have sufficient time, tools and resources to dedicate to building relationships with the community/public (Member Engagement Survey 2020)	29%			✓
Table continued next page.				
Performance of Ottawa Police Service - Service				
Providing services in both French and English	79%		✓	
Having a workforce that reflects gender diversity	58%		✓	
Providing services in other languages (other than French or English)	54%		✓	
Having a workforce that reflects racial diversity	54%		✓	
OPS performance on reducing violence against women	46%	✓		
OPS performance on reducing guns and gang violence	21%	✓		
Hate crime (% increase or decrease year over year, 2022/2023)	+19.5%	✓		

Service Delivery Baseline Metric Details and Insights

Drivers of Public Trust in the Ottawa Police Service



Public trust in OPS is impacted by a variety of perceptions: nearly all perceptions measured in the Public Opinion Survey correlate with trust to a similar extent.

This makes things more challenging as there are so many different criteria that factor into citizens' decision to trust OPS or not.

Openness and transparency and **treating people equally** are among the strongest predictors of trust in OPS, yet fewer residents agreed OPS is doing well in these areas³.

Finding ways to reinforce these perceptions among the community will help ensure that trust in OPS continues to strengthen.

³ IPSOS 2018 Q12. What level of trust do you have in the Ottawa Police Service? Base: Total Respondents (n=3,553), Q15. When you think about Ottawa Police Service, to what extent do you agree or disagree with each of the following statements? Base: Total Respondents (n=3,553)

Race Data in Use of Force Reporting

Proportions of Resident Populations, by Race, in Ottawa, based on the 2016 Census, in comparison to Use of Force Subjects, 2020⁴.

Race Groups	Resident Populations	Use of Force Subjects	Ratio of Share of Subjects to Share of Population
Black	5.725%	27.6%	4.8 x
E./S./S.E. Asian	11.6%	2.8%	0.2 x
Indigenous	2.36%	4.2%	1.8 x
Middle Eastern	4.91%	11.7%	2.4 x
White	73.24%	52.3%	0.7 x
Other Racialized Minorities	2.17%	1.4%	0.6 x

Of 220,700 calls requiring police presence in 2020, there were 348 incidents requiring use of force involving 427 subjects. As the requirement to collect race data began on January 1, 2020, comparisons to previous years are unavailable; however, the first-year results do highlight disproportionality for some communities – particularly for Black and Middle Eastern communities. Individuals perceived to be Black by officers, were involved in Use of Force incidents 4.8 times more than would be expected (118 / 427 subjects were perceived as Black). Individuals perceived to be Middle Eastern were involved in Use of Force incidents 2.4 times more than would be expected (50 / 427 subjects were perceived as Middle Eastern).

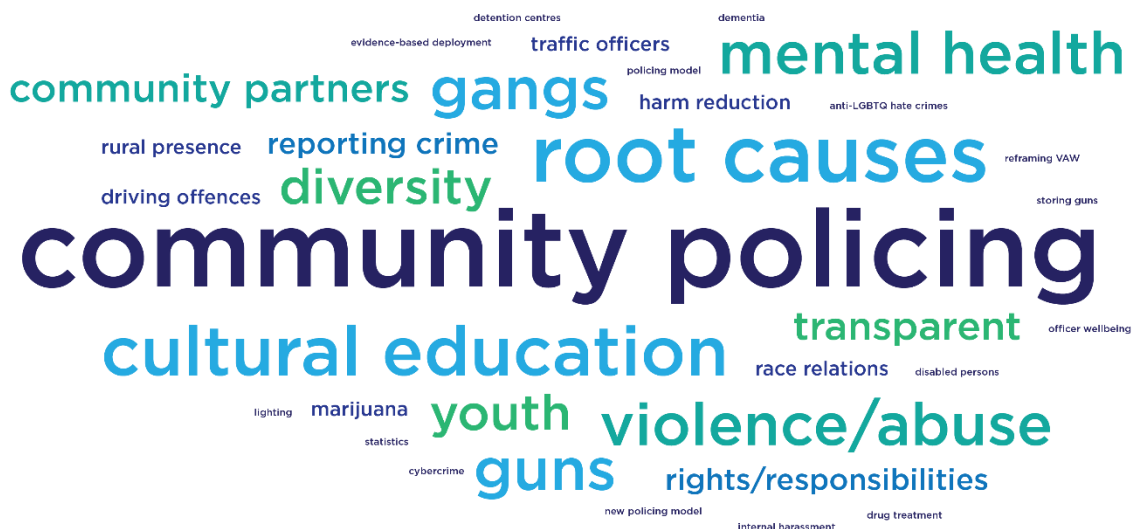
IPSOS Public Research Survey Comment Analysis

Several groups requested more **transparency and accountability** in terms of police practices and in terms of any **data collected** by the police. Specifically, greater openness of how data is being used. Participants also suggested that the culture of the police force be less antagonistic and competitive and be more **welcoming and community oriented**. Hiring people with more diverse skill sets including counsellors, therapists, and social workers to help police communicate with the communities they serve was mentioned.

Groups really stressed the need for police officers to have **greater community engagement**. They suggested **frequent meetings with the community, more visibility at community events**, ensuring that police had the **ability to communicate with non-English or French speakers**, and a greater social media presence as ways for the police to become more entrenched in the community.

⁴ Source: “External Review Race Data in Use of Force Reporting by the Ottawa Police Service, 2020”, Ontario Tech/York University Research Team (Dr. Lorne Foster and Dr. Les Jacobs), February 1, 2022

Word Cloud: The Public's Suggested Priorities for OPS/Board



2022 Hate Crime Statistics

In 2022 the Hate and Bias Crime Unit saw 377 total incidents, including 300 criminal and 77 hate incidents, which marks an increase of 13% over 2021.

Fifty-one individuals were charged with 174 counts of criminal offences. Five of these offences included formal Hate Crime Offences (Willful Promotion of Hatred and Public Incitement of Hatred).

Eight warnings and seven Youth Criminal Justice Act warnings were issued.

2023 Hate Crime Statistics

The Hate and Bias Crime Unit 2023 Annual statistics show that the Unit addressed 460 incidents last year, including 344 criminal and 116 hate-motivated incidents, which marks an increase of 19.5% over 2022 (compared to 377 incidents that year).

In 2023, 43 individuals were charged with 123 counts of criminal offences, and this included four formal hate crime charges under the *Criminal Code of Canada* for public incitement of hatred. Furthermore, a total of 23 *Youth Criminal Justice Act* warnings were issued.

Members – Work Environment

02

We will continue to build a diverse, equitable, and inclusive workplace where all members are valued for their unique skills, abilities, and experience by:

- Removing barriers to improve our employment processes, policies, and procedures in all areas: recruitment, onboarding and retention, professional development, transfers and promotions, and retirement
- Identifying targets and tools to improve representation
- Promoting member diversity and wellness programs and other initiatives

Dimension / Metrics	Baseline			
Overall Ethical Behaviour/Respectful Workplace/Diversity and Inclusion	57%	✓	✓	✓
Equity Diversity and Inclusion				
The OPS promotes a culture of equity, diversity and inclusion	58%	✓		
Diverse identities and ways of working are value and accepted at my organization	51%	✓		
The OPS purposefully brings people with diverse backgrounds and/or perspectives together to solve problems or make decisions	49%	✓		
Everyone is accepted as an equal member of the team regardless of their identification with a protected ground	59%	✓		
Ethical Behaviour / Respectful Workplace				
Members of this organization consistently treat others with dignity and respect	64%	✓		
Unethical behaviour within the OPS is addressed in an effective, fair and timely manner	31%	✓		
I feel comfortable and safe reporting unethical behaviour	45%	✓		
Wellness				
Overall member wellness	58%		✓	
OPS is a workplace that puts priority on the health and well-being of its members	43%		✓	
I am satisfied with the current health and wellness programs and resources	53%		✓	
Safe Workplace Program				
Overall respectful workplace	64%	✓		
I feel it would be safe to report complaints regarding harassment and discrimination without negative career repercussions	46%	✓		
I have confidence in the Program’s ability to resolve complaint fairly, effectively and in a timely manner	38%	✓		
Workforce Management				
Overall workforce Management	13%			✓
Promotions are made on the basis of individuals’ skills and experience	10%			✓
The selection process of Sworn transfers is fair and transparent	11%			✓
The selection process for promotions is fair and transparent	10%			✓
The selection process for Civilian internal job postings is fair and transparent	21%			✓
The selection process for Sworn job postings is fair and transparent	13%			✓
The selection process for temporary assignments is fair and transparent	12%			✓

Work Environment Baseline Metric Details and Insights

Representation of different demographics in the OPS (2017)⁵

- Women: 38.45 percent
- White: 79.6 percent
- Racialized: 13.45 percent
- LGBTQ2: 6.01 percent
- Indigenous: 5.79 percent
- Persons with a disability: 15.57 percent

The census—conducted to capture demographic data on the workforce, and perceptions and experiences related to inclusivity—found that less than half (40.4 per cent) of respondents agreed that they “feel included” at the OPS.

Forty-eight per cent of respondents, which included both sworn and civilian members, said they felt they are “treated fairly and with respect.” Meanwhile, less than two-thirds (63 per cent) of respondents said they agreed the OPS is “committed to and supportive of diversity.”

The report response rate 73% was (1,371 members).

The results did show a small increase in “overall diversity” at the OPS since the previous census conducted in 2012.

The percentages of women and members who identified as visible minorities and as LGBTQ2 all increased slightly, between 2.5 and four percent. Meanwhile, there was a 10.6 per cent increase in the representation of persons with a disability.

The percentage of Indigenous members remained constant over the previous five years, at around six per cent, as did the percentage of female police officers, at around 23 per cent.

Perceptions of diversity and feelings of inclusion at the OPS plummeted particularly among respondents who identify as Asian and Black. Of those demographics, about a third said they disagreed with the statement that the OPS is “committed to and supportive of diversity.”

⁵ Source: Ottawa Police Service 2017 Member Census, Canadian Centre for Diversity and Inclusion

Leadership & Accountability

03

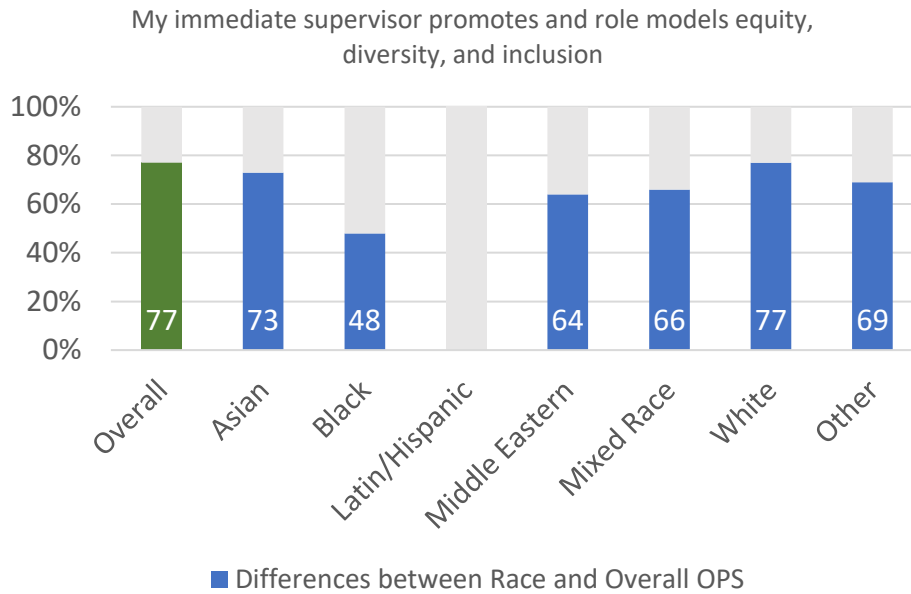
We will equip OPS leaders at multiple levels with the resources needed to promote DRIVE² Strategy objectives by taking actions to foster a diverse, equitable, and inclusive workplace as well as to model respectful and culturally informed interpersonal relationships by:

- Using an intersectional lens and anti-racism approaches in our programs, policies, and decision-making
- Supporting leadership development and coaching in human rights, EDI, and cultural awareness
- Focusing on governance and accountability

Action Items	Baseline	
Ethical Behaviour/Respectful Workplace/Diversity and Inclusion		
My direct supervisor communicates the importance of ethics, inclusion, and respect well	70%	✓
My direct supervisor sets a good example in terms of ethical, respectful, and inclusive behaviour	78%	✓
I am confident in my supervisor's ability to appropriately respond in a timely and effective manner to matter relating to respect in the workplace	76%	✓
Leadership:		
Executive Command		
Establishes a climate of trust and respect	19%	✓
Effectively supports the health and wellness of members	35%	✓
Promotes, and role models equity, diversity, and inclusion	34%	✓
Senior Officers		
Establishes a climate of trust and respect	27%	✓
Effectively supports the health and wellness of members	38%	✓
Promotes, and role models equity, diversity, and inclusion	36%	✓
Middle Management		
Establishes a climate of trust and respect	65%	✓
Effectively supports the health and wellness of members	70%	✓
Promotes, and role models equity, diversity, and inclusion	65%	✓
Immediate Supervisor		
Establishes a climate of trust and respect	78	✓
Effectively supports the health and wellness of members reporting to them	81	✓
Promotes, and role models equity, diversity, and inclusion	77	✓
Intercultural Development Inventory (IDI) assessments	SLT (2021)	✓
* See results by demographic (next page)		

Leadership & Accountability Baseline Metric Details and Insights

Perceptions of supervisor performance on EDI, Respect, and Wellness by race



6

Mixed-Race and Middle Eastern members are less favourable for nearly all the member engagement survey dimensions.

Black and mixed-race employees have less favourable views of their immediate supervisors and middle management, particularly role-modeling of equity and diversity and inclusion.

⁶ Insufficient data for Latin/Hispanic

Connecting & Learning

04

We will be committed to our EDI learning journey and to continuous improvement by focusing on:

- Meaningful engagement and transparent communications, both internally and externally
- Professional development and training
- Measuring progress

Dimension / Metric	Baseline		
Training (Member participation (#) / Jan 2023)			
Anti-Black Racism	TBD	✓	
The Path: Your Journey Path Through Indigenous Canada	2049	✓	
ABLE Active Bystandership	~1900	✓	
Call it out: racism, racial discrimination and human rights	1704	✓	
Cultural Awareness and Humility	TBD	✓	
Kirkpatrick Model level 1 learning evaluation			
Internal Communications			
Overall Information and Communication	29%		✓
In general, information is communicated well	38%		✓
Information is widely shared so that everyone can get the required information when it is needed	36%		✓
There are adequate procedures for sharing information	39%		✓
DRIVE² Measurement Framework and Baseline	June 7 '24	✓	✓

DRIVE² Strategy

FOCUS

2023-2027 DRIVE² Strategy

Diversity, Respect, Inclusion, Values, Equity and Engagement

EDI Benchmark

2.7

Connecting & Learning

We will be committed to our Equity Diversity Inclusion (EDI) learning journey and to continuous improvement by focusing on:

Promotes EDI Culture

58%

Leadership & Accountability

We will equip leaders with the resources needed to promote DRIVE² Strategy objectives by taking actions to foster a diverse, equitable, and inclusive workplace by:

Member Engagement

43%

Members – Work Environment

We will continue to build a diverse, equitable, and inclusive workplace where all members are valued for their unique skills, abilities, and experience by:

Public Trust

64%

Community – Service Delivery

We will collaborate with communities to ensure equitable policing services that build trust by:

Commitments

- Meaningful engagement and transparent communications, both internally and externally;
- Professional development and training; and
- Measuring progress.

Actions

- 4.1. Engagement & Communications Plans
- 4.2. Learning and Development
- 4.3. Data Collection, Measurement, and Key Performance Indicators (KPIs)

- Using an intersectional lens and anti-racism approaches in our programs, policies, and decision-making;
- Supporting leadership development and coaching in human rights, EDI, and cultural awareness; and,
- Focusing on governance and accountability.

- 3.1. DRIVE² Strategy 2023-2027
- 3.2. EDI & Engagement Lens
- 3.3. Leadership Development and Coaching

- Removing barriers to improve employment opportunities (recruitment, selection, hiring, promotion, retention, professional development, transfers, training).
- Identifying targets and tools to improve equity; and,
- Promoting member inclusion, safety, and wellness programs and other initiatives.

- 2.1. Employment Systems Review
- 2.2. Self-Identification Data Collection
- 2.3. Safe Workplace Program
- 2.4. Member Wellness Program Enhancements
- 2.5. Employee Resource Groups
- 2.6. Interfaith Prayer Spaces
- 2.7. Chaplain Program Re-Launch

- Engaging and building relationships with the many diverse communities we serve;
- Addressing and preventing systemic discrimination in programs, projects, operations, and decisions; and,
- Reducing violence and victimization, and confronting hate against marginalized groups.

- 1.1. Use of Force Community Review Panel
- 1.2. Hate Crime Response
- 1.3. Race and Equity Data Strategy
- 1.4. Neighbourhood Policing Review
- 1.5. Call Referral Model
- 1.6. Indigenous Relations Journey
- 1.7. Violence Against Women /Femicide
- 1.8. 2SLGBTQQIA+/OPS Collaboration
- 1.9. Community Engagement
- 1.10. Guns and Gangs Approach
- 1.11. Conflict Resolution and Peacebuilding
- 1.12. Annual Human Rights Learning Forum
- 1.13. Annual Diversity Celebration
- 1.14. Community Celebrations/Recognitions
- 1.15. Multi-Language Translation Services
- 1.16. Body-Worn Camera Pilot

These numbers represent our starting point

Percentages are 'top two box' totals (*strongly agree* and *agree*, or *very good* and *good*). Sources:

- TalentMap 2020 Member Engagement Survey Report November 2020
- IPSOS 2018 Public Research Report September 2018. Margin of error: +/-1.9%, 19 times out of 20.

Diversity Audit 2019 Global Diversity and Inclusion Benchmarks Assessment (5-point maturity scale)

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