

HPS TRAINING MODERNIZATION INITIATIVE

Training officers to police legally, respect rights, and testify effectively.



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POLICE SERVICE**
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EXECUTIVE SUMMARY

Hamilton Police Service (HPS) is committed to fostering a policing culture that prioritizes equity, diversity, and inclusion (EDI) through comprehensive training initiatives. By addressing bias, increasing cultural competency, and tackling systemic issues, HPS aims to enhance its approach to policing.

This document provides an overview of EDI-related training as part of HPS's 2022-2026 EDI strategy, along with general training. EDI-related training is a part of executing the EDI Strategy, which emphasizes community engagement and cultural competency development at all ranks, ensuring that officers are equipped to serve a diverse population effectively. Training is designed to embed EDI principles, incorporating anti-bias education, inclusivity, and legal frameworks such as case law examination and Charter principles. A blended learning model—combining online, classroom, and experiential training—enhances members' ability to apply these principles in real-world scenarios. The sections below outline a multi-pronged approach that aligns with best practices, including recommendations drawn from the Ontario Human Rights Commission's (OHRC) policy on eliminating racial profiling.

Key training components include active bystander intervention in law enforcement, rights-based procedural justice, and scenario-based learning that reinforces fair and effective policing. By integrating these elements into our training framework, HPS aims to build trust with the community and ensure that policing practices remain equitable, just, and responsive to the needs of Hamilton's diverse population.

While this document highlights training content done to date for community members, HPS recognizes the need to further strengthen training efforts through various initiatives. Complementary to the EDI Strategy is the RIBD Strategy, which will investigate systematic race and identity-based issues in pursuit of a policing system that is bias-free. Findings from the RIBD strategy will drive policy and training initiatives in support of advancing racial equity.

ADDRESSING RACIAL PROFILING CONCERNS

This multi-year initiative confronts racial profiling in policing through multiple strategic approaches which include:

- **INTEGRATION OF ANTI-BIAS TRAINING:** Rather than treating diversity and bias as isolated topics, EDI principles are embedded throughout the curriculum, normalizing these concepts as fundamental to effective policing.
- **CASE LAW EXAMINATION:** Training includes analysis of racial profiling cases like *R.v.Le*, helping officers identify implicit and explicit biases and understand their legal implications.
- **ENHANCED ARTICULATION REQUIREMENTS:** Officers are trained to properly document and explain their grounds for stops, searches, and arrests, ensuring actions are based on legitimate legal grounds rather than bias.
- **SCENARIO-BASED LEARNING:** Practical scenarios require officers to demonstrate inclusive communication, such as using proper pronouns for transgender individuals and intervening when colleagues make derogatory comments.

The 2024-2025 curriculum specifically targets bias recognition, racial profiling, and investigating hate crimes, directly addressing these critical issues.

CHARTER APPLICATION FOCUS

The program comprehensively addresses Charter application through:

- **CHARTER-CENTRED FRAMEWORK:** The program places Charter rights at the core of legal training modules
- **PRACTICAL APPLICATION:** Officers learn to apply Charter principles in real-world policing situations through realistic scenarios.
- **LEGAL JUSTIFICATION TRAINING:** Officers learn to articulate their actions within the framework of Charter rights, improving court testimony.
- **CASE LAW INTEGRATION:** By studying significant court decisions, officers understand how Charter violations occur and how to prevent them.
- **RIGHTS-BASED PROCEDURES:** Training on arrest, detention, and search procedures emphasizes respecting suspects' rights throughout interactions

STRATEGIC APPROACH

Beginning in 2022, the Training Branch initiated a multi-year strategy designed to:

- Create a time-efficient, modernized training approach
- Embed important concepts (such as EDI and human rights) throughout the curriculum
- Incorporate diverse stakeholder perspectives including justice, community, and policing partners
- Foster long-term retention through repeated practice
- Align with proven educational principles
- Increase training opportunities for both sworn and civilian members

TRAINING MODERNIZATION

To meet increased training demands during staffing challenges, the branch:

- Transitioned to a blended learning model combining online, classroom, and experiential components
- Collaborated with other police agencies to share curriculum and identify trends
- Redesigned courses to accommodate frontline staffing needs and ensure training remains current and relevant

BLOCK TRAINING EVOLUTION

The annual Block Training program has evolved over three years:

YEAR 1 (2022 - 2023)

Focused on legal training and introducing leadership development through the Active Bystandership for Law Enforcement (ABLE) Training program, with special attention to basic police powers, gender pronouns, and inclusive communication.



YEAR 2 (2023 - 2024)

Expanded on legal foundations with emphasis on investigative detention, while developing leadership concepts through scenario-based learning involving human trafficking, domestic violence response, and transgender awareness..



YEAR 3 (2024 - 2025)

Specialized in search and seizure protocols while deepening leadership development with a EDI lens, addressing bias recognition, racial profiling, and hate crime investigations.

LEADERSHIP DEVELOPMENT WITH EDI FOCUS

The program emphasizes how leadership and interpersonal skills shape organizational culture and community interactions. By examining racial profiling case law, participants identify implicit and explicit biases and improve community engagement, recognizing that both technical expertise and interpersonal skills are equally important for effective public service.

COMMUNITY AND EXPERT CONSULTATION

Training development includes input from a variety of stakeholders, EDI specialists, and legal experts, ensuring diverse perspectives are incorporated into the curriculum. This collaborative approach helps ensure training addresses real community concerns around bias and profiling.

DELAYED TRAINING IMPACT TIMELINE

A notable challenge is the delayed impact of training on court outcomes, requiring approximately a two-year cycle to measure effectiveness. This extended timeline stems from two key factors: first, officers need sufficient time to implement their training in real-world situations, and second, these cases must progress through the court system—a process that typically takes at least 18 months before results can be observed. Despite this prolonged evaluation period, the comprehensive nature of the program aims to create systemic change in how officers approach policing, building both organizational competencies and individual awareness as end goals that prevent racial profiling.

CONCLUSION

The HPS Training Branch continues to examine and refine its approach to training to prepare officers for modern policing challenges. Through this comprehensive strategy, HPS is equipping its members with both the technical skills and interpersonal competencies needed to serve their community effectively and equitably while ensuring their actions can be properly articulated in court proceedings.

PROGRAM OUTLINE

TRAINING BRANCH OVERVIEW:

Program Structure

The HPS Training Branch manages comprehensive training programs for both sworn officers and civilian staff across two key sectors:

Academic Programs

- Legal and Investigative Training
- Leadership Development
- Senior Courses

Practical Skills Development

- Use of Force
- De-escalation Techniques

CORE TRAINING PROGRAMS

The core programs that HPS Training Branch manages includes:

- Annual Block Training for all personnel (Sworn, Civilian, Special Constable/Cadet/Auxiliary)
- Bi-Annual Supervisor Training
- New Hire Training (Recruits/Special Constable/Auxiliary)
- Senior Courses (including CSPA mandated courses)
- Professional Development (Guest speakers, specialized training)

MULTI-YEAR TRAINING APPROACH

The Training Branch has implemented a comprehensive multi-year strategy focusing on Legal Training and Leadership Development. Hamilton Police Training Branch is investing in a multi-year training strategy designed to:

- Create a modernized approach to training that is time efficient and provides increased training opportunities
- Incorporate important issues throughout training, rather than in self-contained lessons (eg; EDI, Human Rights approach)
- Incorporate various stakeholders in development, including justice, community, and policing partners
- Facilitate long-term retention of concepts and skills development through repeated practice
- Align with educational principles for effective training
- Increase training opportunities for all members (Sworn and Civilian)

The curriculum equips members with the technical skill necessary to perform their duties according to ministry standards, while also developing the interpersonal competencies needed to foster a strong organizational culture that positively influences community interactions.

BLOCK TRAINING PROGRAM

Curriculum Development Process

When developing non-ministry mandated training, the Training Branch maintained development in two core focus areas:

- Legal Training
- Leadership development

Each year a Focus Area is identified based on environmental scans of:

- Crime trends
- Community concerns
- Court Case outcomes
- Training deficiencies
- Ministry required training mandates

The environmental scan includes consultation with a variety of sources, including:

- Legal consultations (Crown attorneys, defense counsel, HPS legal team, academic experts)
- Professional Standards Branch input on internal investigation trends
- Subject matter expert consultations
- Internal stakeholder feedback
- Community stakeholder engagement
- Collaboration with other police services
- Training Conferences
- Analysis of court decisions and relevant case law, with emphasis on local cases

TRAINING IMPACT TIMELINE

The impact of police training on court outcomes is not immediate due to two key time factors:

- Block training sessions take 10 months to complete.
- There's typically an 18-month delay between an incident and when the related court case is heard.

This creates approximately a two-year gap between when training is designed and when its impact can be measured.

MULTI-YEAR BLOCK TRAINING EVOLUTION

The training branch integrates a variety of perspectives gathered from stakeholder consultations in the development of the annual curriculum and key focus areas. The following provides examples of the curriculum design process:

Year 1 (2022-2023)	
Curriculum Consultation	
<ul style="list-style-type: none"> ○ Community feedback ○ Police Studies Educators/Published authors of Investigative textbooks ○ Defense Attorneys ○ Crown consultations (including Federal Crown) ○ Police leadership conferences ○ Professional Standards Branch consultation ○ Local case reviews 	
Core Focus Areas	
<u>Legal Training</u> (four modules) <ul style="list-style-type: none"> ○ Online learning ○ In-class legal training with focus on Police Powers ○ Academic scenarios ○ Testimony day scenarios 	<u>Leadership Development</u> <ul style="list-style-type: none"> ○ Introduction to ABLE training-Active Bystandership for Law Enforcement is a national hub for training, to prepare officers to successfully intervene to prevent harm and to create a law enforcement culture that supports intervention to: prevent misconduct, avoid police mistakes, and promote officer health and wellness
Specific Focus Area	
<ul style="list-style-type: none"> ○ Basic Police Powers ○ Gender pronouns and inclusive communication 	

Year 2 (2023-2024)	
Curriculum Consultation	
<ul style="list-style-type: none"> ○ HPS EDI Specialist and HPS Community Relations Coordinator ○ Leadership and EDI conferences ○ Crown consultation ○ HPS Legal consultation ○ Human Trafficking Unit, Victim of Human Trafficking and Victim Advocate-YWCA ○ Professional Standards Branch consultation ○ Local Case Reviews 	
Core Focus Areas	
<u>Legal Training</u> <ul style="list-style-type: none"> ○ Review of Basic Police Powers with emphasis on Investigative Detention ○ Arrest procedures ○ Search and Seizure ○ Charter rights application 	<u>Leadership Development</u> <ul style="list-style-type: none"> ○ Provincial and National leadership approaches ○ Core leadership principles ○ Change management ○ Psychological safety ○ Professional interpersonal interactions ○ ABLE refresher
Specific Focus Area	
<ul style="list-style-type: none"> ○ Human Trafficking interventions ○ Domestic Violence response (Mass Casualty Commission Report-Turning the Tides Together- Portapique case study) ○ Trans community awareness ○ Officer intervention protocols (ABLE) 	

Year 3 (2024-2025)	
Curriculum Consultation	
<ul style="list-style-type: none"> ○ HPS EDI Specialist and HPS Community Relations Coordinator ○ Chief's Executive Officer/Supervisor for EDI/Hate Crime and Community Engagement Unit ○ Hate Crime Unit ○ Ministry consultation-Anti-Racism Directorate ○ RIBD Strategy Information Session-Guest speakers presentations ○ EDI conferences ○ Professional Standards Branch consultation ○ Local Case Reviews ○ Ontario Police Trainers-Community of Practice group development and engagement 	
Core Focus Areas	
<u>Legal Training</u> <ul style="list-style-type: none"> ○ Review of Police Powers with specialized focus on Search and Seizure ○ Case study ○ Search and Seizure analysis 	<u>Leadership Development</u> <ul style="list-style-type: none"> ○ Leadership with EDI lens ○ Organizational culture development ○ Bias recognition and application ○ Racial profiling case studies ○ Effective articulation techniques ○ Type Coach personality assessment ○ ABLE refresher
Specific Focus Area	
<ul style="list-style-type: none"> ○ Search and Seizure ○ Bias Training ○ Racial Profiling ○ Investigating Hate Crime and Bias incidents 	

SUPPLEMENTARY TRAINING INITIATIVES

HPS Training branch also arranged supplementary training including the following:

- Recruit exposure to courtroom testimony
- Cultural awareness training for recruits at culturally significant locations and women's shelters
- Guest speaker providing lived experiences of resiliency

Members have access to over 253 online courses including:

- Training on Hate Crime and Bias Incidents for Frontline
- Ethical Decision Making
- Managing Unconscious Bias
- Human Rights Code Training
- EDI: Discrimination, Privilege and Racism

Professional Leadership Training (PLT) for Supervisors (Sergeants and Staff Sergeants)

- EDI Cultural Competency
- EDI Unconscious Bias (2023-2025)
- Search and Seizure/Charter Rights 10(a)(b), Case Law Current Issues and Updates (2024)

EVALUATION OF CURRENT EDI & CHARTER AND LEGAL PRACTICES

The Training Branch will continue to focus on organizational culture change by embedding EDI practices along with balancing the labour-intensive requirements from the Community Safety and Policing Act (2019). As the race-based data strategy is executed, the Training Branch will serve as one delivery vehicle to training in key areas identified through the RIBD strategy in pursuit of improvements to service delivery.

It is anticipated that elements of training content will be informed by the race and identity-based data strategy and the insights of the community advisory committee. While the numbers-based measurements of success align with the Anti-Racism Act and the Ontario Data Standards, HPS acknowledges the limitations of relying solely on disproportionality and disparity, as policing does not yet have an effective benchmark population. Understanding systemic issues requires looking beyond traditional metrics to examine why different groups experience policing outcomes, such as use of force, at varying rates.

Ultimately, true success is reflected in how the community perceives our progress toward equitable policing. To ensure a comprehensive assessment, we will develop an evaluation framework that integrates both qualitative and quantitative measures of success. This will also inform our training programs, ensuring they are responsive to the lived experiences of diverse communities. Training will be shaped by the findings of our data analysis and guided by community input, focusing on addressing systemic disparities and improving interactions between police and the public. By embedding these insights into training, we aim to build an approach that fosters accountability, enhances officer awareness, and strengthens public trust.

Click here for more information on the [HPS RIBD Strategy](#)

In preparation for executing the RIBD strategy, a training analysis has been conducted to better understand the training done to date with EDI, Anti Racism and Bias as well as the opportunities for future improvements.

Training Vehicle	Developers Reviewers	High-Level Details	Success Metrics (Existing and Potential)	Potential Gaps (or questions that may arise)	Statistics
Annual Block Training	<ul style="list-style-type: none"> - Training Branch - EDI Specialists - Ministry - Legal Experts - Community Stakeholders 	<ul style="list-style-type: none"> - Use of Force (articulation, reporting, justification) - Fair treatment, community perception) - Bias & Racial Profiling (identification, mitigation strategies) - Equity, Diversity, Inclusion (embedded rather than standalone) 	<ul style="list-style-type: none"> - Completion Rates - Post-Training Evaluations - Court Case Outcomes (challenges to officer conduct) 	<ul style="list-style-type: none"> - Implicit bias impact on enforcement decisions needs more explicit focus - Training effectiveness could be measured beyond compliance (e.g., long-term impact on public trust) 	<p>Sessions Conducted: 40</p> <p>Members Participated: 727</p>
Supervisory Training	Legal Experts, Internal Leadership, Crown Attorneys	<ul style="list-style-type: none"> - Evaluating officer actions in force incidents - Charter Compliance (detention, search & seizure, procedural safeguards) - Receiving & Assessing Articulations (quality of reports, justification for stops & arrests) 	<ul style="list-style-type: none"> - Internal Review Reports (PSB case reviews) - Court Testimonies - Complaints Data (civilian oversight trends) 	<ul style="list-style-type: none"> - More focus on supervising potential profiling patterns and ensuring officers apply procedural justice in day-to-day interactions - Needs a structured mentorship component for new supervisors 	<p>Sessions Conducted: 8</p> <p>Members Participated: 269</p>
Legal Training	Crown Attorneys, Defense Counsel, HPS Legal, Case Law Analysis	<ul style="list-style-type: none"> - Arrest & Detention Grounds (how to ensure legal compliance) - Search & Seizure (Charter obligations, case law impact) - Key Cases: R. v. Le, R. v. Grant. Landmark SCC cases that have significant implications for racial bias, police conduct, and procedural justice. - Procedural Justice in legal processes 	<ul style="list-style-type: none"> - Legal Success Rates (reduction in exclusion of evidence) - Reduction in Charter Breaches - Community Complaints Reduction 	<ul style="list-style-type: none"> - Could benefit from real-time feedback mechanisms from judiciary and community oversight - Officers should receive direct case study debriefs from legal expert's post-investigation outcomes 	<p>Sessions Conducted: 8</p> <p>Members Participated: 727</p>

Bias and Racial Profiling Training	EDI Specialists, Community Leaders, Hate Crime Team	<ul style="list-style-type: none"> - Identifying Bias in Decision-Making - Investigating Hate Incidents (case handling best practices) - Racial Profiling Case Studies (learning from past errors) - De-escalation Techniques (reducing unnecessary confrontations) 	<ul style="list-style-type: none"> - Training Participation - Officer Knowledge Assessments - Community Perception Metrics (surveys, town halls) 	<ul style="list-style-type: none"> - Need for longitudinal tracking method (e.g., impact on racial disparities in stops/arrests)* <p>*See RIBD Strategy</p>	<p>Sessions Conducted: 26</p> <p>Members Participated: 727</p>
Equity, Diversity, and Inclusion & Cultural Competency	EDI Specialists, Community Stakeholders, Training Branch	<ul style="list-style-type: none"> - EDI Leadership Training (Breaking Down Barriers, Systemic Racism) - Active Bystander Law Enforcement (ABLE) - Unconscious Bias Training - Community Perception of Police - Traffic Stop Scenario with Trans Individual - Anti-Racism Training (Anti-Black, Anti-East Asian, Anti-Muslim, Anti-Indigenous, Anti-2SLGBTQIA) - Cross-Cultural Communication - Religious and Cultural Sensitivity (Islam, Sikhism, Hinduism, Judaism, Buddhism) 	<ul style="list-style-type: none"> - Training Participation - Community Feedback (Town Halls, Public Perception Data) - Improved Officer Awareness in Interaction 	<ul style="list-style-type: none"> - Further tracking needed on how cultural competency translates into field interactions - More measurable success metrics in reducing biased interactions and complaints 	<p><u>Since 2022:</u></p> <ul style="list-style-type: none"> - Integrated into Recruit & Block Training - Workshops, Squad Presentations, Lunch & Learns (Various Topics) - Recruit Experiential Visits to Religious Institutions (2025 Initiative)

Scenario-Based Experiential Learning	HPS Trainers, Legal Experts, Community Representatives	<ul style="list-style-type: none"> - De-escalation Scenarios (high-risk situations, alternative responses) - Inclusive Pronoun Use (respectful communication) - Crisis Interventions (mental health considerations) 	<ul style="list-style-type: none"> - Performance in Simulated Exercises - Peer & Instructor Evaluations - Behavioural Changes (tracked post-training) 	<ul style="list-style-type: none"> - Intersectional bias training must be consistently embedded (e.g., interactions with marginalized communities) - More real-world feedback loops from community on training effectiveness 	<p>Sessions Conducted: 26</p> <p>Members Participated: 727</p>
Leadership Development	External & Internal Experts, Community Leaders	<ul style="list-style-type: none"> - ABLE Training (active bystander intervention) - Organizational Culture (leadership accountability) - Bias Awareness in Leadership (mitigating systemic issues) - Psychological Safety (encouraging officers to report misconduct) 	<ul style="list-style-type: none"> - Leadership Surveys - Employee Satisfaction - Ethical Complaint Reduction (internal misconduct cases) 	<ul style="list-style-type: none"> - Needs expanded focus on leadership accountability in preventing profiling - Leadership evaluations should include community feedback 	<p>Sessions Conducted: 8</p> <p>Members Participated: 220</p>
UOF and De-Escalation	Ministry Guidelines, Police Trainers	<ul style="list-style-type: none"> - Carbine & Pistol Training (justification for use, articulation) - Crisis Intervention (mental health & addiction-related cases) - Tactical First Aid (minimizing harm post-use of force) 	<ul style="list-style-type: none"> - Reduction in UOF Incidents - Improved Public Interactions (complaints, bodycam reviews) - RIBD strategy encompasses this work. 	<ul style="list-style-type: none"> - Potentially need stronger linkage to procedural justice (ensuring force is a last resort, not the first instinct) 	<p>Sessions Conducted: 26</p> <p>Members Participated: 727</p>
Human Trafficking & Domestic Violence Training	HPS Legal, Victim Services, Community Advocates	<ul style="list-style-type: none"> - Investigative Detention (balancing investigative needs with rights protection) - Victim-Centered Approaches (ensuring trauma-informed policing) - Intersectionality (how race, gender, and class affect victim experiences) 	<ul style="list-style-type: none"> - Conviction Rates - Victim Feedback - Officer Assessments 	<ul style="list-style-type: none"> - Needs stronger trauma-informed approach alignment - More tracking on officer ability to recognize coercive control indicators 	<p>Sessions Conducted: 3</p> <p>Members Participated: 69</p>