

# OPS Gender Audit Phase III Results Overview

## Ottawa Police Services Board Human Resources Committee

May 16, 2017



OTTAWA POLICE SERVICE  
SERVICE DE POLICE D'OTTAWA

*A Trusted Partner in Community Safety*  
*Un partenaire fiable de la sécurité communautaire*



## Purpose

- To present Phase III results
- Minutes of Settlement with the Ontario Human Rights Commission (OHRC)
- Gender and family status discrimination complaint filed by a female sworn officer





## Scope of Review

- Phase I: Analyze 2012 Workforce Census (Nov 4, 2016).
- Phase II: Conduct Gender Audit (Nov 4, 2016).
- Phase III: Develop draft policies / procedures: job placement, promotions, human rights accommodation (May 4, 2017).
- Phase IV: Implement / train (Nov 4, 2017).





## Phase III Approach

- Comprehensive - beyond the policy work required by the Commission
- Contribution to policing - few existing models to follow
- Interconnected with other OPS work – several key initiatives underway
  - Multi-Year Action Plan
  - Wellness Strategy





## Values Based

- Build on the OPS values of Honour, Courage, Service
- Work jointly with the Board to establish the OPS value of Equality
- Phase III - Established a Commitment Statement as a starting point
- Phase IV - Create a Vision Statement derived from the new value of equality





# Strategy

- Model
  - Literature review, best practices, Status of Women Canada work
- Policy
  - Draft new /amend policies and procedures, gap analysis, Equality Framework© test
- Culture
  - Evidence based research, stakeholder consultations





## Model

- Literature review
  - No significant resources in a Canadian policing context
- Adopting Status of Women Canada and other sector best practices
- Finalize work in Phase IV





# Equity, Diversity and Inclusion Office

- Approved in principle on April 24<sup>th</sup>, 2017
- Concept based on Status of Women Canada GBA+ Best Practices
  - OPS responsibility centre for human rights
  - Provide guidance on human resources issues, systemic barriers at the strategic level
  - Support other initiatives - Multi-Year Action Plan, Wellness Strategy







# Policy

- Drafted policies and procedures with relevant stakeholders

## *Commitment Statement*

*The OPS will serve the community and create and maintain an equitable and adaptive work environment that ensures every employee can make a valuable contribution, free from systemic barriers and discrimination, throughout their OPS career. The OPS is committed to fostering a work culture that actively promotes equity, diversity and inclusion,*





## Policy Deliverables - Required

- Transfer of Sworn Personnel Policy – new
- Promotion Policies (2) – amended
- Equitable Work Environment Policy - new
  - Procedure for Prevention of Discrimination and Accommodation Based on Sex (including pregnancy) - new
  - Procedure for Prevention of Discrimination and Accommodation Based on Family Status - new





## Policy Deliverables - Additional

- New Procedures
  - Leave of Absence without Pay
  - Prevention of Discrimination and Accommodation Based on Gender, Gender Identity and Gender Expression
- Amended Procedures
  - Job Shares





## Gap Analysis

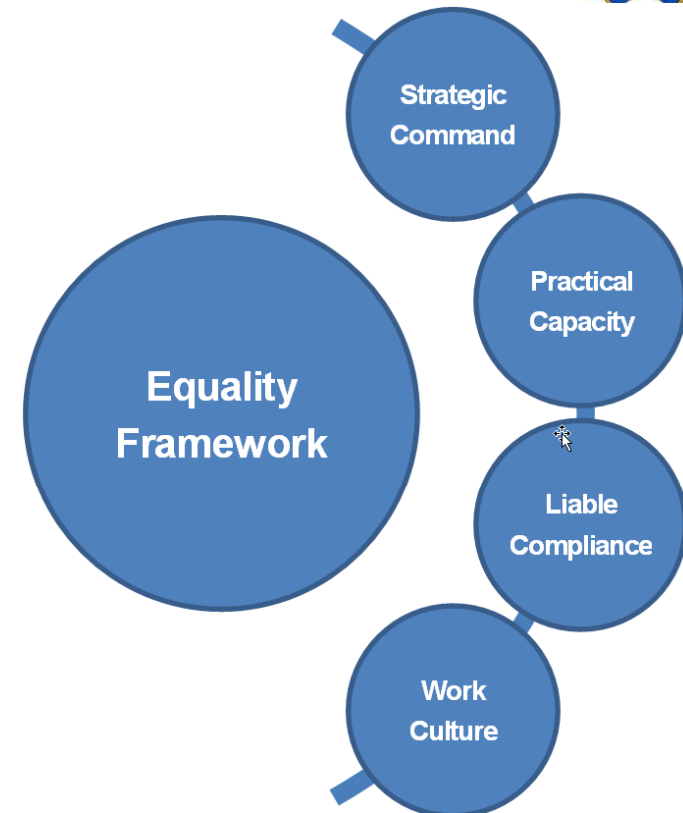
- Conducted by Ruth Montgomery a policing and criminal justice consultant and an OHRC-approved expert
- Reviewed policies and identified barriers and gaps
- Suggested revisions to meet OHCR guidelines and Canadian and international best practices
- Revisions made





# Equality Framework© Test

- Engaged Dr. Carina Fiedeldey-Van Dijk an OHRC-approved expert
- Rated new/amended draft policies using the Equality Framework©, used in Phase II

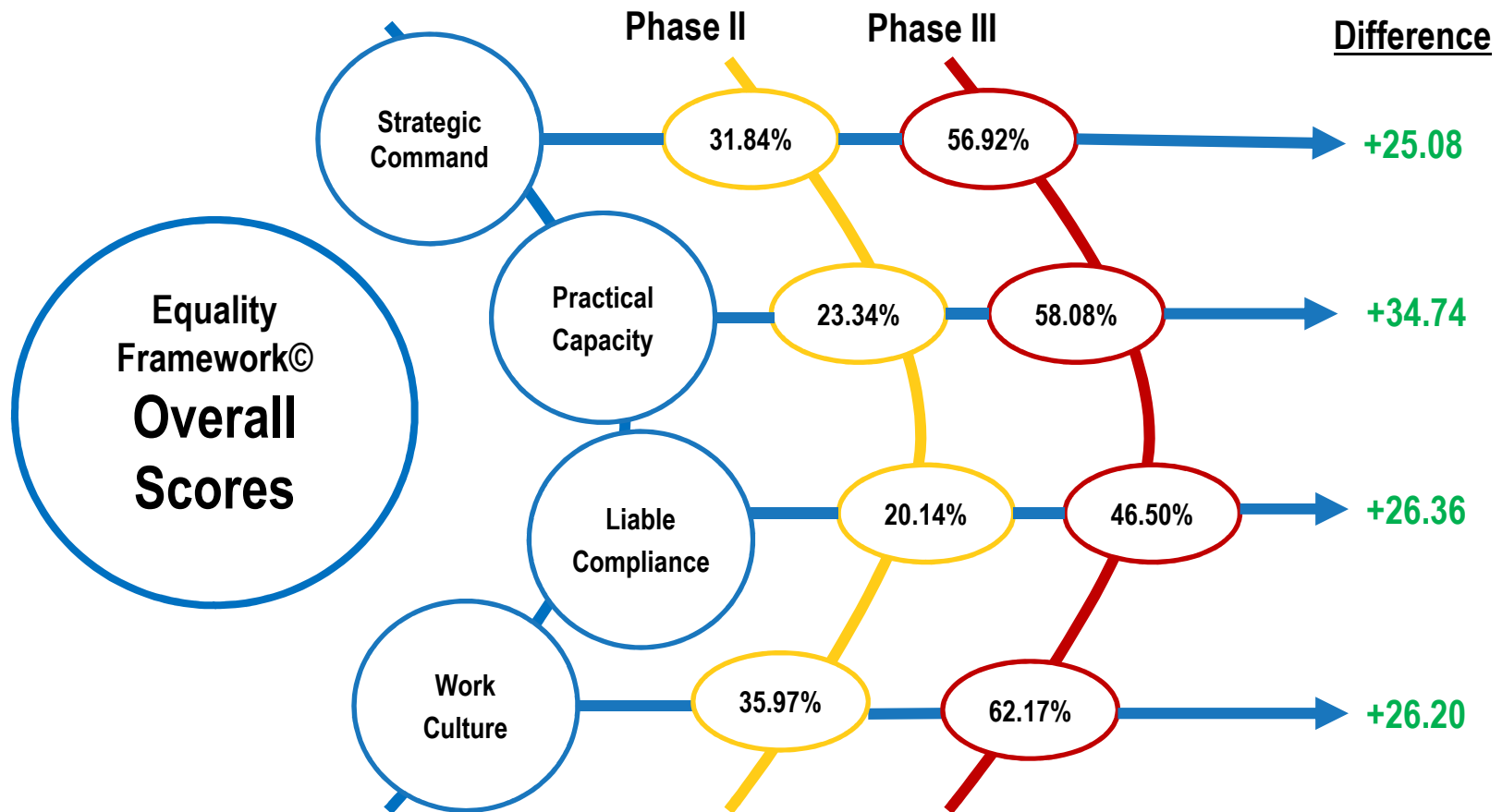


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# Improved Scores





## Culture and Other Barriers

- Policy and support compliance is not enough
- Organizational culture, unintended consequences and unseen barriers cannot be corrected through policy changes
- Evidence based research and OPS consultation will help identify these issues





## Understanding OPS Culture

- Engaged Dr. Linda Duxbury, Spratt School of Business, Carleton University
- Undertook survey to determine whether gender and/or family status impacts:
  - The likelihood of seeking a promotion/transfer
  - The likelihood of receiving a promotion/transfer
- Strong interest by sworn members
  - 53% response rate (33% female, 67% male)
  - 654 responses analyzed
- 218 interviews with Sworn members





## Survey Highlights

- Female sworn officers are more likely than males to be single, to have no children, to hold the rank of constable, and to have spent 20 or more years in their current rank
- Male sworn officers are more likely to be married or living with a partner, to have children at home, to hold the rank of Sergeant, and to apply for a promotion





## Intersection of Gender and Family Status

- Data indicate men and women make different career planning decisions at work depending on family status
  - Men get married, have children and apply for promotion to get their name on the eligibility list when their children are young (leads to a faster rate of promotion)
  - Women appear to either wait until their children are older to apply or to reduce their family commitments (not getting married, not having children) to increase career flexibility



## Education and Training

- Engaged the Centre for Intercultural Learning at Global Affairs Canada
- Developing the Phase IV program designed to
  - Educate employees on human rights, GBA+, bias
  - Train employees on the new policies and procedures
  - Educate key directorates on how to integrate this new approach into planning, policy, training and everyday operations





## Conclusions

- Engaged the parties and the key stakeholder
- Committed to making meaningful change
- Met the requirements for Phase III
- Work on Phase IV is underway





## Next Steps

- May 29, 2017
  - PSB Board Meeting: Phase III
- November 4, 2017
  - OHRC: Phase IV

