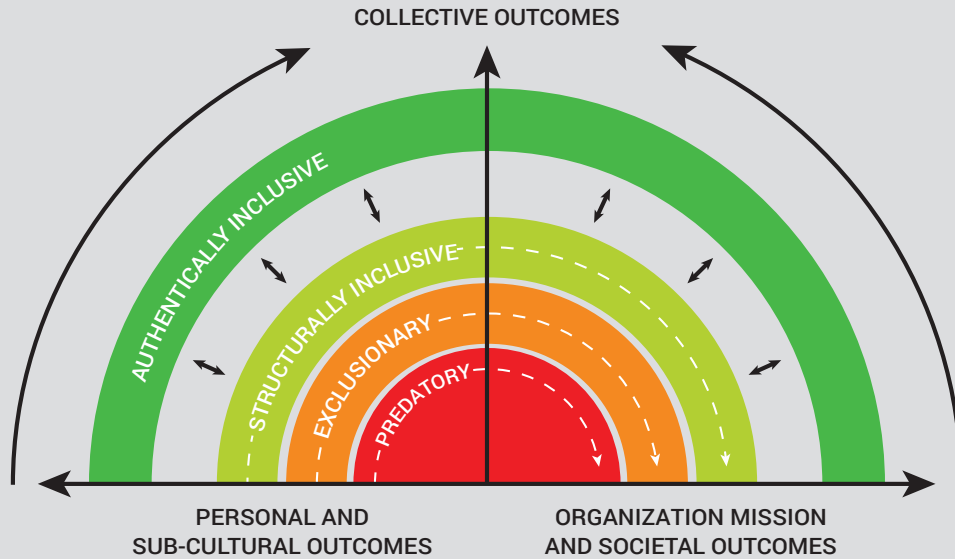


# A Spectrum of Organizational Environments

As reflected to varying degrees in the lived experience of police members across Canada and abroad

**Combined goals shared by all Police Services in Canada:**  
 Execute the core mission to serve the expectations of society  
 Support the needs and career aspirations of our own members



## Bridging the Gap

- A gap exists between structural and authentic inclusion ... with no natural progression
- Organizations must strive to be exemplary at structurally inclusive programming and targeted diversity
- But ... achieving authentic inclusion will require different and deeper solutions

### Predatory

- Characterized by hunters and their prey
- Periodically and/or continuing patterns of behaviour
- Psychological injuries, physical harm and organizational costs are significant
- Public trust in policing is undermined

### Exclusionary

- Less overt motives, still experienced as exclusionary
- Systemic, structural and cultural barriers
- Inequitable access to policing careers, promotions and assignments
- Harmful ongoing adaptations required of individuals seeking to assimilate
- Blocking our access to needed talents
- Diminishing effective deployment of diverse skills and perspectives

### Structurally Inclusive

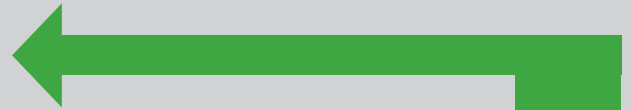
- Canadian police services can take pride in their achievements
- No country surpasses Canada in breadth of policies and programs to support diversity
- Programs may be reactionary to specific issues and/or targeted to identified groups
- Most efforts remain focused on achieving diversity targets
- Some are viewed as divisive or unfair

### Authentically Inclusive

- Genuine, widespread and ongoing efforts towards:
  - inclusion
  - respect for differences in all forms
  - unrestricted deployment of talents
- Individuals are recruited and valued for their authentic selves
- Diverse capabilities and perspectives are encouraged and fully utilized
- Current evidence: such an environment does not yet exist in our police organizations

## Towards Authentic Inclusion – Our Calls to Action

Global Studies 2018 proposes that three intersecting strategies are required to move Canadian police organizations toward the achievement of authentically inclusive work environments to support and deploy our members today, and to attract and welcome the most qualified members for tomorrow.



### Challenge Our Assimilative Policing Culture

- Canada is widely recognized for its diverse and inclusive society
- While still an elusive goal for many in our country, nowhere is this ideal more genuine and broad in scope
- Canadian policing continues to reflect a culture of assimilation
- Traditions shape many assumptions and conformity too often overrides inclusion
- To serve 21st century Canadian society, we must confront and change these assumptions

### Widen All Pathways to Talent

- Complexity and expectations have changed alongside the make up of our communities
- Challenged to fill recruit classes and civilian positions with the needed qualities, skills, perspectives and values
- Must modernize what we are looking for at entry, at every level, and in every aspect
- Must align with the attitudes of young talented people about what this career can offer them and what they can offer us
- A consistent unified Canadian recruiting strategy, aiming for the next generation

### Engage in Courageous Leadership

- A strategic challenge that requires the courage to go to uncomfortable and contentious places
- Confront what some may see as acceptable behaviours and core traditions
- Encourage research efforts and evidence-based practices in structural inclusion
- Recognize that we all have predators, exclusionary practices, and systemic barriers that pose real risks and limit opportunities
- Balance respect for all with necessary supports to everyone affected by change
- A national "inclusion" working body: continuing support and guidance, accountability for action, continued research and learning, and progress metrics
- Feature inclusion prominently in CACGP's ongoing work on the subject of Public Trust

### A Simple Assignment Worth Considering

Global Studies 2018 hosted an encounter with a diverse mix of currently serving sworn and civilian members from several police services.

We asked them open questions about their lived day-to-day experience.  
They answered candidly ... and we listened, and we learned.

**What if similar conversations took place in every police service next week?  
What might you learn?**

