

May 15, 2023 (updated August 28, 2023)

Update on Response to Report Recommendations

Background

In 2021, Risk and Safety Services commissioned an external review of Campus Security and Emergency Services (CSES) processes related to the department's response to incidents that involved or targeted underrepresented and/or marginalized communities on campus. The reviewers were asked to make recommendations to expand the expertise and capacity of CSES so that its staff are properly equipped, resourced, and prepared to respond to campus safety incidents involving hate motivated activity. The external reviewers, Dr. Barbara Perry and Mr. Irfan Chaudry, identified 27 recommendations organized by eight themes. A [summary of the report](#) is available along with the [full report](#)

Accomplishments to Date

To address the recommendations, Risk and Safety Services established and chaired a Hate Crime Review Steering Committee in the Spring of 2022 with representation from Student Affairs, Office of Indigenous Initiatives, Human Rights and Equity Office, Society of Graduate and Professional Students, (SGPS), Alma Mater Society (AMS), Provost Office and Housing and Ancillary Services. The Steering Committee has been meeting regularly since the Spring of 2022 to provide advice and guide the implementation of the recommendations.

A summary of the key actions taken to date is provided below and is aligned to the themes identified in the Report. It should be noted that many of the actions address multiple themes.

PRESENCE/VISIBILITY/TRUST

In response to **recommendation 3.1** (Clarity, transparency and public promotion of CSES mandate) CSES have developed and published a [Mission and Vision statement](#) that reflects their role in supporting a safe and secure campus environment and highlights their commitment to championing and promoting an equitable and inclusive environment at Queen's. This update was completed with significant engagement with and input from campus partners, including various student groups.

Efforts taken to address **recommendation 3.2** (Visibility at campus events, unrelated to security role) and **recommendation 4.1** (Expand and resource the Campus Community Engagement working group) include a renewed post-pandemic focus by CSES on building relationships with the university community. The Director has appointed two CSES staff to champion community engagement. They are in the process of meeting with campus partners such as Athletics, QUIC, student government, and Residences to identify opportunities where CSES can interact informally with students (e.g., orientation events and club meetings). Additionally, the implementation of campus walking shifts provide CSES with the opportunity to interact with faculty, staff, students, and other community members in ways that can foster positive relationships and build trust. Interactions and events are tracked by the staff and reviewed by the Director.

To further support breaking down barriers between CSES and the community, and to respond to **recommendation 3.3** (Redesign uniform to be less paramilitary in style), CSES is sourcing a dress uniform for staff to wear during events like convocation where safety concerns are minimal. For reasons of safety, CSES staff will continue to wear the current uniform while on patrol. Understanding that the

current patrol uniform can be intimidating to some community members, CSES is developing a communication plan, that will include social media messaging, to familiarize the Queen's community with the elements of the uniform (e.g., the First-Aid badge that identifies life-saving equipment they wear).

REPORTING AND DOCUMENTING

CSES has procured a new security records management system that will greatly improve the quality and availability of data, giving them the ability to enhance communication with campus partners. The improvement in data collection will allow CSES to address **recommendation 6.1** (Annual report on hate incidents/hate crime that include assessments of trends) and **recommendation 6.2** (Improve current data collection of hate crimes on the CSES website).

The Human Rights and Equity Office has launched the online [In-Sight](#) tool for anonymous reporting of Bias and Hate Incidents in alignment with **recommendation 6.3** (Further development of online hate and bias reporting tool). The tool includes instructions for reporting an emergency involving an immediate threat to mental wellness or physical safety and the option to speak to someone directly, should the individual not wish to remain anonymous.

RECRUITMENT AND HIRING

To remove potential barriers to hiring, CSES has established a training and support program for candidates who don't yet have their security license but meet the other role requirements. Candidates are hired as casual patrollers and are supported by CSES in the training to obtain their mandatory security guard license. Once the candidate obtains their license, they are eligible to work available security shifts. CSES will re-imburse the cost of the provincial security guard test and the license application as well as their first-aid course for those staff who successfully pass the test, and satisfactorily perform their assigned duties for a period of at least 12 shifts. This new program addresses **recommendation 7.2** (Make obtaining a security license a condition of employment, rather than a condition of applying).

CSES works closely with Human Resources and other campus partners to continue to identify options for advertising vacant positions in an effort to broaden the recruitment pool and become more representative of the community we serve. Recent attendance at a YGK Job Fair at the Invista Centre proved to be a positive recruitment effort and CSES will continue to source similar opportunities as per **recommendation 7.3** (Continue to expand proactive recruitment to broaden the recruitment pool).

To further enhance recruitment of applicants from a variety of backgrounds, CSES worked with the Human Rights and Equity Office to build a bank of meaningful I-EDIAA interview questions. These questions will be reviewed and updated as needed. See **recommendation 7.4** (Incorporate meaningful EDII questions into the interview process).

TRAINING

With respect to the work that addresses **recommendation 8.1** (Embed EDII training into CSES training program), all CSES staff are required to take the mandatory I-EDIAA training offered by the Human Rights and Equity Office (HREO). Once a staff member has completed these training modules, the CSES

Security Risk and Training Manager works with them to identify additional training opportunities so that they are taking some form of IEDIAA training on an annual basis. The Manager also coordinates with HREO annually to determine which I-EDIAA training modules have been modified to ensure all CSES staff have the most current knowledge and are cognizant of new information and trends to be used when performing their duties.

CSES is also exploring opportunities with HREO for targeted training (e. g. Case based I-EDIAA training, and trauma informed response, etc.) as per **recommendation 8.2** (Increase training on understanding hate crime, hate victimization, and supporting victims of hate) and **recommendation 4.2** (Emphasize and train in empathic communication skills).

CSES staff continue to strengthen their working relationship with the Kingston Police Force. The CSES Director is currently working with their Equity, Diversion & Inclusion Officer to identify joint training opportunities.

AWARENESS / COMMUNICATION / RESPONSE, FOLLOW-UP, AND SUPPORT

CSES has refined and implemented its Standard Operating Procedure for responding to hate motivated activities based on the feedback provided by the reviewers as per **recommendation 5.2**). It will be reviewed again and refined further as needed during the work to implement recommendation 1.2 (Establish clear roles and expectations for CSES and other stakeholders when responding to a hate crime or incident).

Next Steps

Terms of reference are being developed for a committee that will oversee the university's response to hate motivated activity. This committee will be responsible for addressing the remaining recommendations in the report which will result in the development of university-wide processes and procedures for reporting and responding to hate motivated activity, and the creation of a support guide program for students, faculty, and staff. Processes and procedures will establish clear roles and expectations for all university partners, including CSES, when responding to hate motivated activity.

Committee membership will be identified from relevant units across the campus to work in partnership to ensure that there is a coordinated and formal process for responding to and reporting on hate motivated activity. Efforts to set the terms of reference, identify membership, and clearly define the scope of work for the committee will take place over the summer with the expectation that the committee will formally begin their work in the fall of 2023.