

OPS Gender Audit

Phase 1 & Phase 2 Results Overview

Human Resources Sub-Committee
Ottawa Police Services Board
November 14, 2016

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Introduction

- Purpose: To present the Board's obligations under Minutes of Settlement to resolve issues related to gender and family status discrimination raised by a female officer's complaint to the Ontario Human Rights Commission.
- Four Phases within Minutes of Settlement
- Phases 1 & 2 required to be delivered by Nov. 4, 2016



Scope of Review

- **Phase 1:** Analysis of OPS 2012 Workforce Census to determine representation by gender and/or family status
- **Phase 2:** Conduct gender audit
- **Phase 3:** Development of new and/or amended policies or procedures that relate to job placement and promotions. Includes draft human rights accommodation policy.
- **Phase 4:** Implementation & training related to Phase 3 results.

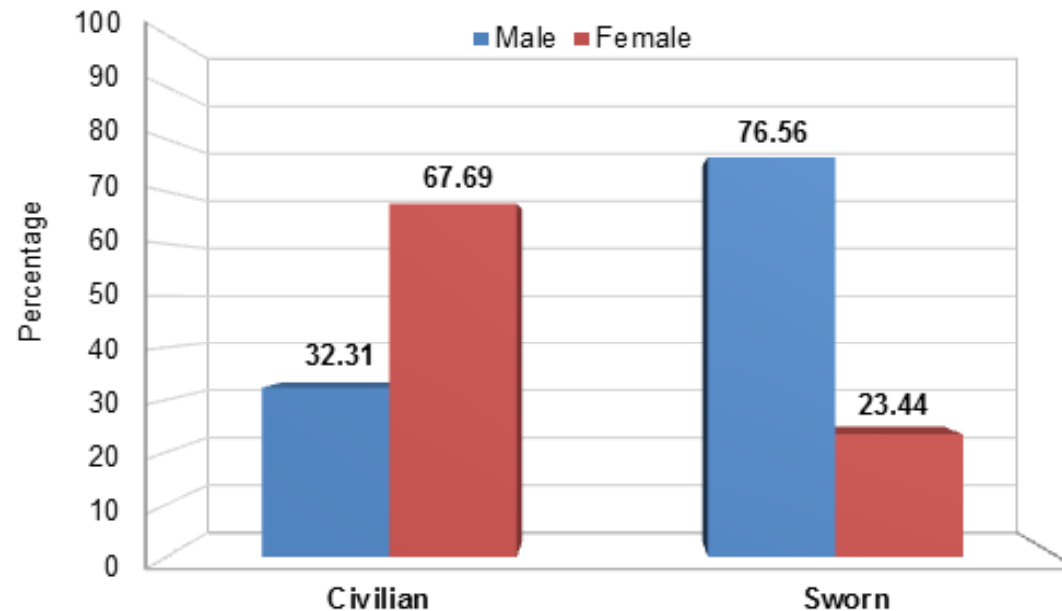


Context

- Gender equality is a longstanding issue in policing
- Male-dominated professions vulnerable to gender equality issues
- Today:
 - Historic RCMP apology
 - 2013 Calgary Police Review in the news
- Gender issues have not been addressed in a systemic, sustainable way in policing
- Focus on female recruitment in the absence of systems in place to support, promote & transfer women



Phase 1 Results: OPS Gender Distribution



Benchmark gap

- Sworn members: Three men (76.6%) for every woman (23.4%)
- Civilian members: Flipped ratios – 67.7% female, 32.3% male

(2012 Workforce Census)

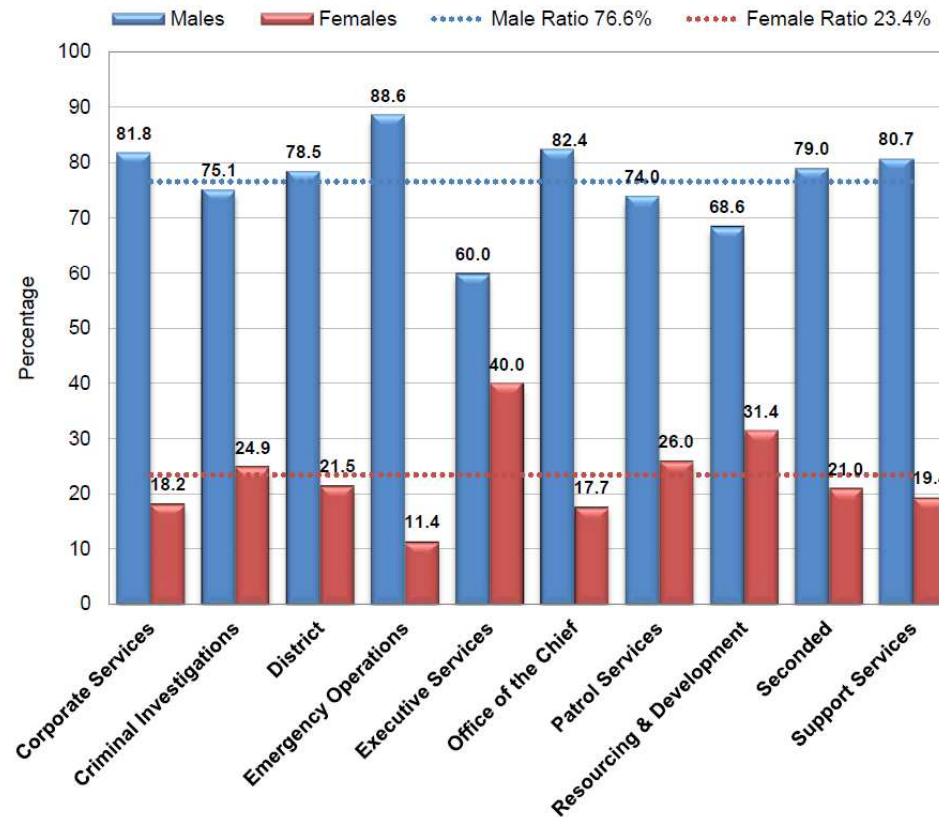


Phase 1 Results: Key Findings

- Directorates
- Partnership
- Sexual orientation
- Rank
- Recruitment efforts
- Relational life
- Child & dependent care
- Diversity
- Age
- Education

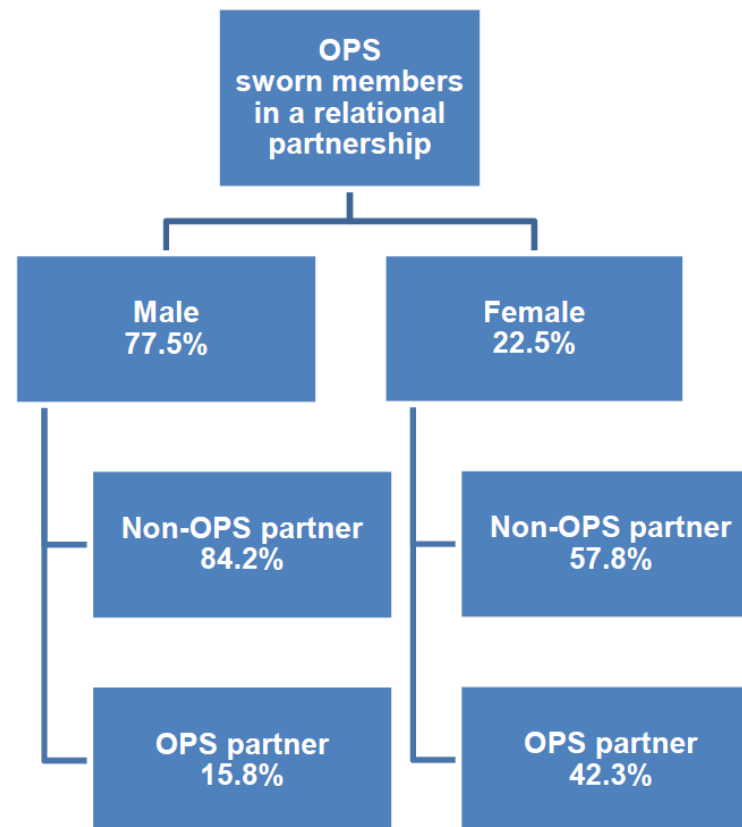


Phase 1 Results: Directorates





Phase 1 Results: Partnership





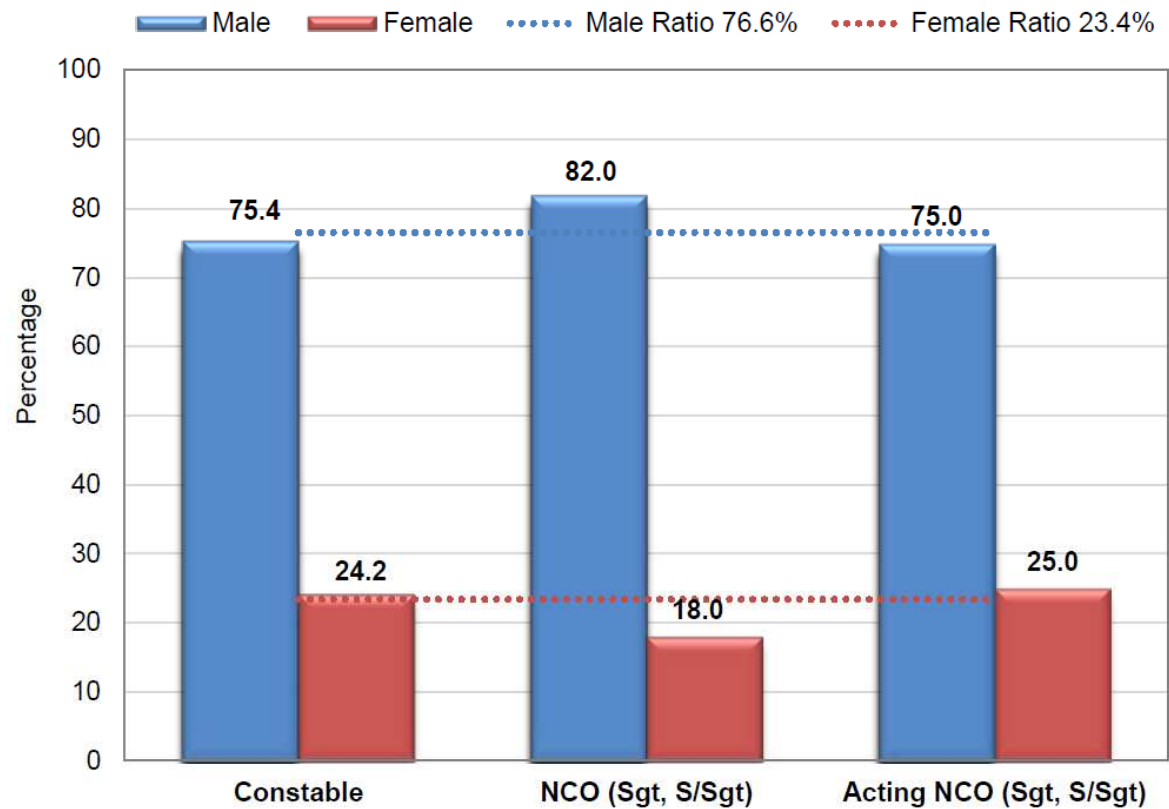
Phase 1 Results: Sexual Orientation

- 11.1% of sworn females are non-heterosexual (mainly lesbian and bisexual)
- 1.0% of sworn males are non-heterosexual



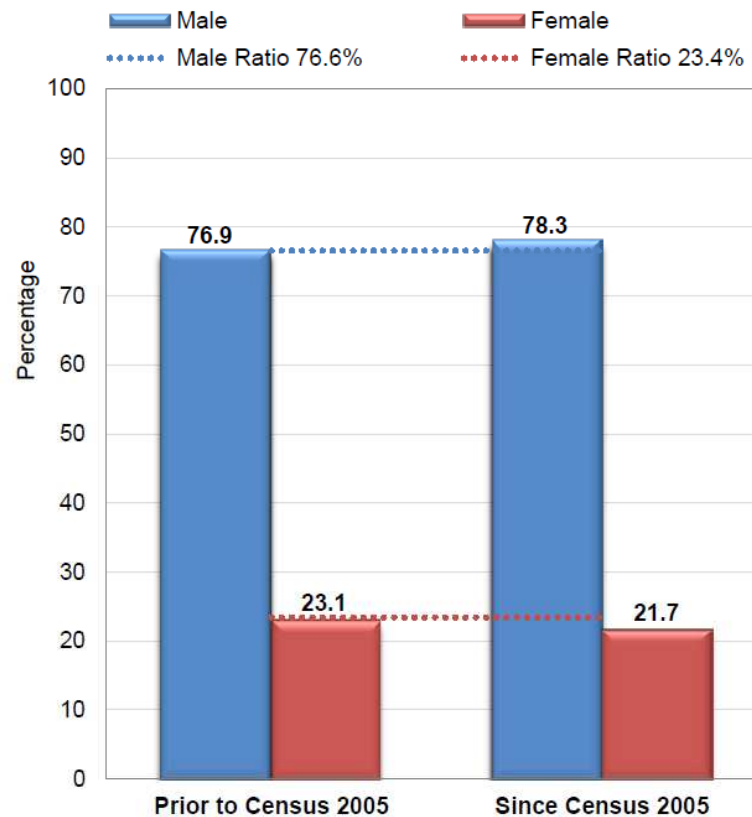


Phase 1 Results: Rank





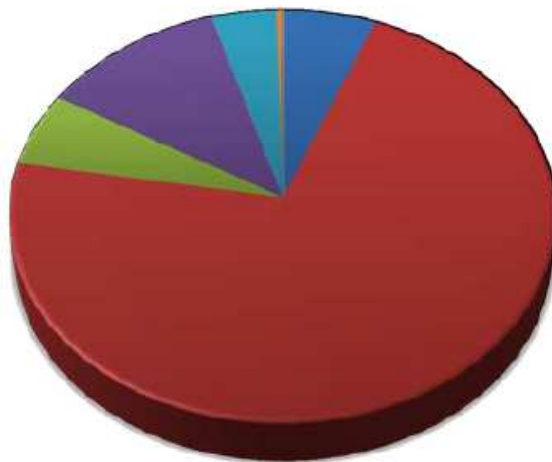
Phase 1 Results: Recruitment Efforts





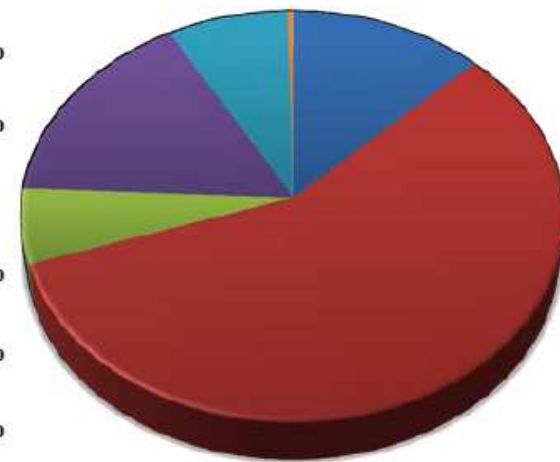
Phase 1 Results: Relational Life

Males



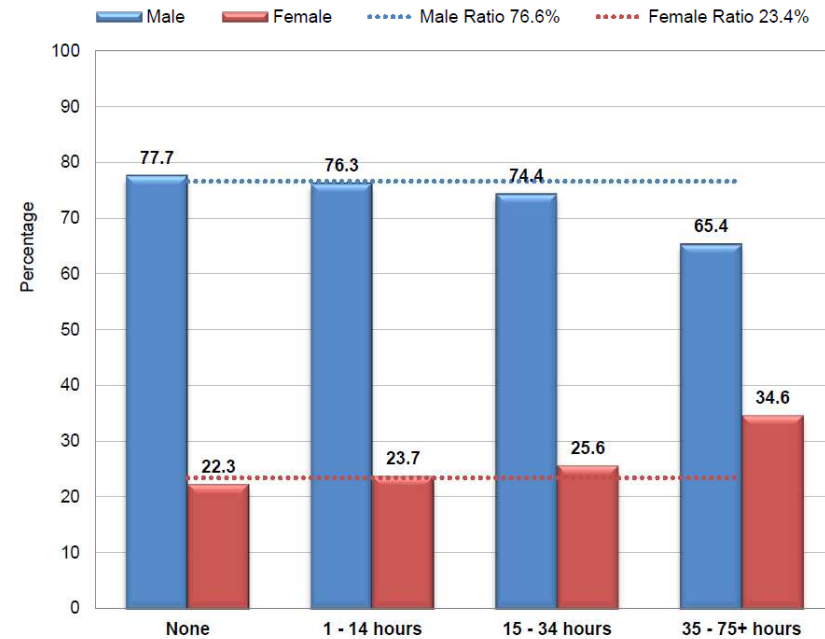
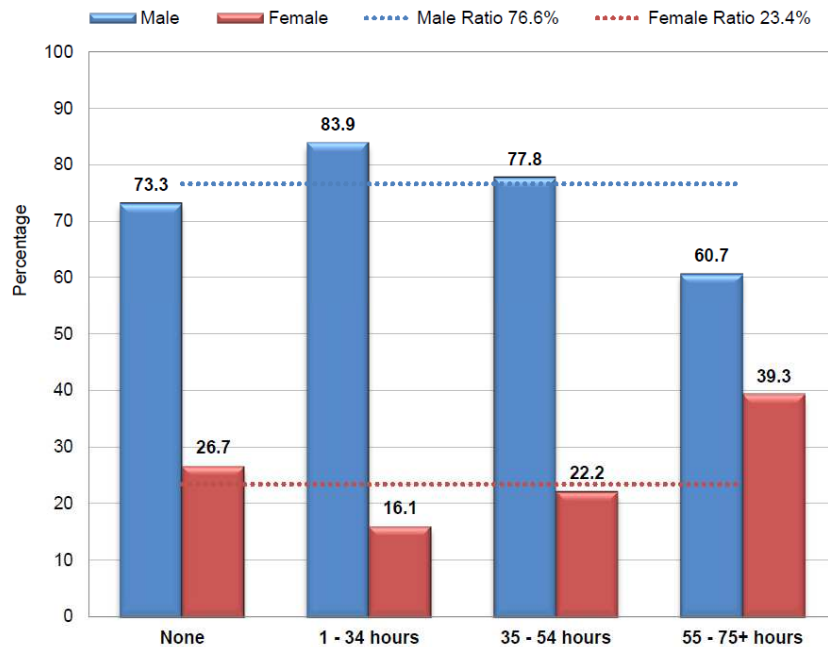
6.0%	Single	12.6%
71.7%	Married	57.3%
5.8%	Separated	5.9%
11.9%	Common law	16.1%
4.2%	Divorced	7.8%
0.4%	Widowed	0.4%

Females



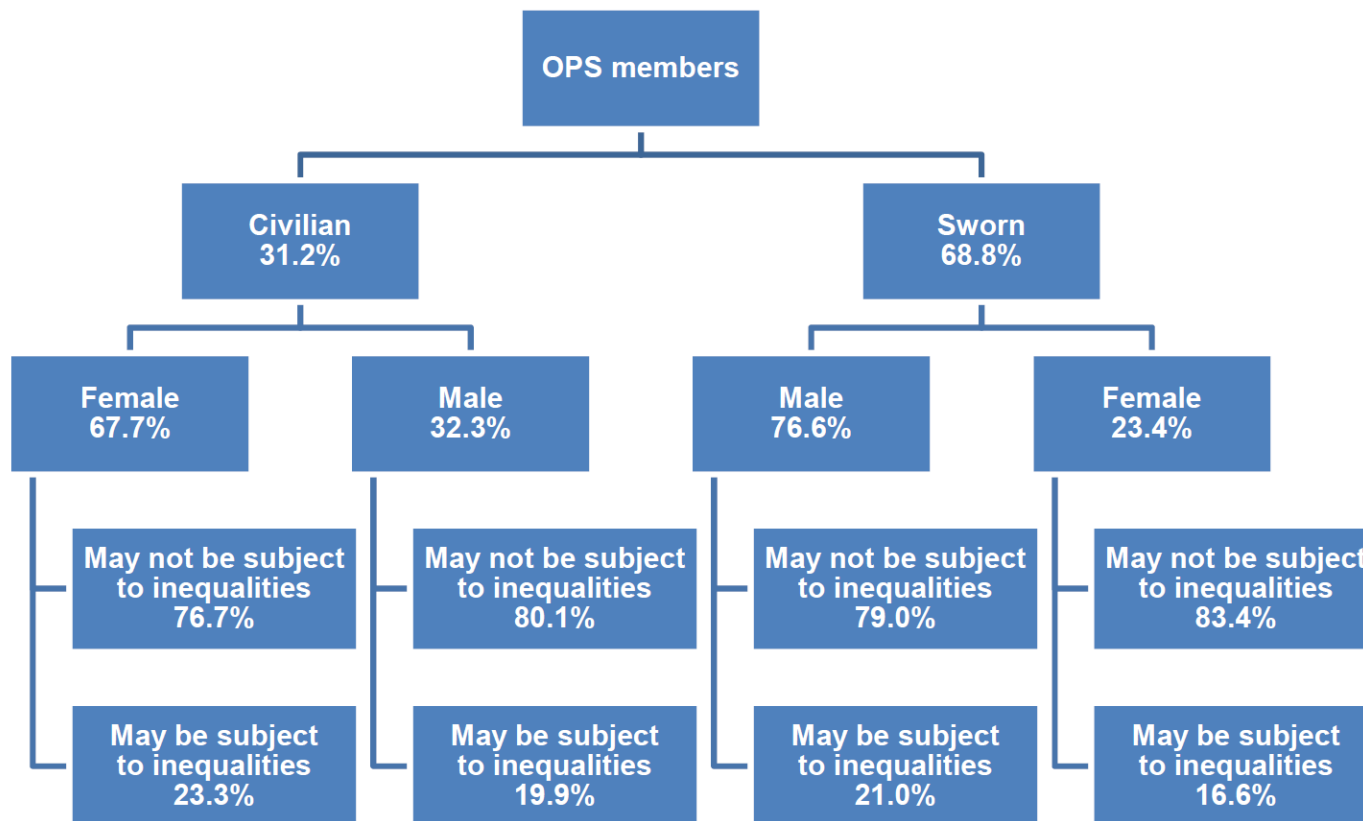


Phase 1 Results: Child & Dependent Care



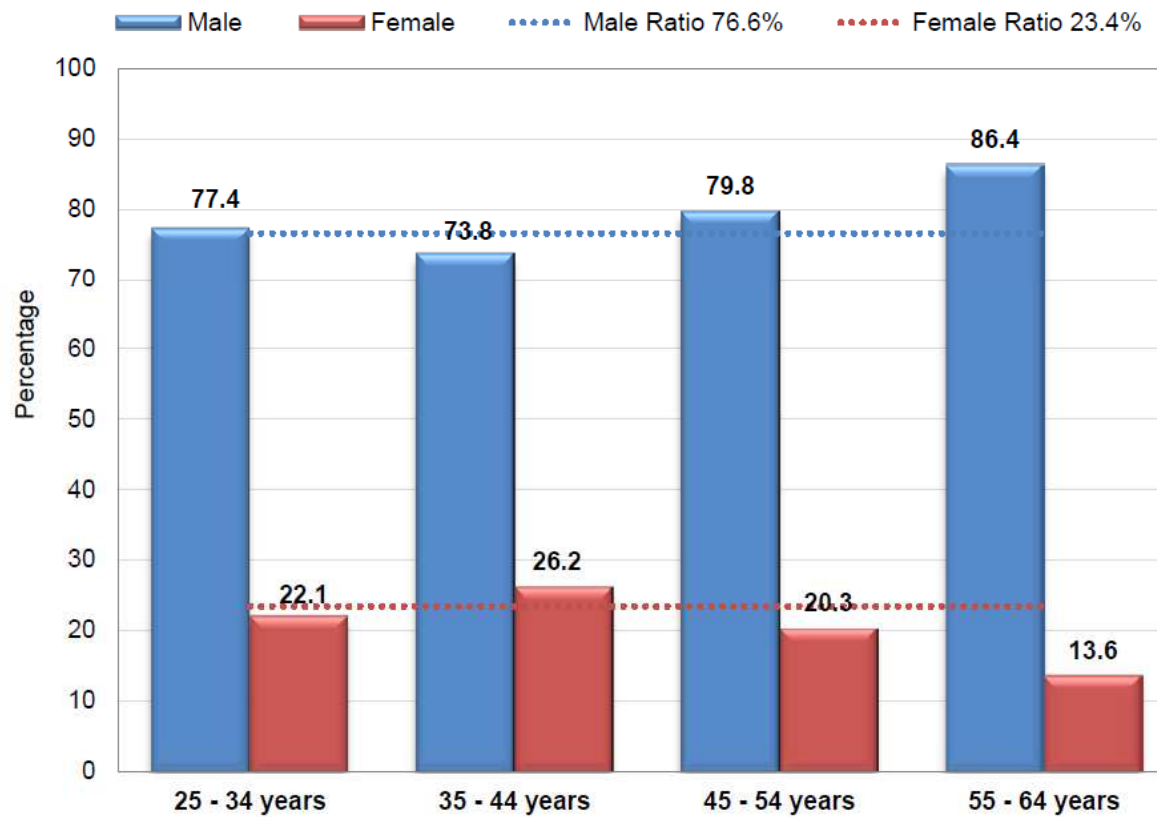


Phase 1 Results: Diversity



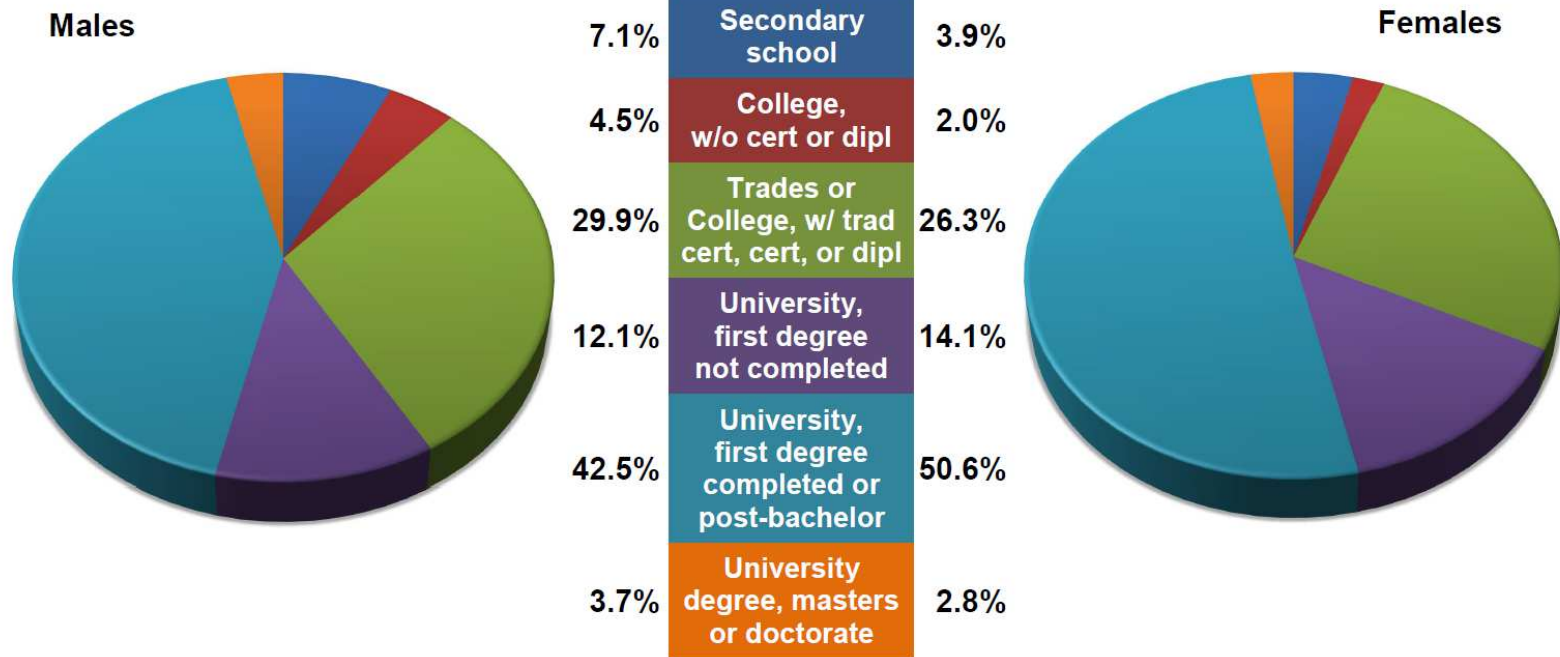


Phase 1 Results: Age





Phase 1 Results: Education





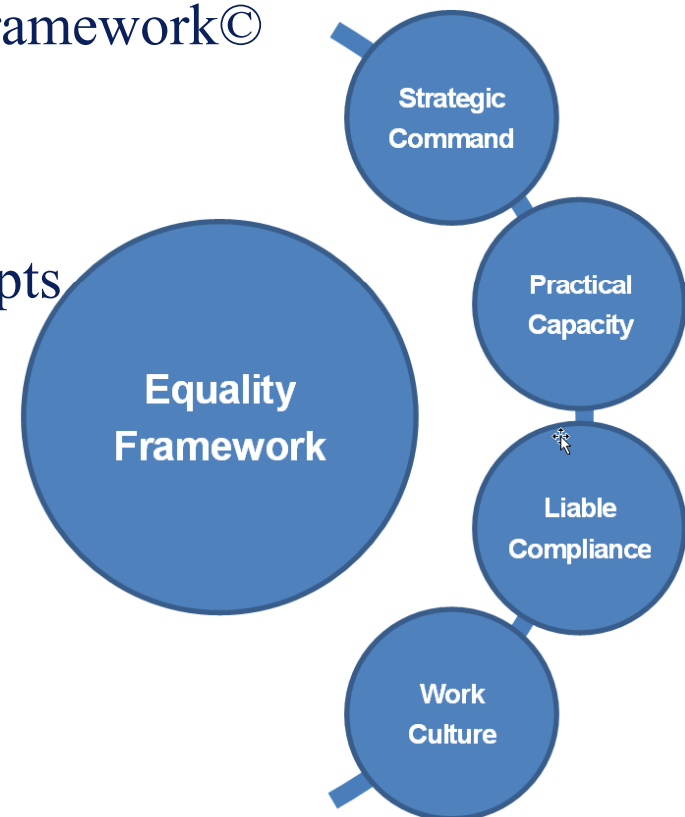
Phase 2: OPS Gender Audit

- Focus on sworn members
 - Identified as a pressure point for gender equality issues
 - Directly relevant to the human rights complaint
- The OPS must examine both sworn and civilian gender equality issues in the future
- Engaged 2 OHRC approved experts:
 - Dr. Carina Fiedeldey-Van Dijk
 - Ruth Montgomery



Phase 2: Gender Audit Methodology

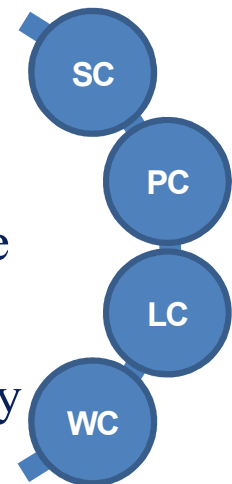
- Conducted using the gender Equality Framework©
- Developed by ePsy Consultancy
- Aligned with literature on gender audits
 - Based on key gender equality concepts
 - E.g., gender mainstreaming
- Directly applicable to OPS
 - Four elements
 - 20 criteria in the form of statements
 - Five statements per element





Structure of the Equality Framework©

- Four elements:
 - Strategic Command
 - Organizational vision, leadership, and commitment
 - Practical Capacity
 - Skill levels, procedures and operational systems in place
 - Liable Compliance
 - Accountability and justifiable actions for gender equality
 - Work Culture
 - Norms, beliefs, customs, codes of behaviour
- Example criterion / statement

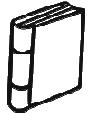


“OPS men and women share decision making in meetings and in operations”



Phase 2: Gender Audit Design

- Emphasis on *structured data* in review



Review of written data sources

2,054 document pages reviewed by independent, expert panel



Review of unwritten data sources

14 completed response sheets by a sample of OPS members

- Emphasis on *unstructured data* in review



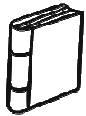
Review of unwritten data sources

20 shared experiences, observations in a telephone interview



Phase 2 Gender Audit Scoring

- Scoring of *structured data* in review



Expert panel review of documents;



Member response sheets

- Each of the 20 gender Equality Framework© criteria were scored
- Three-prong rating set used to facilitate a targeted course of action
 - 0 (if no demonstration)
 - 1-5 (graded demonstration)
 - Combination of the above (0-5)

Combined rating percentages are presented here



Phase 2 Gender Audit Overall Results

- Under the Equality Framework©, an organization achieved **gender equality compliance** with a score of **61% and above**
- OPS overall scores fell below this standard



Written data sources

28.15%

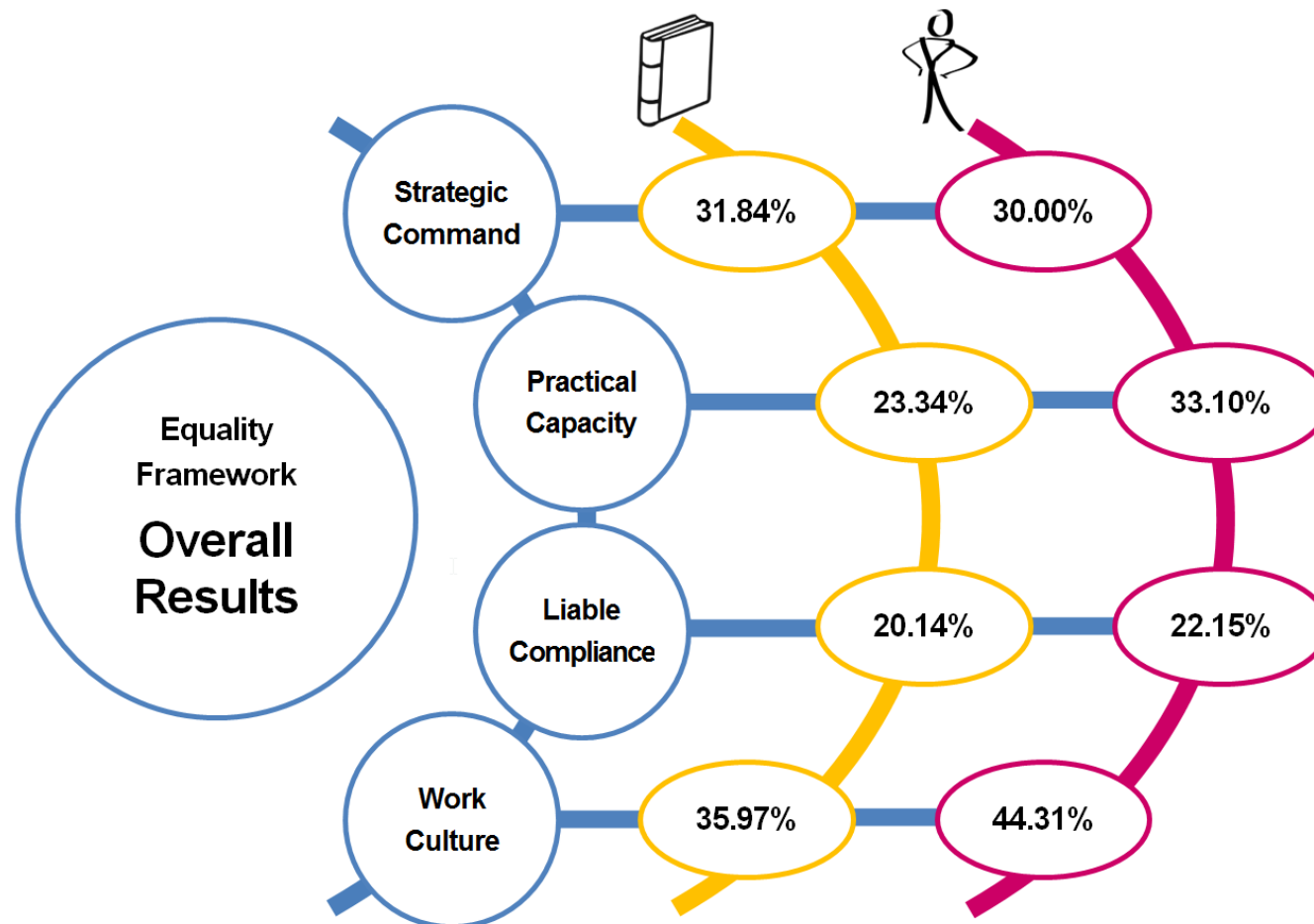


Unwritten data sources

32.4%



Phase 2 Structured Data Review Results



Equality Framework© Copyright 2016, ePsy Consultancy. All rights reserved.



Phase 2 Results: unwritten data sources

Themes emerging from interviews:

- a. Comprehension of gender equality
- b. Favouritism/preferential treatment
- c. Promotional process impact
- d. Female assistance/getting a leg up
- e. Problem perpetuation
- f. Need for consequences
- g. Keeping OPS gender equality in perspective



Conclusions:

- The OPS has met requirements for Phase 1 & 2 described under Minutes of Settlement
- The OPS is starting work on Phase 3 & 4 described under Minutes of Settlement
- The OPS is committed to equality
- There is more work to do
- The OPS will act on this audit



Next steps:

- Nov. 23, 2016: Board material available on website
- **Nov. 28, 2016: Board Meeting**
- May 4, 2017: Completion of Phase 3
- Nov. 4, 2017: Completed implementation Phase 4