

The Systemic Racism Project of the London Police Service

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Executive Summary

Context of the Report

The impetus behind this report was the death of George Floyd at the hands of a police officer in the United States, triggering global protests against police use of force. In response to the public reaction, many police organizations across North America are now reflecting on their treatment of people of color and devising measures to improve the relationship.

The London Police Service is one of the first few police organizations in Canada that have voluntarily undertaken a research project on systemic racism to better serve the culturally and ethnically diverse community of London, Ontario.

Research Objectives

The specific objectives of the project were:

1. To identify whether service gaps/differences exist during police interactions with White versus the Black, Indigenous and People of Color (BIPOC) community members of London, Ontario;
2. To determine whether any systemic barriers exist within the LPS that might impact the professional growth and development of BIPOC members; and
3. To conduct an Employment Systems Review (ESR) to determine whether the current policies and procedures followed by the LPS are equitable and fair to all members of the LPS.

Research Design

The project was divided into three phases. In Phase I, public opinion was sought regarding their interactions with the members of the LPS through in-depth interviews with the BIPOC members of the community, followed by an online survey open to all residents of London, Ontario. In Phase II, interviews were conducted with BIPOC members of the LPS regarding their views about the organizational culture. The interviews were followed by an online survey administered to all members of the LPS. In phase III of the project an Employment Systems Review (ESR) of LPS human resources policies and procedures was conducted to identify any barriers that may be impeding the progress of BIPOC members in their careers within the organization.

Phase I Findings

The analysis of interviews conducted with the BIPOC community members during the first phase of the project yielded themes that indicated that police officers were generally impolite and dismissive, relied on stereotypes while interacting with the BIPOC community and occasionally used excessive force. The survey results highlighted similar themes. However, there was a significant difference of opinion between the BIPOC and White community members regarding the officers of the LPS with the BIPOC respondents showing a higher level of dissatisfaction compared to the White respondents.

Phase II Findings

The analysis of interviews with BIPOC members of the LPS revealed dissatisfaction with certain elements of the organization's culture such as the bonding between White members which excluded others and the use of culturally inappropriate language. The BIPOC members also believed that they are discriminated against when it comes to career development and growth opportunities. The results of the survey, which included all members of the LPS, were interesting as the White members claimed that they were discriminated against to accommodate diverse and women members. The White members (men) claimed that the organization was relaxing the recruitment and promotion criteria to facilitate the BIPOC members and women, at the cost of organizational effectiveness and the quality of service- delivery by the LPS.

Phase III Findings

The third phase of the project included an Employment Systems Review (ESR) to assess the Human Resource policies and procedures to determine whether any of them were creating barriers to the growth and development of diverse members within the organization. While the policies and procedures reviewed were consistent with the principles of equity, diversity and inclusion outlined by the government, some minor observations were made where LPS could improve its process to enhance employee satisfaction.

Summary of Recommendations

Based on the findings of the three phases, the recommendations are summarized as follows:

LPS should focus on developing training programs for all employees focusing on developing cultural competence and cultural humility, and organizational policies and procedures must reflect these efforts.

Resources should be allocated towards community outreach programs to improve public-police relationships and enhance mutually beneficial partnerships.

The recommendations of the employee interviews, employee survey and the ESR mainly focus on enhancing transparency in the recruitment, selection, employee development and promotional processes within the LPS.

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Background of the study

As protests spread around the globe in the wake of George Floyd's death in Minneapolis, Minnesota on May 25, 2020, public demand to reform, defund or even abolish police organizations due to systemic racism within policing has evolved and gained momentum. Although the issue of systemic racism in policing has arisen primarily as a result of highly publicized actions by police in the United States, Canada is no exception. With increasing calls for police agencies across North America to identify and address systemic racism within policing, London Police Service (LPS) proactively implemented a community-based research project to identify how policing is experienced by members of the London community and whether elements of systemic racism exist within the LPS as an organization. For this purpose, the Chief of police at the time, Steve Williams, assigned Dr. Hina Kalyal (Planning and Research analyst) in August 2020 to undertake the project under the supervision of former Deputy Chief Stu Betts and Professor Emerita Carol Agocs of Western University. The project concluded in October 2021 and a preliminary report was produced by Dr. Kalyal.

The first step in the project was to establish a definition of systemic racism. According to Government of Ontario (2017), systemic racism occurs:

When institutions or systems create or maintain racial inequity, often as a result of hidden institutional biases in policies, practices and procedures that privilege some groups and disadvantage others.

We can assume that maintaining raced based inequalities could lead to a difference in the quality of service offered by police organizations. This bias may be intentional or unintentional and is not necessarily based on racism. It may be the result of following routine practices without considering the consequences and impact of these actions on racialized groups in the society.

Based on the above-stated definition of systemic racism, this research project examined whether systemic racism was identifiable in community perceptions of the behaviour of LPS members as well as in the organization itself. The main purpose of the project was:

1. To identify the existence of service gaps/differences during police interactions with White versus the Black, Indigenous and People of Color (BIPOC) community members of London, Ontario
2. To determine whether any systemic barriers impacting the professional growth and development of BIPOC members exist within the LPS
3. To conduct a review of LPS HR policies to identify systematic, attitudinal and cultural barriers that may limit equity, diversity and inclusiveness in the workplace.

This report will be used as a basis for a new LPS anti-racism action plan, which will inform the change strategy designed to ensure that LPS works to reduce the personal and structural bias in all its services provided to London's diverse communities. The plan will also serve to remove biases from organizational processes that could potentially create barriers to progression for any member of LPS, White or BIPOC.

Project Phase I: Community interviews and survey

The first phase comprised of interviews with members of the BIPOC community in London (January-May 2021; $n=31$) followed by an online survey open to all London residents (May-June 2021; $n=356$)

Interview results

Analysis of the interview data revealed several key themes regarding interviewees' experiences and perceptions of racism during the course of their interactions with members of the LPS. The analysis also identified suggestions made by the participants for improving police interactions with members of the BIPOC communities.

The following five themes emerged from the thematic analysis:

1. Officers treating victims' suffering dismissively.
2. Officers displaying rude and domineering behavior towards BIPOC community members.
3. Officers stereotyping BIPOC communities.
4. Excessive use of force by officers.
5. BIPOC community's positive experiences and encounters with police and recognition of challenges.

Survey results: closed-ended questions

Participants were asked to self-identify their race using as many options as necessary. Of those, 194 (56%) self-identified as White while 152 (44%) participants self-identified as being members of the BIPOC community. Of the groups within this aggregate category of BIPOC, the majority ($n=37$, 24%) indicated self-identifying as Black (e.g., African, Haitian, Jamaican, Somali), followed by 20% ($n=30$) who self-identified as Indigenous (e.g., Inuit, Metis, First Nations).

Satisfaction with Police Action

The participants were asked a series of questions about their satisfaction regarding their experiences with the LPS. The following section presents the findings from these questions and the differences in opinion between the self-identified BIPOC and White participants (Table 1).

Table 1: Were you satisfied by the actions taken by the members of the LPS?

Racial Identity	Response		
	Yes	No	Prefer not to Answer
White ($n=194$)	115 (59%)	38 (20%)	41 (21%)
BIPOC ($n=152$)	61 (40%)	71 (47%)	20 (13%)

Satisfaction with Police Action over Time

Table 2 shows cross tabs of satisfaction by time and race, revealing a significant increase in satisfaction and decrease in dissatisfaction with the police among members of the BIPOC community. However, responses by the White community indicate a marginal increase in satisfaction as well as in dissatisfaction compared to five years earlier. Further investigation into the reasons behind the significant improvement in the level of satisfaction among the BIPOC community members revealed that these changes coincide with the cultural sensitivity and soft skills development training initiative by the LPS that began almost five years ago. These results thus provide support for the efforts made by the LPS in understanding the needs of the diverse London community.

Table 2: Satisfaction with Interaction by Time and Race

Racial Identity	Time of Interaction	Were you satisfied by the actions taken by the members of the LPS?			
		No	Prefer not to say	Yes	Total
BIPOC	Less than a year ago	29 (39%)	6 (8%)	39 (53%)	74
	Less than five years ago	31 (45%)	5 (7%)	33 (48%)	69
	More than five years ago	20 (77%)	1 (4%)	5 (19%)	26
White	Less than a year ago	19 (24%)	2 (3%)	57 (73%)	78
	Less than five years ago	11 (20%)	6 (11%)	37 (69%)	54
	More than five years ago	7 (25%)	0	21 (75%)	28
Not stated	Less than a year ago	48 (32%)	8 (5%)	96 (63%)	152
	Less than five years ago	42 (34%)	11 (9%)	70 (57%)	123
	More than five years ago	27 (50%)	1 (2%)	26 (48%)	54

Fairness of treatment

Table 3 shows crosstabs of fairness of treatment by race, showing that a majority of BIPOC participants believed that they were treated unfairly by the police in comparison with the White participants.

Table 3: Do you think you were treated fairly?

Racial Identity	Response		
	Yes	No	Prefer not to Answer
White (n=194)	123 (63%)	31 (16%)	40 (21%)
BIPOC (n=152)	57 (38%)	78 (51%)	17 (11%)

Survey results: Open-ended questions

It must be noted that all information was provided on the condition of anonymity, and anecdotal examples have not been verified by the lead researcher (Dr. Hina Kalyal). The themes that emerged were very similar to the ones arising from community interviews and reflect the positive and negative perceptions of members of the LPS based on community members' interactions with the police. The respondents who did not identify their race or preferred not to answer the question were not included in the qualitative analysis. This was because our aim was

to ascertain whether the views of the White and BIPOC community members differ in terms of observed quality in service.

Positive comments by BIPOC respondents

The positive comments by BIPOC respondents were based on their direct or indirect interactions with the members of the LPS. The interactions ranged from traffic stops to mental health calls, break-ins and disturbance reporting. During these interactions, the BIPOC participants found LPS officers to be kind and considerate, while resolving the issue to the community members' satisfaction.

Positive comments by White respondents

Most White respondents expressed their confidence in the professionalism and competence of the officers of the LPS and generally found them to be polite, patient, and supportive.

Negative comments by BIPOC respondents

A majority of the BIPOC respondents found the officers of the LPS they had dealt with to be rude, dismissive, demeaning, judgmental and unresponsive. The community members complained about not being provided with the reasons for poor treatment or at times for arrest, which they attributed to racism in the absence of a plausible explanation. The interactions included calls for service, as well as being charged and arrested in the presence of other community members. Traffic stops were the most common interactions reported by the members of the BIPOC community which left a very unfavorable impression of LPS officers. The negative interactions were grouped into four main themes presented below:

1. Displaying rude and domineering behavior towards BIPOC community
2. Treating victims' suffering dismissively
3. Stereotyping of BIPOC communities by police
4. Excessive use of force

Negative comments by White respondents

Some White respondents of the survey also expressed dissatisfaction over their interactions with officers of the LPS. The themes that emerged were similar to those for BIPOC data. Being treated dismissively, experiencing rude behavior, excessive use of force and observing stereotyping of BIPOC communities were the main concerns.

Table 5: Breakdown of Community Survey Qualitative Responses

Comments	BIPOC (n=127)	White (n=138)
Positive comments (total)	38%	69%
Negative comments (total)	62%	31%
Negative comments (breakdown by theme)		
Displaying rude and domineering behavior	19%	9%
Treating victim's suffering dismissively	18%	14%
Stereotyping	17%	4%
Excessive use of force	8%	4%

Limitations of the study

The results of the present research must be interpreted with caution due to certain limitations:

One potential limitation of the current study is the small sample size which may not be representative of the entire community.

The anonymous, self-report nature of the responses makes it difficult to verify the claims of the participants. However, all the responses are based on the lived experiences and perceptions of the community members, and it is important to take these into consideration and address them accordingly.

Another limitation of the study is that the survey was available online in English only via the LPS official website and social media. This may have restricted participation by non-English speaking individuals and those without access to technology.

Recommendations and actions

The purpose of the community interviews and survey was to determine whether any significant differences in service exist for BIPOC versus White members of the London community, indicating the existence of systemic racism within LPS. However, before providing answering this question, we must revisit the definition of systemic racism which, according to the Government of Ontario (2017), occurs when an institution creates a difference in quality of service based on race. The definition also identifies underlying causes of systemic racism which are described as hidden institutional biases in policies, practices and processes that privilege, or disadvantage people based on race. Although the results indicate a discernable difference between the responses of the BIPOC and the White communities with reference to their direct or indirect interactions with members of the LPS, a detailed analysis of the organizational procedures and policies (reported in Phase III) did not reveal any issues that would lead to this discrimination. The small sample size is a significant limitation of the present study, and the results must be interpreted with caution. However, the LPS firmly believes that any concerns regarding discrimination or gaps in service must be addressed and is committed to taking appropriate actions. It may be likely that organizational practices influenced by police culture are contributing to the difference in service quality, based on how work is routinely carried out without reflecting on the outcomes.

The Ontario Human Rights Commission's ("OHRC") Policy on Eliminating Racial Profiling in Law Enforcement identifies the following key principles and practices as the basis for positive change and respect for human rights in law enforcement.

1. Acknowledgement
2. Engagement
3. Policy guidance
4. Data collection

5. Monitoring and accountability
6. Organizational change
7. Multi-year action plan

Based on the results of the Systemic Racism Project, details on the adoption and implementation of each principle (inspired by Peel Regional Police Report, 2023) are presented below.

1. Acknowledgement	
Recommendation	Action
Engage with London's diverse communities on the form and content for the acknowledgment of their specific policing needs	The LPS holds consultations with the public and conducts a Public Needs Surveys as a part of its strategic planning process to better assess their needs and develop mutually acceptable solutions. The results of these consultations/surveys become part of LPS's strategic plan which is shared publicly.
2. Engagement	
Recommendation	Action
Create an Anti-racism advisory committee composed of anti-racism experts and people with lived experiences who reflect diverse viewpoints on the role of police. This advisory group would consult with London's diverse Black, Indigenous and racialized communities and provide ongoing advice on the content of these recommendations and how best to meaningfully implement these recommendations.	The Anti-Racism Advisory Panel (ARAP) constituted in June 2020 is mandated to advise the London Police Services Board (LPSB) with respect to its role in overseeing and monitoring the response to and implementation of the recommendations directed to the LPSB related to anti-racism. As a committee that is advisory to LPSB, the work of ARAP is informed by appropriate legislation, regulations, policy, independent research, data analysis and lived experiences. The ARAP includes representation from the London Police Service (LPS), subject matter experts, and members of racialized communities including but not limited to Black and Indigenous communities.
Engage with London's diverse communities to create police-public partnerships for the resolution of community issues and to improve relationships.	<p>LPS is involved in several ongoing initiatives for community outreach, specifically for BIPOC communities. This list is not exhaustive, but rather, a representation of what LPS is currently doing. The initiatives include:</p> <p>Youth in Policing Initiative (YIPI) The program is designed to enhance the relationship between the police and the neighbourhoods we serve. Youth from various communities and backgrounds are exposed to a variety of educational experiences with local religious, cultural and ethnic groups, receive diversity training and participate in a variety of personal development opportunities.</p> <p>Project Building Unity in London's Diverse Society (BUILDS) A newly acquired grant that aims to build connections and create opportunities between young people and the LPS.</p> <p>Rookie League This program provides youth (ages 8-11) from various communities and diverse backgrounds the opportunity to learn and play baseball with police officers who coach, organize the league and provide mentorship.</p> <p>Lewis Coray Trail Blazer Award LPS is a member of the Committee for Black History London and is involved in meetings, recruiting and enhancing our relationship with the Black communities. The Lewis Coray Trailblazer award is hosted by the LPS every year to honour Sgt. Lewis Coray, the first Black police officer of the London Police Service. The award recognizes three high school</p>

	<p>students of the Black community for their outstanding work, and the winners receive a bursary and an award.</p> <p>Diversity, Inclusion and Anti-Oppression Community Advisory Committee (DIACAC) An officer of the LPS Diversity Unit is member of the DIACAC which provides leadership on matters related to diversity, inclusivity, equity and the elimination of discrimination in the City of London.</p> <p>Reconciliation Action Plan The LPS is committed to fostering reconciliation with the Indigenous community by developing a comprehensive Reconciliation Action Plan. This initiative aims to address past injustices, build trust, and establish a foundation for ongoing collaboration and mutual respect. The plan focuses on community engagement, cultural awareness training, partnership development, policy review, accountability, and support for Indigenous officers. Through these efforts, the London Police Service seeks to create a more inclusive and equitable future and strengthen relationships.</p> <p>Action Plan to Disrupt Islamophobia The LPS participates on the Muslim Mayoral Advisory Circle comprised of professionals and community leaders with lived experience. The group advises the mayor on topical issues that Muslims face in short and long term.</p> <p>Black History Coordinating Committee Diversity officer is part of the committee to create, promote and support black themed historical, community and social events for City of London.</p> <p>Pride/LGBTQ2S+ Committee Diversity officer on the committee to promote and support community parades and events.</p> <p>London and Middlesex Local Immigration Partnership Diversity officer part of this community-initiated collaboration to create a welcoming community; provide support and services for immigrants; reduce systemic barriers in our community; improve communication and access to information; and coordinate and collaborate between support systems and people who need them.</p> <p>Anti-Hate Project Diversity Unit is part of this City Hall committee to identify communities targeted by hate. London is the first city in Ontario to do this. The goal is to create solutions, procedures and information to prevent misunderstandings and hate.</p> <p>Interfaith Dialogue Initiative Newly formed group of cultural, diverse and faith leaders across London to help build bridges of understanding and mutual respect across all faith-based communities.</p> <p>Equity Diversity & Inclusion Committee and Summits EDI leaders, professionals and police officers across Ontario created this group to create and modernize policies to ensure inclusivity, equality and representation of all BIPOC, 2SLGBTQ+ communities and cultural groups.</p>
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	<p>Presentations Our Diversity and Outreach Officer has made presentations about the attack on the Afzaal family in June 2021 to various police services, organizations and communities in Ontario as well as at the Hate Crime Conference organized by the York Regional Police. The presentation highlighted how the London community came together in this tragedy to stand against discrimination and Islamophobia.</p> <p>Several presentations have also been made by the Diversity and Outreach Unit to new immigrants on policing and community safety in Canada via the Cross-Cultural Learners Centre (CCLC) and the John Howard Society.</p> <p>Contacts with Community Groups The Diversity and Outreach Unit at the LPS has established contacts with the Hindu Cultural Centre, the Jewish community and the Muslim community to assist with concerns related to safety, for educational presentations and engagement on race and culture and mentorship programs for youth.</p> <p>The Diversity and Outreach Unit has been involved with the Indigenous communities, including working with the N’Amerind Friendship Centre for introducing new police recruits to Indigenous culture and traditions. LPS Diversity officers also work with Atlohsa Family Healing Services to participate in significant Indigenous events, such as the Indigenous Awareness Day on June 21st and the Orange Shirt Day on September 30th, honoring the children sent away to residential schools. They participate in the Indigenous Spring gathering events hosted by Beal Secondary School and observe the Red Dress Day on May 5th in remembrance and awareness of the Murdered and Missing Indigenous Women and Girls.</p> <p>Our London Family Act The LPS has been a part of the community planning process and creation of the proposed “Our London Family Act” which would require annual anti-racism training for frontline workers in public sector organizations, including training on anti-Indigenous racism, anti-Black racism, anti-Asian racism, anti-Semitism and Islamophobia.</p>
<p>Work with community service providers where police are ill-equipped to deal with specific situations (e.g., mental health crises).</p>	<p>The LPS initially partnered with the Canadian Mental Health Association Elgin Middlesex, St. Joseph’s Health Care London and Middlesex London Paramedic Services to form three full-time Community Outreach and Support Teams (COAST). Each team is composed of a full-time LPS Constable paired up with a mental health or health practitioner from one of our three partner agencies. The teams work within the Community Crisis Response Unit. They are tasked to work alongside their clinical partners to ensure safety and assist in providing support, guidance, counselling, assistance and direction to persons who have experienced or are experiencing mental health crises.</p> <p>LPS and CMHA are currently exploring the viability of crisis call diversion.</p> <p>LPS is collaborating with the City of London on the “Whole of Community System Response to Health and Homelessness in London” to identify and develop solutions to the city’s issues.</p>

3. Policy Guidance	
Recommendation	Action
Conduct a policy review and update policies as per an established timetable	<p>The LPS undertook an Employment Systems Review of its Human Resources policies and procedures in 2021 and plans to continue this practice.</p> <p>The LPS has updated its procedure on Searches of Persons in custody to include a section on Searches of Indigenous Persons in Custody, which describes proper handling of the medicine bag.</p>
Ensure that the policies reflect the principles and best practices as laid out in the OHRC's Policy on eliminating racial profiling in law enforcement.	<p>The Fair and Impartial Policing (FIP) procedure was developed by LPS to affirm its commitment to its communities and its members, to uphold those values of fair and impartial policing. Acknowledging that the democratic and moral principles upon which ethical decision-making are made is the foundation of delivering equitable policing to all, the LPS will adhere to those principles as outlined in this procedure.</p> <p>It is recommended that the FIP be updated to reference the OHRC's Policy on eliminating racial profiling in law enforcement.</p>
A prohibition on street checks and carding, which can be defined as officers requesting identifying information from members of the public with insufficient grounds for doing so.	Procedure on the Collection of Identifying Information addresses this recommendation
A trauma informed approach must be adopted which means a person's use of disrespectful and negative language toward the officer requires reasonable tolerance and tact and cannot form the basis of further differential treatment	Soft skill development courses are regularly conducted during in-service training annually for all members. The regular modules focus on history of racism in Canada and unconscious bias awareness. Future training will include modules on procedural justice and trauma informed approach.
4. Data Collection	
Recommendation	Action Plan
Collect, analyze and publicly release human rights-based data on an annual basis, along with relevant intersectional identity data, on the full range of police-civilian interactions, including stop and question activities, traffic and pedestrian stops, charges, arrests, releases and use of force.	LPS is committed to implementing race-based data collection initiatives as recommended by the Ontario Associate of Chiefs of Police (OACP) Race-Based Data Working Group.
5. Monitoring and Accountability	
Recommendation	Action Plan
Establish a process within the service to search and track negative findings about an officer's testimony or conduct in decisions of courts or tribunals, correspondence from the OIPRD, LECA, SIU Director, or any legal decision involving a Charter breach that reflects conduct consistent with Anti-Black racism, racial profiling, or discrimination. This process should help supervisors review these concerns in one centralized location	Under consideration
If LPS proceeds with deploying body worn cameras to frontline officers, they shall develop and implement a policy governing the use of the body-worn cameras	In progress
6. Organizational Change: training, culture, hiring	
Recommendation	Action Plan
LPS should work with Black and Indigenous communities and one or more external experts to develop and implement regular, detailed, scenario-based and ongoing human rights-focused training, to new recruits, current officers, investigators and supervisors	LPS has been delivering training on these topics since 2014. Recently a training module was developed under the guidance of a world-renowned expert on unconscious bias, Prof. Patricia Devine. This training was delivered to all members of the LPS including senior leadership. An evaluation of the training has been conducted and the results show that the training achieved

	its goal of influencing attitudes which in turn reduces unconscious bias.
Develop a method to objectively measure the effectiveness of officer training (both initial and continuing) for unconscious bias, mental health issues, de-escalation and use of force.	LPS is working on systematically revamping all its training modules to be based on research evidence and on developing metrics for training effectiveness. Where relevant, training modules will include discussion on procedural justice.
LPS should publicly commit to working toward ensuring the police service and its leadership is as diverse as the community it serves, including in supervisory and leadership positions.	LPS is committed to continuous improvement in its recruitment, selection, hiring and promotional processes to better ensure that its membership is reflective of the community it serves. Improvements include increased recruitment initiatives such as pairing Recruitment Officers with Diversity Officers at cultural community events and newcomer events, and increased opportunity for mentorship of members of diverse communities.
7. Multi-Year Action Plan: anti-racism action plans with clear targets	
Recommendation	Action Plan
Create and publish a multi-year action plan that incorporates the recommendations of the Systemic Racism project and includes timelines for completion. The Anti-Racism Advisory Panel should be involved in establishing this action plan.	To be determined

Project Phase II: LPS member interviews and survey

The purpose of second phase of the project was to identify aspects of organizational culture at LPS that disadvantage Black, Indigenous and People of Color (BIPOC) persons employed by the organization and the impact of this disadvantage on service delivery.

Member interviews

A total of 13 in-depth interviews were conducted (May-June 2021) with LPS members who self-identified as members of the BIPOC community. Based on the responses to the interview questions the three key emergent themes are:

1. Organizational communication
2. Informal interactions
3. Decision Making

The following section will present each theme and the data supportive of each theme.

Organizational Communication

Most members ($n=9$) agreed that race-based and gender-based discrimination existed at LPS, although these prejudices tend to be expressed in subtle and covert ways.

Informal Social Interactions

Participants (n=11) observed that although job postings were available online or shared with all members at the same time, advance knowledge of a posting depended on how well connected a person may be within the organization.

Decision-making

In terms of decision-making, members were asked their opinion about whether they believed the hiring, promotions, task assignment and performance appraisal processes were fair at the LPS.

Hiring. When asked if the hiring process at LPS is fair for members of diverse communities, most members (n=8) believed it was fair enough but that there was room for improvement.

Promotions. All members (n=7) who responded to the question regarding the promotional process at LPS believed it was based more on favoritism than racism.

Task assignments. The members (n=7) who responded to the question regarding task assignments did not find the process to be fair.

Performance appraisals. Some members (n=7) found the performance appraisal process to be non-serious and not reflective of their actual performance.

Member survey

A survey was developed based on the results of the preliminary interviews with the members of the LPS discussed above. It was shared with all members of the LPS via the Survey Monkey platform.

Survey results: Closed-ended questions

The member survey invited all members (sworn, civilian and cadets) of the LPS (795 approximately) to participate (June-August 2021). A total of 307 responses were received for a response rate of 39%.

Communication

In terms of organizational communication, around 70% of both White and BIPOC members agreed that career opportunities were fairly announced to everyone in the organization. However, the BIPOC members expressed concerns regarding the use of racist and sexist language being used in smaller circles.

Informal Social Interactions

Both BIPOC and White members expressed almost a similar level of agreement (40%) and disagreement (40%) with the presence of an inner circle of information in the organization.

Decision-making

Decision-making included several factors related to hiring, promotions and performance evaluation etc.

Hiring process. A significantly higher percentage of White members considered the hiring process to be unfair (43%) compared to BIPOC members (25%).

Promotional Process. Over 50% of both White and BIPOC participants agreed that professional growth within the organization was dependent upon personal relationship with the supervisors. In terms of being passed over for promotional opportunities, the percentage of agreement was significantly higher among White members (69%) compared to BIPOC members (51%). A higher percentage of White members also disagreed with the promotional criteria being well defined (44%) compared to BIPOC members (38%).

Performance appraisals and feedback. Compared to White members, a higher percentage of BIPOC members (49%) considered the performance appraisal process to be a fair assessment of their performance compared to White members (44%).

Accommodation of diversity. Compared to White members, a higher percentage of BIPOC members (27%) believed that they were not accommodated for religious or cultural observances outside of mainstream holidays compared to White members (8%)

Management or supervisory style. Approximately 70% of both White and BIPOC members agreed that supervisors at LPS displayed cultural sensitivity.

Organizational norms. In terms of the provision of equal growth opportunities, a higher percentage of White members disagreed with the statement (48%) compared to BIPOC members (32%).

Response to concerns. A higher percentage of BIPOC members (43%) felt uncomfortable reporting inappropriate behaviors compared to White members (35%)

Survey results: Open-ended questions

The summary of open-ended responses is presented below:

Communication. The participants including 1 BIPOC and 24 White members were generally satisfied with the official communication process at the LPS. However most believed that racism and sexism at LPS tends to be more covert and inadvertent, which may be attributed to lack of knowledge regarding other cultures.

Informal Social Interactions. Detailed comments regarding informal social interactions at the LPS were provided by 1 black and 25 White participants. Most participants felt that lack of after-work interactions in informal settings did have a negative impact on their careers. However, participants agreed that becoming part of an informal group depended on one's own initiative.

Decision-making

The decision-making process consisted of several factors and the members were given the opportunity to provide detailed comments on the process.

Hiring process. A total of 46 participants provided detailed comments. A majority of the 40 White members held negative views about hiring at the LPS and believed it was unfair to White heterosexual men giving rise to what they believed was reverse racism. It is interesting to note that the BIPOC officers (n=6) held similar views and felt that the process should be fair regardless of race and gender.

Promotional process. 46 participants provided comments. Of these, 5 were BIPOC and 41 were White. Interestingly all participants expressed concerns regarding gender bias, favoritism and “reverse racism” in the promotional process.

Performance appraisals and feedback. The 48 White and 5 BIPOC participants agreed that performance reviews at LPS were a mere formality and did not hold any weight during the promotional process.

Job/task assignment. Of the 31 White and 1 BIPOC participants who provided comments on job assignments, most (n=23) expressed dissatisfaction and concern over the manner in which tasks are assigned, especially to sworn members at LPS which is a source of stress and demotivation.

Management/Supervisory style. Of the 5 BIPOC and 26 White participants who commented on management and supervisory style at LPS, only a few (n=9) believed that management was fair and did not tolerate racism or sexism and that a positive cultural change was evident at LPS. The remaining were dissatisfied with their managers and also the anti-bias training received, which they considered to be a mere formality.

Accommodation of diversity. There was no difference of opinion among the 3 BIPOC and 32 White participants who provided comments on accommodation of diversity at the LPS. There was a general sense of frustration especially among male members regarding the manner in which women members were provided accommodations.

Organizational norms. 4 BIPOC and 30 White participants believed that there were few mentoring opportunities for sworn officers which are available only to a favored few, especially women and diverse members. Others stated that LPS culture is dominated by toxic masculinity whereby sports and physical health is the dominant status and where academic achievements, and interests are less important.

Response to concerns. 3 BIPOC and 14 White participants expressed dissatisfaction over the way concerns regarding harassment etc. are handled at LPS with the “*Don't ask, don't tell and ignorance is bliss ideology still present.*”

Recommendations by LPS members

Comments of the 65 participants who provided recommendations for the improvement of organizational processes can be divided into five major themes:

1. Merit-based decision making

2. Fairness in organizational processes
3. Clear promotional standards
4. Better communication
5. Equal training opportunities

Process improvement initiatives by the LPS

The purpose of Phase II of the project was to determine if any discrimination exists in the career development opportunities available to its members. The results indicate a sense of dissatisfaction among the BIPOC members of LPS regarding their career growth and other work-related matters. On the other hand, the White members of LPS consider themselves to be the victims of “reverse racism”. However, similar to Phase I, the results of Phase II must also be interpreted with caution due to the small sample size which may not be representative of the entire organization. However, the LPS leadership is committed to addressing any issues related to perceptions of discrimination within the organization and has taken steps to address these issues.

The HR Division has been focusing on building the capacity to systematically address organizational issues. It is important to note that this list of initiatives undertaken by HR is not exhaustive, but rather, a representation of the overall efforts by the Division towards the development of transparent organizational processes. Some of the initiatives are as follows:

1. Members of the HR Division are involved in the applicant screening and selection process as panel members for all external recruitment as well as the internal selection process.
2. HR has revised and rolled out educational sessions on the promotional process which are available on the intranet.
3. HR is currently working to develop objective criteria and decision making for Expressions of Interests for lateral transfer opportunities for Sergeants, Secondary Duty opportunities and training/conference participant selection in terms of professional development.
4. The LPS has recently acquired software for human capital management which will help streamline HR processes and create greater transparency in decision-making. Once implemented, a Human Resource Information System (HRIS) will allow HR to track diversity in a meaningful way, improve employee profiles, and free up time which will enable the specialists to begin tackling some of the more complex systemic matters.

In the future, HR specialists expect to be involved in the following processes and initiatives:

1. Senior leadership selection panel as panel members for the Superintendent and Inspector promotional competitions.
2. Panel members for the Staff Sergeant and Sergeant competition.
3. HR is working on an oral presentation to be added to the promotional process which would have the leadership applicants speak about their thoughts of the results of their personality profile assessment, self-reflection on their leadership blind spots and their strategies to counter the same.

Project Phase III: Employment Systems Review

The third phase of the project consisted of an Employment Systems Review of LPS human resources policies and procedures to identify any barriers that may be impeding the progress of BIPOC members in their careers within the organization (June-August 2021). The review showed that LPS policies align with the provisions of the *Employment Equity Act*.

To ensure equity in making and implementing staffing decisions, the following suggestions are offered for consideration:

1. Applicants should be encouraged to voluntarily self-identify, consistent with the LPS's stated commitment to diversity to improve the representation of racialized groups and women.
2. Policy regarding the conduct of interviews and selection decisions should state that interview panels and selection boards must have diverse representation.
3. The weight assigned to selection interviews along with the scoring criteria should be transparent and clear.
4. Applicants should be encouraged to highlight skills related to their previous experience and training, such as knowledge of languages and cultures and previous volunteer or paid work in the community.
5. To assess the extent to which there is equity in assigning training opportunities, it is recommended that demographic composition and number of employees who participate in training and the kind of training opportunity availed should be reported annually.
6. The Human Resource Division should work with the diversity office to create a leadership development program specifically for BIPOC members to ensure they have adequate skills, training and knowledge required to succeed in their present and future roles.

Conclusion

The present research was made possible by the members of the London community and members of the LPS who took time to participate in this study. The main purpose of the project was to identify service gaps during police interactions with the citizens of London, Ontario and to determine whether any discrimination exists within the organization in terms of growth opportunities available to the members. The information gathered is vital in understanding the needs of the rapidly growing and diverse population of the City of London and as well as the members of the LPS.

The results of the study indicate that a majority of the BIPOC members of the community perceived themselves to be victims of racial bias by the officers of the LPS. Most White participants on the other hand, expressed satisfaction with the interactions they had had with LPS officers. In terms of the research conducted within the LPS, results show that diverse members have concerns regarding their growth and development within the organization. A detailed analysis of the HR policies, however, did not identify any concerns or weaknesses in organizational policies that may lead to systemic discrimination towards diverse members of the community or the organization.

Since perceptions are believed to be more important than reality, addressing any disparities in the perceived quality of service is imperative for any police organization to maintain its legitimacy and cordial relations with the community it serves. The same is true for the perceptions of BIPOC members within the organization. The leadership at LPS is committed to addressing all such concerns and this research report is a testament to that commitment. The present research will inform an action plan for change in the LPS by incorporating the recommendations in the future strategic plans and policies of the organization. Besides investing in cultural training and education of officers, LPS will continue its consultations with members of various communities in London, as in the case of various initiatives mentioned earlier in the report.

The LPS believes in “Deeds not Words” which is evident in our resolve to offer better and improved services to our community and to ensure a positive work environment for our own members to create a safer and stronger London.

References

Ontario Human Rights Commission. (2002). Employment Systems Review: Guide to the audit process. https://publications.gc.ca/collections/collection_2007/chrc-ccdp/HR4-3-2002E.pdf

Peel Regional Police (2023). Work plan to eliminate racial profiling and racial discrimination between the Peel Regional Police, Peel Police Services Board and the Ontario Human Rights Commission.

<https://www.peelpolice.ca/en/who-we-are/human-rights-project.aspx#Recommendations>

Appendix A: Letter of Information for Community Interviews [on letterhead]

Dear (name of head of community organization)

The London Police Service (LPS) is committed to providing bias-free policing to all members of our community. We are committed to providing services that recognize and respect the diverse array of backgrounds, experiences, perceptions and needs of all citizens. Fundamental to these goals is ensuring the dignity and respect for all members of the community including the members of our own organization.

To this end, the LPS is conducting research to determine to what extent systemic racism exists in our organization, and the identification of potential solutions. The research will be led by LPS Policy Analyst, Dr. Hina Kalyal who is a civilian member academically trained, published and experienced in conducting in-depth organizational research. The research study will include consultation and peer review involving external academics.

The research will include focus group or individual interviews (in-person or online) with persons who self-identify as members of the Indigenous, black or other ethno-cultural communities who have either personally interacted with a member of the LPS in the past or who have directly and personally observed interactions between a member of the LPS and the public. We are seeking your assistance in identifying potential participants for this component of the research.

The focus groups/individual interviews led by Dr. Kalyal will be confidential and conducted at locations (physical or virtual), convenient to the participants and will last approximately 90 minutes. The purpose of the focus groups/ individual interviews is to provide participants an opportunity to discuss their experiences and perceptions related to police interactions. Police officers will not form part of the focus groups/ individual interviews involving citizens. We hope one outcome of this exercise will be improved service to all communities.

Participation in the focus groups/individual interviews is voluntary. Participants may decline to answer any questions or withdraw from the focus group/individual interviews at any time. There is no known risk associated to participants of this study. Prior to participation, participants will receive full disclosure related to the process and Dr. Kalyal will be available to respond to any questions.

Your assistance will make a valuable contribution to policing in London. Dr. Kalyal will be contacting you in the near future to determine how you may be of assistance. In the meantime, please do not hesitate to contact Dr. Kalyal with any questions or concerns related to the research project at 519-280-8954 or by email at hkalyal@londonpolice.ca.

Thank you for your assistance in improving policing in London.

Yours truly,

Appendix B: Interview Guide for Community Interviews

Hello. Thank you so much for agreeing to participate in this interview. Let me begin by providing a background of this study.

The London Police Service (LPS) is committed to providing bias-free policing to all members of our community. To this end, the LPS has engaged me to conduct research to determine to what extent systemic racism exists in the police organization, and to identify potential solutions.

Before I begin the interview, I would like to explain the concept of **systemic racism** which has been described by the Ontario Anti-Racism Directorate as occurring when:

- An institution maintains racial **inequity** or provides **inequitable outcomes** (such as a difference in quality of service based on race).
- Systemic racism is often caused by hidden institutional biases in policies, practices and processes that privilege, or disadvantage people based on race.
- This bias can be intentional or unintentional and doesn't necessarily mean that people within an organization are racist.
- It can be the result of doing things the way they've always been done, without considering how they impact particular groups differently.

The purpose of this interview is to provide participants with an opportunity to discuss their experiences and perceptions related to police interactions. We are very interested in understanding how you see and experience the London Police.

Interviews will be conducted with at least 30 volunteer participants from London's various communities including Indigenous, Black and other ethno-racial groups. The results of the interviews will be compiled into a summary report that does not identify any of the individual participants. The report along with other research information will be used as a basis for a new London Police Service anti-racism action plan and change strategy designed to ensure bias-free services to all London's communities. The report will also be accessible to the public on the official website of the LPS.

This focus group interview will take around 60 minutes to complete. Your participation is voluntary, and you will never be personally identified in any way. You may decline to answer any questions or withdraw from the interview at any time. There is no known risk associated to participants of this study but please tell me if you are feeling uncomfortable or under stress. This conversation will be recorded with your consent and stored on a password protected computer without any identifying information. The interviews will not be accessed by LPS.

Do you have any questions about the interview or the research project before we begin our conversation?

Do I have your permission to begin recording?

- 1) It would be very helpful if you could share your ethnic origin.
- 2) What gender do you identify with?
- 3) Could you please provide an idea about your age in terms of range? Are you between:

18-25 years
26-35 years
36-45 years
46-55 years
56-65 years
Over 65 years

Part 1

- 4) I would like to know about your **direct interaction** with the members of London Police Service (LPS).
- 5) Were the officers you dealt with, White or persons of colour? Were they male or female?
- 6) How was the experience in general?
- 7) What measures were taken to resolve the issue? Were you satisfied by the actions? What actions do you think should have been taken in that situation by the police?
- 8) What is your opinion regarding the manner in which the issue was handled?
 - a. Do you think you were treated fairly?
 - b. How do you think a white person would be treated in a similar situation?
- 8) How did you feel about the interaction you experienced? Describe the feeling?
- 9) Were your expectations about the encounter met or not and how?

Part 2 (if applicable)

- 10) Can you tell me about an indirect experience where you **observed** an interaction between a member of public and police?
- 11) Were the officers you dealt with, White or persons of colour? Were they male or female?
- 12) How was the experience in general?
- 13) What measures were taken to resolve the issue? Were you satisfied by the actions?
- 14) What is your opinion regarding the manner in which the issue was handled?
 - c. Do you think the other person was treated fairly?
 - d. How do you think a white person would be treated in a similar situation?
- 14) How did you feel about the interaction you experienced? Describe the feeling?
- 15) Were your expectations about the encounter met or not and how?
- 16) Do you have other interactions you would like to describe?

Part 3

17) What steps might LPS take to improve their interaction with Indigenous, Black or peoples of colour communities?

18) Is there anything else you would like to add before we end the interview?

Thank you so much for your participation. Your assistance will make a valuable contribution to improving the way the LPS interacts with diverse communities in London.

Appendix C: Community Survey

Introduction

The London Police Service (LPS) is committed to working with stakeholders to reduce personal and structural bias in policing for all members of the London community. To achieve this goal, the LPS is conducting a survey with the London community to determine the extent to which community members have experienced systemic racism within the organization, and to identify potential solutions.

Before you begin the survey, we want you to understand how the LPS defines systemic racism. The concept of systemic racism has been described by the Ontario Anti-Racism Directorate as occurring when “an institution maintains racial inequity or provides inequitable outcomes (such as a difference in quality of service based on race). Systemic racism is often caused by hidden institutional biases in policies, practices and processes that privilege, or disadvantage people based on race. This bias can be intentional or unintentional and doesn’t necessarily mean that people within an organization are racist. It can be the result of doing things the way they’ve always been done, without considering how they impact particular groups differently.”

The purpose of this survey is to provide members of the London community with an opportunity to discuss their lived experiences and their perceptions related to their direct or indirect interactions with any members of the LPS (uniformed or civilian). We are very interested in understanding how members of the community perceive and experience the London Police.

Please note that at this time we are seeking participation from members of the London community who have either directly interacted with members of the LPS or have observed such interactions. This survey will take approximately 30 minutes to complete. Your participation is completely voluntary, and you may stop at any time. All responses submitted will be anonymous and you will never be personally identified in any way. You may decline to answer any questions or withdraw from the survey at any time.

The results of the survey will be aggregated and compiled into a summary report to provide high level findings, with no individual data presented. This report, along with previous research conducted, will be used as a basis for a new London Police Service anti-racism action plan. The plan will inform the change strategy designed to ensure that LPS works to reduce the personal and structural bias in all of its services provided to London's diverse communities. Once completed, the full report will be available to the general public on the official website of the LPS.

Any queries or comments related to the survey can be addressed to: Dr. Hina Kalyal, email: srproject@londonpolice.ca

There are no known risks associated with your participation in this survey. However, we understand that answering questions about your lived experience and perceptions related to your direct or indirect interactions with any members of the LPS can be very difficult. If you or

someone you know needs support, we want you to know that the following supports and services are available to you:

Canadian Mental Health Association (CMHA)-Middlesex: 519-433-2023 or 1-866-933-2023

London Mental Health Crisis Service: 519-433-2023 or 1-866-933-2023

N'Amerind (London) Friendship Centre: 519-672-0131

Atlohsa Family Healing Services: 1-800-605-7477

I confirm that I have read the information stated above and agree to participate in the survey:

Yes

No

Demographics

In order to further understand whether specific segments of the population are experiencing adverse impacts of systemic racism and to address racial inequities, we need better demographic data. This information will remain anonymous, and you will not be identified in any manner in the final report.

1. Can you please tell us which group, from the list that follows, you most closely identify with? Choose as many descriptors as you would like or use the open text box to fill in your preferred way to describe your identity. These descriptors are informed by the Canadian Federal Government Census Standards, and we recognize this list is not exhaustive.

Indigenous (e.g. Inuit, Métis, First Nations)

Indigenous to the USA: Native American

Arab/West Asian (e.g., Armenian, Egyptian, Iranian, Lebanese, Moroccan)

Black (e.g., African, Haitian, Jamaican, Somali)

Chinese

Filipino

Korean

Latin, Central and South American (e.g., Argentinean, Colombian, Mexican)

Multiple visible minorities

South Asian (e.g., Indian, Pakistani, Bangladeshi, SriLankan)

Southeast Asian (e.g., Cambodian, Thai, Vietnamese)

White (Caucasian)

Prefer not to say

Other gender (please specify)

2. If you are comfortable, please identify your gender (Choose as many descriptors as you would like):

Man

Woman

Transgender

Two-spirited

Non-binary

Gender-fluid
Gender questioning
Prefer not to say

3. Please indicate your age range

Under 18 years

18-24 years

25-34 years

35-44 years

45-54 years

55-64 years

65+ years

Prefer not to say

4. If you feel comfortable, please indicate your annual income range after taxes:

Less than \$20,000

\$20,000 to \$34,999

\$35,000 to \$49,999

\$50,000 to \$74,999

\$75,000 to \$99,999

\$100,000 to \$124,999

\$125,000 to \$149,999

Over \$150,000

Prefer not to say

5. If you feel comfortable, please provide your postal code

Direct Interactions with Members of the LPS

The following section will ask questions regarding your personal direct interactions with the London Police Services. Examples of a direct interaction may include: visiting the LPS headquarters for a background check; a call for service; a traffic stop; and/or an arrest etc.

1. Have you ever had a direct interaction with a member (uniformed or civilian) of the LPS?

Yes

No

Direct Interactions

1. If you feel comfortable, please describe the most recent or the most impactful (positive or negative impact to your life) interaction in the space below:

2. When did the interaction take place?

Less than a year ago

Less than five years ago

More than five years ago

3. How many members of LPS did you interact with?

1

2-3

4-5

More than 5

Other (please describe)

4. Did the LPS member(s) appear to be (choose as many choices that apply):

White/Caucasian

Person(s) of a visible minority

Prefer not to say

Other (please specify)

5. Did the member(s) appear to be:

A man

A woman

Both a man and a woman LPS member(s)

Prefer not to say

6. Please describe the measures taken by the LPS member(s) to resolve the issue

7. Were you satisfied by the actions taken by the members of LPS?

Yes

No

Prefer not to say

8. What actions do you believe should have been taken in that particular situation by the LPS member(s)?

9. Do you think you were treated fairly?

Yes

No

Prefer not to say

10. From your lived experience, as a member of the London community, do you think that Indigenous persons and members of minority communities are treated differently by members of the LPS?

Yes

No

Not sure

Prefer not to say

11. Please list the 5 words that best describe the feelings you have experienced regarding any interaction(s) you have had with a member(s) of the LPS (ex., happy, sad, angry etc.)?

Indirect Interactions with Members of the LPS

The following section will ask questions regarding interactions of another individual(s) with members of the LPS that you have witnessed directly. Examples of such an interaction may include: observing a citizen-police interaction while visiting the LPS headquarters; observing a call for service; observing a traffic stop; and/or observing an arrest etc.

1. Have you ever had an indirect interaction with members (uniformed or civilian) of the LPS?
(Note: Please do not include police-citizen interactions you heard about but did not witness yourself)

Yes

No

Indirect Interactions

1. If you feel comfortable, please describe the most recent or the most impactful situation you have directly observed.

2. When did this indirect interaction take place?

Less than a year ago

Less than five years ago

More than five years ago

3. How many members of LPS were involved in the situation you observed?

1

2-3

4-5

More than 5

Other (please describe)

4. Did the LPS member(s) appear to be:

White/Caucasian

Person(s) of a visible minority

Other (please describe)

5. Did the member(s) appear to be:

A man

A woman

Both a man and a woman LPS member(s)

6. If you feel comfortable, please describe what measures the LPS member(s) took to resolve the issue?

7. Were you satisfied by the actions taken by the members of the LPS?

Yes

No

Not sure

Prefer not to say

8. If you feel comfortable, what actions do you believe should have been taken in that particular situation by the police?

9. In your opinion, do you believe the member(s) of the LPS handled the situation fairly?

Yes

No

Not sure

Prefer not to say

10. On the basis of interactions between LPS members and citizens that you have witnessed, do you think

Indigenous persons and members of visible minorities are treated differently by member(s) of the LPS?

Yes

No

Not sure

Prefer not to say

11. Please list the feelings you have experienced regarding the interaction(s) you observed someone have with a member(s) of the LPS (ex., happy, sad, angry etc.).

Recommendations

The following section will help London Police improve their services based on your recommendations.

1. Based on your direct and/or indirect interactions, what steps do you believe would help the LPS to improve their interaction(s) with the London community in general and with Indigenous or members of visible minorities in particular?

2. Please share any further comments you would like in the space below

Thank you

Thank you so much for your participation. Your participation is valuable in contributing to improving the way the London Police Service interacts with all community members in London. We understand that answering questions about your lived experience and perceptions related to your direct or indirect interactions with any members of the LPS can be very difficult. If you or someone you know needs support, we want you to know that the following supports and services are available to you:

Canadian Mental Health Association (CMHA)-Middlesex: 519-433-2023 or 1-866-933-2023

London Mental Health Crisis Service: 519-433-2023 or 1-866-933-2023

N'Amerind (London) Friendship Centre: 519-672-0131

Atlohsa Family Healing Services: 1-800-605-7477

We truly appreciate your time.

Appendix D: Letter of Information for LPS Member Interviews

The London Police Service (LPS) is committed to providing bias-free policing to all members of our community and a bias-free workplace for everyone who works at the LPS. To this end, the LPS has engaged me to conduct research to determine the extent to which systemic racism exists in the organization, and to identify potential solutions as announced by RO number 20-162. The research project involves collecting views of community members as well as members of the LPS in this regard.

Before I begin the interview, I would like to explain the concept of **systemic racism** which has been described by the Ontario Anti-Racism Directorate as occurring when:

“an institution maintains racial **inequity** or provides **inequitable outcomes** (such as a difference in quality of service based on race). Systemic racism is often caused by hidden institutional biases in policies, practices and processes that privilege, or disadvantage people based on race. This bias can be intentional or unintentional and doesn’t necessarily mean that people within an organization are racist. It can be the result of doing things the way they’ve always been done, without considering how they impact particular groups differently.”

The purpose of this interview is to provide an opportunity to the Black, Indigenous and Persons of Colour (BIPOC) members of LPS to express their views regarding systemic racism in the workplace. I am very interested in understanding how you see and experience LPS as a member.

Interviews will be conducted with at least 10 volunteer participants from the LPS and the results of the interviews will inform a survey that will be open to all members of the LPS. A report will be prepared, based on the results of the various phases of the systemic racism project and will be used to inform the new LPS anti-racism action plan. **No direct quotes or other identifying information will be used in the report** and it will be accessible to the public on the official website of the LPS.

This interview is expected to take around 30 minutes to complete. You are encouraged to give examples from your experience and observations in relation to any of the topics we will talk about. Your participation is voluntary and **you will never be personally identified** in any way. You may decline to answer any questions, or withdraw from the interview at any time. There is no known risk associated to participants of this interview but please tell me if you are feeling uncomfortable or under stress. This conversation will be recorded with your consent and stored on a password protected computer without any identifying information. The interviews will not be accessed by any other member of the LPS.

Thank you,

Hina Kalyal

hkalyal@londonpolice.ca

Appendix E: Member Interview Guide

- (1) Are you a sworn or civilian member?
- (2) How long have you worked with the LPS?
- (3) It would be very helpful if you could share whether you identify as a member of the Black, Indigenous, or people of colour community?
- (4) What gender do you identify with?
- (5) Could you please provide an idea about your age in terms of range? Are you between:
 - a) 18-25 years
 - b) 26-35 years
 - c) 36-45 years
 - d) 46-55 years
 - e) 56-65 years
 - f) Over 65 years
- (6) Let's talk about communication within LPS – how does information about work-related opportunities and decisions at LPS get passed around, and to whom, verbally or in writing?
- (7) Have you experienced or observed any barriers to the circulation of information, barriers that could have something to do with race or gender?
- (8) Have you experienced or observed communication by people in the LPS that you would consider inappropriate or harmful to persons of your background?
- (9) What do you feel are the important features of workplace communication that is equitable, supportive and appropriate?
- (10) Now let's talk about how decisions are made in the work place. Looking back on your work experiences in the LPS, what contributes to fairness in decisions that affect peoples' careers?
- (11) Have you experienced or observed barriers or unfairness on the basis of race in regard to decisions about people's careers in the LPS? On the basis of gender?
- (12) Now let's consider informal social interaction at the LPS. In your experience, what contributes to an inclusive, supportive working environment in terms of your informal relationships with others?
- (13) What creates inequality, discrimination or racism in informal social interaction in the workplace? Have you experienced informal social interaction in the LPS that you consider discriminatory or racist, or that makes you feel excluded?
- (14) Can you suggest two or three things LPS could do to create an equitable working environment for people of all races, and for both men and women?
- (15) Is there anything else you would like to add before we end the interview?

Thank you so much for your participation. I truly appreciate your time. Your contribution will help LPS make progress toward the goal of becoming the free and fair workplace we all want.

I will stop the recording now

Appendix F: Member Survey LPS

Introduction

In October 2020, it was announced in RO 20-162 Systemic Racism Research Project, that a review was being initiated, to be conducted by Dr. Hina Kalyal, Corporate Services Division. A number of surveys interviews and policy reviews were identified as being integral to the process, and LPS members have helped inform the development and content for a larger all-member survey.

As you know, the LPS is committed to providing bias-free policing to all members of our community and a bias-free workplace for everyone who works at the LPS. The current survey is a part of a larger research project (RO 20-162) and the purpose of this exercise is to ensure a fair and equitable work environment at the LPS, free of all forms of racism and discrimination. Equity in employment means freedom from arbitrary barriers to employment opportunities.

Before beginning the survey, it is important to establish an understanding of systemic racism, which has been described by the Ontario Anti-Racism Directorate as occurring when:

“an institution maintains racial inequity or provides inequitable outcomes (such as a difference in quality of service based on race). Systemic racism is often caused by hidden institutional biases in policies, practices and processes that privilege or disadvantage people based on race. This bias can be intentional or unintentional, and doesn’t necessarily mean that people within an organization are racist. It can be the result of doing things the way they’ve always been done, without considering how they impact particular groups differently.”

The survey is open to all sworn and civilian members of the LPS. A report will be prepared, based on the results of the various phases of the systemic racism project and will be used to inform the new LPS anti-racism action plan. No direct quotes or other identifying information will be used in the report.

This survey is expected to take around 15 minutes to complete. Your participation is voluntary and you will never be personally identified in any way. You may decline to answer any questions, or withdraw from the survey at any time. There is no known risk to the participants of this survey and the data will not be accessed by any other member of the LPS besides Dr. Hina Kalyal. Should you have any concerns or questions regarding the survey, please contact Dr. Kalyal, at srproject@londonpolice.ca

Note: You are able to complete a portion of the survey and resume later, provided it is on the same device. Thank you.

I confirm that I have read the information stated above and agree to participate in the survey:

Yes
No

Part 1. To what extent do you agree or disagree with the following statements about LPS?

INSTRUCTIONS

Please respond based on your recollections of what you, personally, have seen or experienced over the past year (12 months) at LPS. (If you haven't worked there that long, please answer in terms of the period of time you have actually worked there).

Please select the word that best describes your views. If you have never seen or experienced the behaviour referred to in the question, you should select "Not sure".

1= Strongly disagree 2=Disagree 3=Not sure 4=Agree 5=Strongly agree

COMMUNICATION AT LPS

1. There is open communication between supervisors and members they supervise, so that information about new job opportunities is shared with everyone.
2. There is open communication among co-workers so that information about new job opportunities is shared with everyone.
3. Racist comments are not tolerated at LPS.
4. Sexist comments are not tolerated at LPS.
5. Please use this space for any additional comments about communication at the LPS:

INFORMAL SOCIAL SITUATIONS AT LPS

10. Everyone in the organization is given the message that they are included in after-work social activities such as sports events or drinking
11. People miss out on important work-related information or social contacts if they don't go out for sports or drinks with co-workers after work
12. There is an inner circle, and if you are not part of it, you don't hear about career opportunities and other important information.
13. Please use this space for any additional comments about informal social situations at the LPS:

DECISION-MAKING AT LPS

Hiring

14. The hiring process at LPS is fair for everyone regardless of race or gender
15. Selection interviews are done by groups with diverse members and women represented.
16. Those who make hiring decisions hire people of similar background to themselves.
17. A job applicant's previous work experience in other countries is not given the same weight as Canadian experience.
21. Please use this space for any additional comments about hiring at the LPS:

Promotions

22. People who are friends with their supervisors have an advantage when it comes to promotions or other career opportunities.
23. Managers at higher levels recognize the potential of every member and help them to advance in the organization.
24. Some members are passed over for promotion decisions despite being qualified.
25. The criteria for promotion are clearly defined and it is clear how performance is assessed for promotion
26. All sworn members have equal opportunity to apply for courses/secondary duties that may facilitate promotion, such as Taser, Heavy Weapons etc.
27. All civilian members have equal opportunity to apply for courses that may facilitate their growth within LPS.
28. Please use this space for any additional comments about promotions at the LPS:

Job or task assignment

29. All members are assigned tasks according to their interest.
30. Some members are given the impression that they must work harder to prove themselves on the job
31. Please use this space for any additional comments about job/task assignment at the LPS:

Performance appraisal and feedback

32. Performance appraisals involve open discussions between supervisors and members that are helpful to the members' development
33. The performance appraisal process gives each member a fair assessment of their performance on the job
34. Please use this space for any additional comments about performance appraisal and feedback at the LPS:

Accommodation of diversity

35. Members are able to arrange days off for religious or cultural observances that are different from the mainstream holidays.
36. People in the workplace are tolerant of a variety of communication styles and ways of working (e.g., accents, eye contact)
37. Accommodations are available to all members to deal with family responsibilities
38. Please use this space for any additional comments about accommodation of diversity at LPS:

Management or supervisory style

39. Managers and supervisors demonstrate cultural sensitivity and effective communication for managing in a diverse workplace.
40. Cultural sensitivity training available to members is helpful for working in a diverse workplace and community
41. Managers do not tolerate racist or sexist behaviour and have been trained to deal with it appropriately.
42. Please use this space for any additional comments about management/supervisory style at the LPS:

ORGANIZATIONAL NORMS

43. All members are expected to share the same values and interests as those of the dominant group in the organization and if they don't, it counts against them.
44. All members are provided equal mentoring opportunities and support
45. Please use this space for any additional comments on organizational norms at the LPS:

RESPONSE TO CONCERNS

46. Members are comfortable reporting racist or sexist behavior without fear of reprisal.
47. Supervisors promptly express their concern and offer support when they become aware that someone in their area of responsibility has experienced racist or sexist behaviour.
48. Please use this space for any additional comments about response to concerns at the LPS:

PART 2. Please describe LPS's approach to its Discrimination and Harassment Policy:

Instructions: Please select the number corresponding to the word that best describes your views. If you do not have knowledge regarding the said policy, please select 3.

1. The policy is well defined and clearly understood by a majority of the members at the LPS.
2. The policy is effectively communicated.
3. The policy is only discussed when harassment is alleged or occurs.

4. The policy is effective in addressing discrimination and harassment in the LPS.
5. Please use this space for any additional comments:

PART 3. BACKGROUND INFORMATION

1. Do you identify as a member of the Black, Indigenous and People of Color community
 - a) Yes
 - b) No
2. What gender do you identify with?
 - a) Female
 - b) Male
 - c) Other
 - d) Prefer not to say
3. How long have you worked at the London Police Service (LPS)?
 - a) Less than a year
 - b) 1-5 years
 - c) 5-10 years
 - d) 10-15 years
 - e) 15-20 years
 - f) More than 20 years
4. Which of these words best describes your work status at LPS? Please select all that apply
 - a) Sworn officer
 - b) Civilian
 - c) Full-time
 - d) Part-time
 - e) Management
 - f) Non-management
5. Before joining the LPS, did you have prior full-time work experience (excluding summer jobs) in a non-police organization?
 - a) Yes
 - b) No

If yes, how did that workplace compare to the LPS in terms of culture?

6. If you are an immigrant to Canada, did you immigrate to Canada as an adult (age 18 or older)?
 - a) Yes

- b) No
- c) Does not apply

PART 4. GENERAL COMMENTS

Please suggest measures that LPS could take to improve workplace equity

Thank you very much for your participation.

Appendix G: Demographic information (Member survey responses)

Participant #	BIPOC	Gender	Tenure	Work status	Prior full-time work experience	Immigrated to Canada at age 18 or older?
P1						
P2	Yes	Woman	16-20 years	Sworn officer	Yes	Does not apply
P3	No	Woman	20+years	Sworn officer	Yes	Does not apply
P4	No	Prefer not to say	11-15 years	Prefer not to say	Yes	Does not apply
P5	No	Man	20+years	Sworn officer/management	Yes	Does not apply
P6	No	Woman	1-5 years	Sworn officer	Yes	Does not apply
P7	No	Man	16-20 years	Sworn officer/full time	Yes	Does not apply
P8	No	Woman	16-20 years	Sworn officer	Yes	Does not apply
P9						
P10	No	Man	20+years	Sworn officer	No	Does not apply
P11	No	Man	6-10 years	Sworn officer/full time/non-management	Yes	Does not apply
P12	No	Man	1-5 years	Sworn officer/full time	Yes	Does not apply
P13	No	Woman	20+years	Sworn officer/full time	Yes	Does not apply
P14	No	Woman	6-10 years	Civilian/full time	Yes	Does not apply
P15	No	Woman	16-20 years	Civilian/full time	Yes	Does not apply
P16	No	Woman	1-5 years	Sworn officer/full time	Yes	Does not apply
P17	No	Woman	6-10 years	Sworn officer	Yes	Does not apply
P18	Yes	Woman	1-5 years	Sworn officer	Yes	Does not apply
P19	No	Man	6-10 years	Civilian	Yes	Does not apply
P20	Yes	Man	1-5 years	Sworn officer/full time/non-management	Yes	Does not apply
P21	No	Man	1-5 years	Sworn officer	Yes	No
P22	No	Prefer not to say	Prefer not to say	Prefer not to say	Prefer not to say	Does not apply
P23	No	Man	20+years	Sworn officer	Yes	Does not apply
P24		Other (please specify)	16-20 years	Sworn officer	Yes	Does not apply
P25	No	Woman	Prefer not to say	Sworn officer	Yes	Does not apply
P26						
P27	No	Man	20+years	Sworn officer	Yes	Does not apply
P28	No	Man	6-10 years	Sworn officer/full time	Yes	Does not apply
P29		Man				
P30	No	Man	6-10 years	Sworn officer	Yes	No
P31	No	Woman	1-5 years	Civilian/full time	Yes	No
P32	No	Man	16-20 years	Sworn officer/full time/non-management	Yes	No
P33	No	Woman	Prefer not to say	Sworn officer	Yes	Does not apply
P34	No	Man	20+years	Sworn officer	Yes	Does not apply
P35	Yes	Man	11-15 years	Sworn officer	Yes	Does not apply

P36	No	Woman	11-15 years	Civilian/part time/non-management	Yes	No
P37	No	Man	11-15 years	Sworn officer	Yes	No
P38	No	Prefer not to say	16-20 years	Civilian/full time/non-management	Prefer not to say	Does not apply
P39	No	Man	6-10 years	Sworn officer/full time/non-management	Yes	No
P40	No	Woman	11-15 years	Sworn officer	Yes	Does not apply
P41	No	Woman	11-15 years	Civilian	Yes	Does not apply
P42	Yes	Prefer not to say	Prefer not to say		Prefer not to say	
P43	No	Man	20+years	Sworn officer	Yes	No
P44	Yes	Man	Less than a year	civilian/full time	Yes	No
P45	No	Woman	20+years		Prefer not to say	Does not apply
P46	Yes	Woman	Less than a year	Civilian/full time	Yes	No
P47	No	Man	6-10 years	Civilian	Yes	Does not apply
P48	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P49	Yes	Man	6-10 years	Civilian/full time	Yes	Yes
P50	No	Man	6-10 years	Civilian/full time	Yes	Yes
P51	Yes	Man	1-5 years	Full time	No	No
P52	No	Woman	11-15 years	Sworn officer	No	Does not apply
P53	No	Woman	6-10 years	Sworn officer	Yes	Does not apply
P54	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P55		Man	1-5 years	Management	Yes	Does not apply
P56	No	Woman	11-15 years	Sworn officer	Yes	No
P57	No	Man	1-5 years	Full time	Yes	Does not apply
P58	No	Prefer not to say	Prefer not to say	Sworn officer	Yes	Does not apply
P59	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P60	No	Man	Prefer not to say		Prefer not to say	Does not apply
P61	No	Woman	1-5 years	Civilian	Yes	Does not apply
P62	No	Woman	11-15 years	Sworn officer	Yes	Does not apply
P63						
P64	No	Man	20+years	Sworn officer/full time/management	Yes	No
P65	No	Woman	Prefer not to say	civilian	Yes	Does not apply
P66	No	Woman	11-15 years	Sworn officer	Yes	No
P67	No	Man	Prefer not to say	Sworn officer	No	Does not apply
P68	No	Woman	Less than a year	Civilian/Full time/Management	Yes	Does not apply
P69	No	Woman	16-20 years	Sworn officer	Yes	Does not apply
P70	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P71	No	Man	11-15 years	Sworn officer	Prefer not to say	No
P72	No	Woman	16-20 years	Sworn officer/full time	No	Does not apply
P73	No	Woman	Prefer not to say	Civilian/Full time/non-Management	Yes	Does not apply
P74	No	Woman	1-5 years	Civilian/Full time/non-Management	Yes	No

P75	No	Woman	16-20 years	Sworn officer	Yes	Does not apply
P76	No	Man	Prefer not to say	Sworn officer	Yes	Does not apply
P77	No	Woman	11-15 years	Sworn officer	Yes	Does not apply
P78						
P79						
P80	No	Man	Prefer not to say		Prefer not to say	Does not apply
P81	No	Man	6-10 years	Sworn officer	Yes	No
P82	No	Man	20+years	Sworn officer	Yes	No
P83	No	Man	20+years	Sworn officer	Yes	Does not apply
P84	No	Man	1-5 years	Civilian/part time	Yes	Does not apply
P85	No	Prefer not to say	11-15 years	Sworn officer	Yes	Does not apply
P86	No	Man	6-10 years	Sworn officer/full time	Yes	No
P87	No	Prefer not to say	Prefer not to say	Sworn officer/full time	Yes	Does not apply
P88	No	Man	1-5 years	Sworn officer	Yes	Does not apply
P89	No	Woman	1-5 years	Full time/cadet	Yes	No
P90	Yes	Woman	16-20 years	Sworn officer	Yes	Yes
P91	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P92	No	Man	20+years	Sworn officer	Yes	No
P93	No	Man	20+years	Sworn officer	No	Does not apply
P94	Yes	Prefer not to say	11-15 years	Sworn officer	Yes	No
P95	No	Man	11-15 years	Sworn officer	Yes	Does not apply
P96	No	Man	11-15 years	Sworn officer	Yes	Does not apply
P97	No	Woman	16-20 years	Sworn officer	Yes	
P98	No	Man	16-20 years	Sworn officer	Yes	No
P99	Yes	Man	Prefer not to say	Sworn officer	Yes	Does not apply
P100	No	Woman	11-15 years	Civilian/full time	Yes	Does not apply
P101	No	Prefer not to say	20+years	Sworn officer	Yes	Does not apply
P102	No	Man	11-15 years	Sworn officer	Yes	No
P103	Yes	Man	11-15 years	Sworn officer	Yes	Does not apply
P104	No	Woman	20+years	Sworn officer	Yes	No
P105	No	Man	20+years	Sworn officer	Yes	Does not apply
P106		Prefer not to say	20+years	Sworn officer	Yes	
P107	No	Man	1-5 years	Sworn officer	Yes	No
P108	No	Man	20+years	Sworn officer/ management	Yes	Does not apply
P109	No	Man	6-10 years	Sworn officer	Yes	No
P110	No	Woman	11-15 years	Sworn officer	No	Yes
P111	No	Woman	1-5 years	Sworn officer	Yes	Does not apply
P112	No	Man	20+years	Sworn officer	Yes	Does not apply
P113	No	Woman	1-5 years	Civilian	Yes	Does not apply
P114	No	Woman	6-10 years	Civilian	Yes	Does not apply
P115	No	Man	11-15 years	Sworn officer	Yes	No

P116	No	Woman	20+years	Sworn officer	No	
P117	Yes	Man	1-5 years	Full time	Yes	No
P118	No	Woman	1-5 years	Civilian/full time/non-management	Yes	Does not apply
P119						
P120	No		20+years	Full time	Yes	Does not apply
P121	No	Man	20+years	Management	No	Does not apply
P122	No	Woman	1-5 years	Civilian/full time	Yes	Does not apply
P123	No	Man	20+years	Sworn officer/Full time/Management	No	Does not apply
P124	No	Woman	6-10 years	Civilian/full time	Yes	No
P125	No	Prefer not to say	16-20 years	Sworn officer	Yes	Does not apply
P126	Yes	Man	11-15 years	Sworn officer	Yes	No
P127	No	Prefer not to say	11-15 years		Yes	Does not apply
P128	No	Man	6-10 years	Sworn officer/Full time/Management	Yes	Does not apply
P129	No	Prefer not to say	Prefer not to say	Full time	Prefer not to say	Does not apply
P130	No	Man	20+years	Sworn officer	Yes	No
P131	No	Prefer not to say	20+years	Management	Yes	No
P132	No	Man	11-15 years	Sworn officer	Yes	Does not apply
P133	No	Man	6-10 years	Civilian	Yes	Does not apply
P134						
P135	No	Woman	20+years	Full time/non-management	Yes	Does not apply
P136	No	Woman	16-20 years	Civilian	Yes	No
P137	Yes	Man	1-5 years	Full time	Yes	No
P138	No	Prefer not to say	11-15 years	Sworn officer	Yes	Does not apply
P139	No	Woman	11-15 years	Civilian/Full time/Management	Yes	Does not apply
P140	No	Woman	11-15 years	Civilian/Full time/Management	Yes	Does not apply
P141	Yes	Man	1-5 years	Civilian	Prefer not to say	Does not apply
P142				Full time		
P143	No	Prefer not to say	Prefer not to say	Sworn officer/full time	Yes	Does not apply
P144	No	Woman	16-20 years	Sworn officer	Yes	Does not apply
P145	No	Man	16-20 years	Sworn officer	Yes	No
P146						
P147						
P148	No	Woman	20+years	Civilian/full time	Yes	Does not apply
P149	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P150	No	Woman	1-5 years	Civilian/full time	Yes	No
P151	No	Man	1-5 years	Civilian/full time	Yes	Does not apply
P152	No	Woman	1-5 years	Civilian/full time	Yes	Yes
P153	No	Woman	Prefer not to say	Civilian	Yes	Does not apply
P154	No	Man	6-10 years	Sworn officer	Yes	Does not apply

P155	No	Woman	20+years	Sworn officer	No	Does not apply
P156	No	Man	6-10 years	Sworn officer	Yes	No
P157	No	Woman	16-20 years	Sworn officer	Yes	Does not apply
P158	No	Prefer not to say	16-20 years	Sworn officer	No	Does not apply
P159	No	Woman	1-5 years	Sworn officer	Yes	No
P160	No	Man	1-5 years	Sworn officer	Yes	Does not apply
P161	Yes	Woman	1-5 years	Civilian	Yes	No
P162	No	Man	1-5 years	Civilian/full time	Yes	Does not apply
P163	No	Man	11-15 years	Sworn officer	Yes	Does not apply
P164	Yes	Woman	1-5 years	Civilian/full time/non-management	Yes	No
P165			20+years	Sworn officer	Yes	Does not apply
P166	No	Man	6-10 years	Civilian/full time	Yes	Does not apply
P167	No	Man	1-5 years	Sworn officer	Yes	Does not apply
P168	No	Man	20+years	Management	No	Does not apply
P169	No	Woman	1-5 years	Civilian/full time	Yes	Does not apply
P170	No	Man	20+years	Sworn officer	No	Does not apply
P171	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P172	Yes	Man	1-5 years		Yes	Does not apply
P173	Yes	Man	Less than a year	Civilian/full time	Yes	Does not apply
P174	No	Woman	1-5 years	Civilian/full time	Yes	No
P175	No	Man	16-20 years	Sworn officer/full time	Yes	Does not apply
P176	No	Man	20+years	Sworn officer/full time/management	Yes	Does not apply
P177	No	Prefer not to say	11-15 years	Sworn officer/full time	Yes	Does not apply
P178	Yes	Man	Less than a year	Civilian	Yes	Does not apply
P179	No	Man	6-10 years	Civilian/full time/non-management	Yes	Does not apply
P180						
P181	No	Man	20+years	Sworn officer/management	Yes	Does not apply
P182	No	Man	6-10 years	Civilian/full time/non-management	Yes	Does not apply
P183	No	Man	11-15 years	Full time	Yes	Does not apply
P184	No	Woman	1-5 years	Sworn officer	Yes	No
P185	No	Man	1-5 years	Civilian/full time/non-management	Yes	Does not apply
P186	No	Woman	1-5 years	Civilian/full time/non-management	Yes	Does not apply
P187	No	Man	1-5 years	Civilian/full time	Yes	Does not apply
P188	No	Woman	1-5 years	Civilian	Yes	No
P189	No	Woman	6-10 years		Yes	Does not apply
P190	No	Man	Less than a year	Civilian/full time	Yes	Yes
P191	No	Woman	20+years		Yes	Does not apply
P192	No	Man	6-10 years	Sworn officer	Yes	Does not apply
P193	No	Man	16-20 years	Sworn officer	No	Does not apply

P194	No	Man	20+years	Sworn officer/Full time/management	Yes	Does not apply
P195	No	Woman	1-5 years	Civilian/full time/non-management	Yes	No
P196	No	Woman	1-5 years	Civilian/full time	Yes	No
P197	No	Woman	20+years	Civilian	Yes	Does not apply
P198	Yes	Man	6-10 years	Civilian/full time	Yes	Yes
P199	No	Prefer not to say	Prefer not to say		Yes	No
P200	Yes	Prefer not to say	1-5 years		Yes	Does not apply
P201						
P202	No	Prefer not to say	Prefer not to say	Full time	Yes	No
P203	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P204	No	Man	16-20 years	Sworn officer/full time	Yes	Does not apply
P205	No	Woman	11-15 years	Civilian	Yes	Does not apply
P206	No	Woman	6-10 years	Civilian/full time/management	Yes	No
P207	No	Prefer not to say	Prefer not to say	Management	Yes	Yes
P208	No	Woman	1-5 years	Civilian	Yes	Does not apply
P209	No	Man	1-5 years	Civilian/management	Yes	Does not apply
P210	No	Prefer not to say	Prefer not to say		Yes	Does not apply
P211	No	Woman	16-20 years	Civilian	Yes	Does not apply
P212	No	Woman	1-5 years	Civilian/full time	Yes	Yes
P213			Prefer not to say		Yes	Does not apply
P214	No	Man	16-20 years	Sworn officer	Yes	No
P215	No	Prefer not to say	Prefer not to say		Yes	No
P216	No	Man	20+years	Sworn officer	No	Does not apply
P217	No	Man	20+years	Sworn officer	Yes	Does not apply
P218	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P219	No	Woman	1-5 years	Civilian	No	Does not apply
P220	No	Man	6-10 years	Civilian/management	Yes	No
P221	No	Man	11-15 years	Sworn officer	Yes	Does not apply
P222	No	Woman	11-15 years	Sworn officer	Yes	Does not apply
P223	No	Man	11-15 years	Sworn officer	No	Does not apply
P224	No	Prefer not to say	Prefer not to say	Sworn officer	Yes	Does not apply
P225	No	Prefer not to say	Prefer not to say		Yes	Does not apply
P226	No	Prefer not to say	Prefer not to say	Sworn officer	No	Does not apply
P227	No	Woman	20+years	Sworn officer	No	Does not apply
P228	Yes	Prefer not to say	Prefer not to say	Sworn officer	No	Does not apply
P229	No	Prefer not to say	6-10 years		Yes	Does not apply
P230						

P231	No	Man	16-20 years	Sworn officer/full time/management	Yes	Does not apply
P232	No	Other (please specify)	16-20 years	Sworn officer	Yes	Yes
P233	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P234	Yes	Prefer not to say	Prefer not to say	Sworn officer	No	
P235	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P236	No	Woman	1-5 years	Sworn officer	Yes	Does not apply
P237	No	Man		Sworn officer	Yes	Does not apply
P238					Yes	
P239	No	Woman	16-20 years	Sworn officer	Yes	Does not apply
P240	No	Prefer not to say	Prefer not to say	Sworn officer/full time	Prefer not to say	Does not apply
P241	Yes	Man	6-10 years	Sworn officer	Yes	Does not apply
P242	No	Prefer not to say	Prefer not to say	Sworn officer	Yes	Does not apply
PP243						
P244	No	Man		Sworn officer	No	No
P245	Yes	Man	Less than a year	Civilian/full time/non-management	Yes	Yes
P246	No	Prefer not to say	6-10 years	Civilian	Yes	Does not apply
P247	No	Man	6-10 years	Civilian	Yes	Does not apply
P248	No	Woman	6-10 years	Sworn officer	Yes	Does not apply
P249	No	Man	6-10 years	Sworn officer	Yes	No
P250	No	Man	Prefer not to say	Civilian/full time/non-management	Yes	No
P251						
P252	No	Man	Prefer not to say	Civilian/full time/management	Yes	Does not apply
P253	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P254	Yes	Prefer not to say	Prefer not to say		Prefer not to say	Does not apply
P255	Yes	Woman	Less than a year	Civilian/full time	Yes	Does not apply
P256	Yes	Man	6-10 years	Sworn officer	Yes	No
P257	Yes	Man	16-20 years	Sworn officer	No	No
P258	No	Man	16-20 years	Sworn officer	No	Does not apply
P259	No	Woman	16-20 years	Civilian/full time/management	Yes	Does not apply
P260	No	Woman	1-5 years	Civilian	Yes	No
P261	No	Woman	16-20 years	Sworn officer/full time	Yes	No
P262	No	Prefer not to say	Prefer not to say		Yes	Does not apply
P263	Yes	Woman	Less than a year	Civilian/full time/non-management	Yes	Yes
P264	Yes	Woman	1-5 years	Civilian/full time/non-management	Yes	Yes
P265	No	Woman	16-20 years	Civilian/full time	Yes	Does not apply
P266	No	Man	16-20 years	Sworn officer	Yes	No
P267	No	Man	16-20 years	Sworn officer	Yes	Does not apply
P268	Yes	Man	11-15 years	Sworn officer	Yes	Does not apply

P269	No	Man	11-15 years	Sworn officer	Yes	Does not apply
P270	No	Woman	6-10 years	Civilian/full time	No	Does not apply
P271	No	Man	16-20 years		Yes	No
P272	Yes	Man	16-20 years	Sworn officer	Yes	Does not apply
P273	No	Man	1-5 years		Yes	Yes
P274	No	Man	1-5 years	Civilian/full time/non-management	Yes	No
P275	No	Man	11-15 years	Sworn officer/non-management	Yes	No
P276	No	Prefer not to say	Prefer not to say		Yes	Does not apply
P277	Yes	Woman	1-5 years	Civilian/full time/non-management	Yes	
P278	No	Man	Prefer not to say	Sworn officer	Yes	No
P279	No	Man	16-20 years	Civilian	Yes	Does not apply
P280	No	Man	Prefer not to say	Sworn officer	Yes	Does not apply
P281	No	Woman	6-10 years	Civilian	Yes	Does not apply
P282	No	Woman	11-15 years	Sworn officer/full time	Yes	Does not apply

Appendix H: Documents Reviewed for ESR

London Police Service Procedure – Personnel (Part 11: Chapter A-E, G, S-Z, Part 12: Chapter B)

Job Posting (sampled)

Job Postings (sampled)

Professional Development Position Application Form

Professional Development Plan

Performance Management Manual

Position Application Evaluation Tool

Promotional Process Manual

Special Review Form

Working agreement (both Sworn and Civil