

## Summary of OIPRD Recommendations

This section provides a summary of the recommendations proposed to address the needs and issues identified through the OIPRD report.

RECOMMENDATION #	TIME LINE	FUNDING	RESPONSIBILITY	PROGRESS & COMMENTS	
<b><i>RECOMMENDATIONS REGARDING TBPS SUDDEN DEATH AND OTHER INVESTIGATIONS</i></b>					
R.1.	<p>Nine of the TBPS sudden death investigations that the OIPRD reviewed are so problematic I recommend these cases be reinvestigated.</p>	<p>Ongoing</p> <p>Goal: March 2021</p> <p>Revised Goal: September 2021</p>	<p>Funding will be taken from the TBPS budget as needed.</p> <p>Will not become a permanent line item.</p> <p>Overall costs covered by other agencies. TBPS covering Chair of Executive Committee and Lead Investigator for re-investigation team</p> <p>2020 –</p> <p>2021 – To be determined</p>	<p>Primary: TBPS and Coroner's Office</p>	<p><i>For Recommendations 1 to 5:</i></p> <p><i>There are nine cases that were identified by the OIPRD as being recommended for re-investigation. A re-investigative team was established consisting of three tiers: Executive Governance as oversight, Investigative Resource and Blended Investigative team made up of members of various police services.</i></p> <p><i>All cases listed above have been reinvestigated and the files are being completed for review of the Executive Governance committee. Additionally, the tenth case listed in the OIPRD report is now being reinvestigated. No members of the TBPS will participate in the reinvestigation.</i></p> <p><i>All cases should be completed by March 2021 with exception of tenth which is anticipated to take longer given the later start date.</i></p> <p><i>Update: The final report will be issued by end of 2021</i></p>

R.2.	A multi-discipline investigation team should be established to undertake, at a minimum, the reinvestigation of the deaths of the nine (9) Indigenous people identified.	See R.1	See R.1	See R.1	See R.1
R.3.	The multi-discipline investigation team should establish a protocol for determining whether other TBPS sudden death investigations should be reinvestigated.	See R.1	See R.1	See R.1	See R.1
R.4.	The multi-discipline investigation team should also assess whether the death of Stacy DeBungee should be re-investigated, based on our Investigative Report and the Ontario Provincial Police review of the TBPS investigation. The team should also assess when and how the investigation should take place, without prejudicing ongoing Police Services Act proceedings.	Ongoing  Goal: January 2022	See R.1	See R.1	<i>This is the tenth case referenced above. The multi-discipline investigation team and various committees have determined that the sudden death of Stacy DeBungee will be re-investigated starting in January 2021. Discussions have occurred to determine how this is undertaken without prejudicing the ongoing Police Services Act proceedings.</i>  <i>Update: As per direction from the Ministry of Attorney General this has been given to the OPP team to be reinvestigated</i>
R.5.	TBPS should initiate an external peer-review process for at least three years following the release of this report.	Ongoing  January 2022	To Be Determined	TBPS and various stakeholders	<i>Once the above referenced re-investigations are complete, the documents and practices established and identified from the multi-disciplinary team will be utilized on a go forward basis to determine a comprehensive and efficient peer-review process. It is yet to be determined who the external actors will be, if any.</i>

<b>RECOMMENDATIONS REGARDING TBPS INVESTIGATORS AND THE CRIMINAL INVESTIGATIONS BRANCH</b>					
R.6.	TBPS should immediately ensure sufficient staffing in its General Investigations Unit in the Criminal Investigations Branch. Adequate resources must be made available to enable this recommendation to be implemented on an urgent basis.	Immediate Goal: 2019  *However will be ongoing and reassessed based on needs as they evolve	Budget additions  2019 - \$350,000  2020 – above now permanent  2021 – Above now permanent	TBPS - CIB	<i>An additional 5 officers were added to the Criminal Investigations Branch in 2019. Positions were filled in the 2019 and 2020 years.</i>
R.7.	TBPS should establish a Major Crimes Unit – within the Criminal Investigations Branch – that complies with provincial standards and best practices in how it investigates serious cases, including homicides, sudden deaths and complex cases.	Complete	Budget additions  2019 - \$208,920  2020 – above now permanent  2021 – above now permanent	TBPS - CIB	<i>There has been a creation of four Major Crime Units within the Criminal Investigations Branch. There are now twenty officers trained and dedicated to major crime investigations; there are four (4) detectives and sixteen (16) detective constables assigned to Major Case Management. These officers make up four units of 1 detective and 4 detective constables working a 12 hour shift schedule rotation ensuring maximum coverage.</i>
R.8.	TBPS should provide officers, who have taken the appropriate training with opportunities to be assigned work with Criminal Investigations Branch and the Major Crimes Unit investigators to gain experience.	Complete	Budget additions  2019 - \$49,500 for training  2020 – above now permanent	TBPS – All Branch Commanders	<i>The TBPS does have a secondment program to allow for officers in other branches to spend time in the Criminal Investigations Branch.  The TBPS now has two (2) mentoring positions dedicated to the Uniform Patrol Branch to spend a period of three (3) months in CIB. This will provide officers with the opportunity to learn the various roles performed in CIB and gain experience in criminal investigations. Such training will be tracked in a logbook and retained for career development and advancement purposes.</i>

		2021 – above now permanent		<p><i>All participants will also be offered the entry level “Criminal Investigation Techniques” course upon entering the mentorship program.</i></p> <p><i>This program will see eight (8) officers a year cycle through.</i></p>
R.9. TBPS should develop a formalized plan or protocol for training and mentoring officers assigned to Criminal Investigations Branch and the Major Crimes Unit.	Ongoing  Goal: March 2022	N/A	TBPS – CIB & Quality Assurance Staff Sgt.	<p><i>The Criminal Investigations Branch and the Major Crime Unit adhere to all provincially mandated policies and procedures on investigating criminal matters.</i></p> <p><i>A training manual specific to Major Crimes will be completed shortly.</i></p>
R.10. TBPS should develop a strategic human resources succession plan to ensure the General Investigations Unit, Criminal Investigations Branch, and the Major Crimes Unit is never without officers who are experienced in investigations.	Ongoing	Not yet known	TBPS – HR Manager & CIB	<p><i>See above recommendations that assist in realizing the succession plan (specifically the mentorship program)</i></p>
R.11. TBPS should establish procedures to ensure occurrent or supplementary reports relevant to an investigation are brought to the attention of the lead investigator or case manager. This must take place regardless of whether a case has been earmarked for Major Case Management.	Complete  Ongoing – to be formalized in policy and training manual	N/A	TBPS - CIB	<p><i>This is being/has been addressed. Please also note that the Ministry of Community Safety and Correctional Services has just released their Major Case Management Inspection Report that deals directly with these matters. However, prior to the release of either Report, the Inspector of Criminal Investigations Branch implemented new procedures to ensure lead investigators and case managers were adequately apprised of their investigations.</i></p> <p><i>Most recently, the CIB reporting structure has been streamlined within the Branch. CIB now has a dedicated transcriptionist who will complete the report for an officer to review and the Supervisor to approve.</i></p>
R.12. TBPS should develop procedures to ensure forensic identification officers are provided with the information necessary to do their work effectively.	Ongoing  See R.11	See R.11	See R.11	
R.13. TBPS should immediately improve how it employs, structures, and integrates its investigation file management system, Major Case Management System, and its Niche database.	Ongoing	Budget Additions  2019 - \$200,000 (OPTIC)  2020 – N/A	TBPS – All Branches & IT	<p><i>Please note that the Ministry of Community Safety and Correctional Services has just released their Major Case Management Inspection Report that deals directly with these matters.</i></p> <p><i>TBPS Major Crime will be loading cases with the MCM framework using the Powercase application. This will meet the Provincial standard.</i></p> <p><i>The move to OPTIC continues in 2021. The tentative date to be live within OPTIC is the end of March 2021.</i></p>

		2021 – N/A		<i>Update: January 2022 to be operational.</i>
R.14. TBPS should, on a priority basis, establish protocols with other police services in the region, including Nishnawbe-Aski Police Service and Anishinabek Police Service to enhance information-sharing.	Ongoing	N/A	TBPS – All Branchs & IT  External stakeholders	<i>Such protocols, both formal and informal, already exist.  In addition, the move to OPTIC will allow enhanced information sharing between agencies.</i>
<b>RECOMMENDATIONS REGARDING OTHER TBPS OPERATIONAL AREAS</b>				
R.15. TBPS should fully integrate the Aboriginal Liaison Unit's role into additional areas of the Police Service. This would help to promote respectful relationships between TBPS and the Indigenous People it serves.	Ongoing	Budget Additions  Cost of Consultant	TBPS – Community Services Branch  External Stakeholders engaged in Organizational Change Project	<i>For more than a year, the Service has been undergoing an Organizational Change Project, in which a consultant was hired and a committee of internal and external members were tasked with diversifying the Service and making it more inclusive. Part of this project was to look at the role of the Aboriginal Liaison Unit, which is now called the Community Inclusion Team.  TBPS hired a civilian Community Inclusion Team (CIT) Coordinator to work with the Indigenous Liaison Officers. The CIT will develop engagement plans for the community and the Coordinator will participate on the TPBS Organizational Change Project going forward. Currently, the project is focusing on career long diversity training with a focus on Bias, Racism, Indigenous people and Culture.  The CIT Coordinator will be involved in all aspects of community engagement with the Indigenous Liaison Officers and internally on training and relationships with frontline sworn and civilian staff.</i>
R.16. TBPS should increase the number of officers in the Aboriginal Liaison Unit by at least three additional officers.	Ongoing	Budget Addition  2019 – \$95,000  2020 – Above increase permanent	See R.15	S R. 15

		2021 – Above increase permanent		
R.17. With Indigenous engagement and advice, TBPS should take measures to acknowledge Indigenous culture inside Headquarters or immediately outside it.	Ongoing	N/A		<p><i>In the main second floor lobby, we currently have on display the Robinson Superior Treaty and a Roy Thomas piece entitled “Relatives”.</i></p> <p><i>We will shortly be showcasing art received as a result of an art competition put on by the TBPS for Fort William First Nation artists called “a call for artists”.</i></p> <p><i>The TBPS fully supports and assists in the Tree of Hope project initiated by one of its constables, Sharlene Bourdeau and in partnership with Ontario Native Women’s Association (ONWA).</i></p> <p><i>Update: The CIT Unit has updated the second floor display case acknowledging many different indigenous dates and themes. E.g. MMIWG, Every Child Matters, 2SLGBTQ, National Indigenous Day.</i></p> <p><i>The CIT Unit has worked with an Elders Advisory Committee to gather and be gifted with an Indigenous Bundle through ceremony E.g. Eagle Staff, Smudge kit with medicines, sweet grass, sage, cedar. Cedar has been raised over all entrances to bring good energy to the work being done by staff.</i></p> <p><i>Cedar Trees were planted on the south side flower gardens.</i></p>
R.18. Thunder Bay Police Service should make wearing name tags on the front of their uniforms mandatory for all officers in the Service.	Complete	Budget Additions 2019 – \$2,000 2020 – \$20,000 2021 – N/A	TBPS – all levels	<p><i>All name tags have been issued and are mandatory and considered a permanent part of an officer’s uniform.</i></p>
R.19. TBPS should implement the use of in-car cameras and body-worn cameras.	Complete	Additional funding added to 2019 capital budget for 5 year project	TBPS – all levels	<p><i>TBPS will be announcing the roll out of in-car cameras and body-worn cameras by the end of the first quarter of 2021.</i></p> <p><i>Update: All body worn cameras have been deployed and are utilized by all front line officers in Uniform Patrol and Traffic.</i></p>

		1 <sup>st</sup> year implementation \$361,900 with \$72,000 infrastructure costs		<i>The Service has also launched a new video series called “Our Call” that showcases the calls for service our officers attend. This was spearheaded by Chris Adams and Scott Paradis.</i>
R. 20. TBPS should, through policy, impose and reinforce a positive duty on all officers to disclose potential evidence of police misconduct.	Complete	N/A	TBPS	<i>Such a duty already exists in legislation. However, our policy has been revised to include: “It is the duty of every member of the Thunder Bay Police Service to address behavior that could be deemed as misconduct when learned about or observed.”</i>  <i>Additionally, TBPS has introduced a new Code of Conduct addressing this recommendation directly.</i>
<b>RECOMMENDATIONS REGARDING MISSING PERSONS CASES</b>				
R.21. I urge the Ontario government to bring into force Schedule 7, the Missing Persons Act, 2018, as soon as possible.	Complete	N/A	Ontario Gov’t	<i>The Missing Persons Act is now in force and the legislation is being utilized by members of the TBPS to assist them in missing persons cases.</i>  <i>The TBPS has participated in the training from the Ontario Police College to ensure full knowledge and compliance with the Act. All TBPS policies have been amended accordingly.</i>
R.22. TBPS and the Thunder Bay Police Services Board should re-evaluate their missing persons policies, procedures, and practices upon review of the report of the National Inquiry into Missing and Murdered Indigenous Women and Girls, due to be released on or before April 30, 2019.	Ongoing yearly	N/A	TBPS & TBPSB  *Note: Input needed from TBPSB*	<i>The Missing Person Policy has also undergone another internal review in June of 2020 and changes have been made.</i>  <i>The TBPSB is also in the process of a policy review and the TBPS will ensure the appropriate changes are made once the Board’s review is complete.</i>
R.23. TBPS and the Thunder Bay Police Services Board should re-evaluate their missing persons policies, procedures and practices upon review of the Honourable Gloria Epstein’s report on Toronto Police Service’s missing persons investigations due to be released in April, 2020.	Ongoing  Goal: June 2021 for initial report  Long Term: Multi-year	Not yet known but could be significant	TBPS & TBPSB	<i>The Honourable Gloria Epstein’s report was released on April 9, 2021. The TBPS is in the initial phases of reviewing the report. A longer presentation and implementation strategy will be presented to the Board in June 2021.</i>  <i>Update: The Service provided update reports as to how it is implementing the recommendations as outlined in Epstein’s report. Reports went to the board in September and October of 2021. The next report will come in the first half of 2022.</i>

<b>RECOMMENDATIONS REGARDING THE RELATIONSHIP BETWEEN THE POLICE AND THE CORONER'S OFFICE</b>					
R.24.	The Office of the Chief Coroner, Ontario's Chief Forensic Pathologist, the Regional Coroner, and TBPS should implement the Thunder Bay Death Investigations Framework on a priority basis and should evaluate and modify it as required, with the input of the parties, annually.	Complete	N/A	TBPS & Coroner's Office	<i>The Service has concluded in-house training with all officers that addresses the investigative relationship between the Police and the Coroner. The Coroner's office is invited and does attend to assist in delivering this training. There is a working framework in place as outlined above that will be utilized on an ongoing basis.</i>
R.25.	The Office of the Chief Coroner should ensure police officers and coroners are trained on the framework to promote its effective implementation.	See R.24	See R.24	See R.24	See R.24
R.26.	The Office of the Chief Coroner and TBPS should publicly report on the ongoing implementation of the framework in a way that does not prejudice ongoing investigations of prosecutions.	See R.24	See R.24	See R.24	See R.24
<b>RECOMMENDATIONS REGARDING THE RELATIONSHIP BETWEEN THE POLICE AND PATHOLOGIST</b>					
R.27.	The Ontario Forensic Pathology Service should train all pathologists on the Intersection of Police and Coroners for Thunder Bay Death Investigations as set out in the framework.	N/A	N/A	Coroner's Officer	N/A
R.28.	TBPS should reflect, in its procedures and training, fundamental principles to define the relationship between investigators and pathologists.	Ongoing	N/A	TBPS	<i>The Service's Sudden Death Policy has been fully reviewed and revised to incorporate the above. The policy will be continuously reviewed as required.</i>
R.29.	The Ontario Forensic Pathology Service should establish a Forensic Pathology Unit in Thunder Bay, ideally housed alongside the Regional Coroner's Office.	N/A	N/A	TBPS & Coroner's Office & Key stakeholders	<i>Chief Hauth sent a letter on October 22<sup>nd</sup>, 2019 to the then CEO of the Thunder Bay Regional Health Sciences Centre, Mr. Jean Bartkowiak, and copy to the Chief Coroner. The letter was in regards to the pressing need to establish a Forensic Pathology Unit in Thunder Bay. Conversations with the Chief Coroner's office are ongoing in relation to this matter.</i>  <i>Update: The Chief is in the process of authoring another letter advocating for additional resources. A copy will be shared with the Board prior to release.</i>
R.30.	If a Forensic Pathology Unit cannot be located in Thunder Bay, TBPS and the Ontario Forensic Pathology Service should establish, on a priority basis, procedures to ensure timely and accurate exchange of information on sudden death and	Ongoing	Budget Additions  2021 – To be determined	TBPS & Coroner's Office	<i>The TBPS has recently entered into a Memorandum of Understanding with the Toronto Police Service for their assistance when post mortems are scheduled to be conducted in Toronto. This allows for continuity and efficiencies while cutting down on costs of travel and delay.</i>



homicide investigations and regular case-conferencing on such cases.		(cost recovery model by Toronto Police Service)		
R.31. The Ontario Forensic Pathology Service should provide autopsy services compatible with cultural norms in Indigenous communities.	N/A	N/A	Coroner's Office	
<b><i>Recommendations Regarding Racism in TBPS Policing – General</i></b>				
R.32. TBPS should focus proactively on actions to eliminate systemic racism, including removing systemic barriers and the root causes of racial inequities in the Service. TBPS should undertake a human rights reorganizational change strategy and action plan as recommended by the Ontario Human Rights Commission in October 2016.	Ongoing	Budget Additions	TBPS & External Stakeholders	<p><i>The Service is currently undergoing an Organizational Change project initiated by the Chief of Police. The details of the Organizational Change project can be found on the TBPS website.</i></p> <p><i>The first meeting was held in April 2018 and the first area of change was the Aboriginal Liaison Unit. The Service is currently working on its Training Curriculum for all members of the TBPS, both civilian and sworn.</i></p> <p><i>The CIT Coordinator will participate in many aspects of this recommendation through the Organizational Change Project – training, recruitment and communication internally and externally. Culturally significant training plans will be presented to the Chief for acceptance early in 2021.</i></p> <p><i>Update: The Chief authorized the establishment of an internal Equity, Diversity and Inclusion Committee. The Committee will discuss new initiatives such as the CIT Strategic Plan, various policy, recruitment initiatives and volunteer work. Recommendations from the work of the committee can be forwarded to the Chief to consider.</i></p> <p><i>Training will start based on the approved curriculum in December of 2021. First training session to be held December 13-16, 2021 with additional sessions scheduled for January 2022.</i></p>
R.33. TBPS leadership should publicly and formally acknowledge that racism exists at all levels within the Police Service and it will not tolerate racist views or actions. TBPS leadership should engage with Indigenous communities on the forum for and content of these acknowledgements. This would be an important step in TBPS advancing reconciliation with Indigenous People.	Complete	N/A	TBPS – Chief of Police	<p><i>On the day the Systemic Review Report was released, the existence of systemic racism was acknowledged. It was also reiterated by the TBPS leadership that racist views and actions are not, and will never be, tolerated by the Service. The Chief also acknowledged the existence of systemic racism within the Service and the Board during the Board's Acknowledgement and Reconciliation Circle on January 13, 2019.</i></p>

R.34	The Thunder Bay Police Services Board should publicly and formally acknowledge racism exists within TBPS and take a leadership role in repairing the relationship between TBPS and Indigenous communities. This too, is an important step in TBPS advancing reconciliation with Indigenous People.	N/A	N/A	N/A	
R.35	TBPS leadership should create a permanent advisory group involving the police chief and Indigenous leadership with a defined mandate, regular meetings, and a mechanism for crisis-driven meetings to address racism within the TBPS and other issues.	Ongoing	Not yet known. Currently the group is made up of volunteers.	TBPS & External Stakeholders	<p><i>Currently, there is a group called the Executive Committee on Indigenous and Diversity Issues which meets quarterly. This Committee acts as an advisory group to the Chief of Police when major incidents occur that require community input. However, this Committee has been put on hold and is being re-defined to better meet the needs of the Community under the Organizational Change project.</i></p> <p><i>As part of the transition from the Aboriginal Liaison Unit to the Community Inclusion Team, the new Civilian Coordinator will be tasked with redefining the role of the Committee as well as reviewing the composition of the Committee. As an individual was just hired in this position, an update will follow.</i></p>
<b>RECOMMENDATIONS REGARDING RACISM IN TBPS POLICING – TRAINING</b>					
R.36	<p>TBPS should work with training experts, Indigenous Leaders, Elders, and the Indigenous Justice Division of the Ministry of the Attorney General to design and implement mandatory Indigenous cultural competency and anti-racism training for all TBPS officers and employees, that:</p> <p>a) Is ongoing throughout the career of a TBPS officer or employee;</p> <p>b) Involves “experiential training” that includes Indigenous Elders and community members who can share their perspective and answer questions based on their own lived experiences;</p> <p>c) Is informed by content determined at the local level, and informed by all best practices;</p>	Ongoing	<p>Budget Additions</p> <p>2021 – \$55,000 (actual training cost)</p>	TBPS & External Stakeholders	<p><i>Further, Dr. Leisa Desmoulins alongside the Curriculum Working Group are actively gathering information and testing various training programs to be implemented throughout the duration of a police officer’s career. The development of this curriculum is ongoing. The framework will reflect a community-focused service delivery model that activates the principles from the Truth and Reconciliation Commission’s Final Report and the training recommendations from the OIPRD’s Broken Trust Report. The framework will be grounded in diversity, equity and inclusion</i></p> <p><i>In May 2020 Chief Hauth tasked the CWG members to develop a curriculum with four phases, grounded in recommendations from two previous reports. To date, the CWG has studied other curricula from the OPP and other local police services. Also, the group has consulted with trainers from the justice sector to find a trainer for the initial phase of the training. Currently they are customizing the training and selecting a trainer(s) with the capacity to train all members of TBPS. CWG members will present a report with recommendations for Phase I training to Chief Hauth by the end of the March 2021.</i></p>

<p>d) Is interactive and allows for respectful dialogue involving all participants;</p> <p>e) Reflects the diversity within Indigenous communities, rather than focusing on one culture to the exclusion of others;</p> <p>f) Explains how the diversity of Indigenous People are pre and post contact history is relevant to the ongoing work of TBPS officers and employees. For example, Indigenous culture and practices are highly relevant to how officers should serve Indigenous People, conduct missing persons investigations, build trust, accommodate practices associated with the deaths of loved ones, and avoid micro-aggressions. Micro-aggressions are daily verbal or non-verbal slights, snubs, or insults that communicate, often inadvertently, derogatory or negative messages to members of vulnerable or marginalized communities.</p>				<p><i>Update: As per recommendation 32, the training will commence in December of 2021. The CWG provided parameters to be included in the Diversity Training. The CIT Coordinator is preparing the training which is scheduled to begin in December 2021. It includes consultation with Elders and outreach to include Community members to assist with delivery of the training. First training session to be held December 13-16, 2021.</i></p>
<p>R.37 TBPS should ensure the Indigenous cultural competency training recommended in this report is accompanied by initiatives in collaboration with First Nations police services that allow TBPS officers to train or work with First Nations police services and visit remote First Nations to provide outreach.</p>	Ongoing	See R.36	TBPS & External Stakeholders	<p><i>In addition - currently have in place Grade 8 visit project in conjunction with NAPS where officers visit First Nations communities.</i></p>
<p>R.38 TBPS leadership should provide greater support for voluntarism by attending relevant sporting or community events.</p>	Ongoing	N/A	TBPS	<p><i>Within the last year, the Chief of Police has added to the TBPS Board agenda a public acknowledgement of the TBPS members. When a member is identified as having demonstrated an outstanding commitment to volunteering their time within the community, they are publicly presented with a certificate of recognition.</i></p>
<p>R.39 TBPS should develop and enhance additional cultural awareness training programs relating to the diverse community it serves.</p>	Ongoing	Not yet known	TBPS	<p>See R.36</p> <p><i>Update: CIT established FACT Fridays communicating information on Culture, 2SLGBTQ and relevant topics to inform, allow for better understanding and dispelling common myths.</i></p>
<p><b>RECOMMENDATIONS ON RACISM IN TBPS POLICING – RECRUITMENT AND JOB PROMOTION</b></p>				
<p>R. 40 TBPS should implement psychological testing designed to eliminate applicants who have or express racist views and attitudes. In Ontario, such specific testing is not done. It can be</p>	Complete	Budget additions 2020 –		<p><i>The psychological testing TBPS now engages in is extensive and much more thorough than what has been completed in the past. We now have three separate psychological tests that are analyzed by a psychologist in order to inform a medical opinion on the candidate's suitability to be a</i></p>

tailored to the TBPS experience. This testing should be implemented in Thunder Bay on a priority basis.		2021 -		<i>police officer. One of these tests, the MPulse, specifically analyzes liability factors including racially offensive conduct, negativity and inappropriate attitudes. Candidates also receive face to face interviews with a psychologist should any portion of the testing be inconclusive or potentially concerning. Candidates with concerning test results are screened out of the process.</i>
R. 41 TBPS should, on a priority basis, create and adopt a proactive strategy to increase diversity within the Service, with prominence given to Indigenous candidates.	Ongoing	Budget Additions  2020 –  2021 –  (recruitment initiative costs)	TBPS	<i>The entire recruitment process within the TBPS has been redeveloped with a focus on removing systemic barriers disproportionately encountered by Indigenous candidates. Everything from the initial testing to the background check has been modified or is completely new.  A full report was provided to the TBPSB in January 2020  Also, the Service is in the process of reviewing its HR department and looking at ways to expand.</i>
R. 42 TBPS leadership should link job promotion to demonstrated Indigenous cultural competency.	Complete	N/A	TBPS	<i>TBPS Promotional Policy newly implemented in 2020 Collective Agreement and internal procedures changed with emphasis placed on different criteria for promotions.</i>
<b>RECOMMENDATIONS FOR IMPLEMENTATION OF RECOMMENDATIONS</b>				
R.43 TBPS should report to the OIPRD on the extent to which the recommendations in this report are implemented. This is imperative given the crisis in confidence described in this report. The OIPRD should, in turn, report publicly on TBPS's response and the extent to which the recommendations in this report are implemented.	Ongoing	N/A	TBPS	<i>TBPS reports yearly to the OIPRD and more frequently to the TBPSB on recommendation progress.</i>
R.44 On an annual basis, TBPS should provide the public with reports that provide data on sudden death investigations. These reports can provide data, in a disaggregated Indigenous and non-Indigenous manner, detailing the total number of sudden death investigations with breakdown of investigative outcomes, including homicide, accidental death, suicide, natural death and undetermined.	Ongoing	N/A	TBPS	<i>While most of this information is available in the Service's annual report, the Service is currently looking into ways to deliver as much of the above information in the coming annual reports.</i>