



## REPORT TO CALGARY POLICE COMMISSION

**Date of CPC meeting: 2016 June 28**

**Type of report:**  For recommendation  
 For approval  
 For information  
 For action

**Type of meeting:**  Open  
 In camera

**Bureau, Section, Unit: Employee Services Division**

**Title of Report: Addressing Gender Equity in the Service**

### ISSUE

This report is intended to provide an overview of the issues related to gender in the Service, the steps taken to date to address the issues, and to identify future work to be done.

### BACKGROUND

In 2013, the Calgary Police Service solicited feedback from several avenues in relation to identifying areas for improvement in relation to Service HR practices and communication. As a result of that feedback, the Employee Services Division undertook a review of their practices with the goal of documenting key areas for improvement and outlining an action plan for creating and implementing those improvements. The result of this work was a Divisional Strategic Plan that highlighted the following areas; development of the structure of HR, skills and knowledge base of HR staff, systems and processes, styles and values of the culture, and strategy. Below is a summary of the plan created at that time to address the identified areas for improvement. It identifies work done to date.

## Structure of Human Resources

**Issue:** Lack of collaboration, consistency and integration of HR functions within the Employee Services Division.

Recommendations	Actions Taken
Restructure Bureau of Support Services to include a new Office of Inclusion, Development and Employee Engagement.	Realigned functions, roles and responsibilities between Employee Services Division and Office of Inclusion, Development and Employee Engagement.
Increase collaboration between Divisions within Bureau of Support Services.	Formalized inter-divisional monthly meetings as an avenue to collaborate on projects and initiatives.
Balance the need for police and HR subject matter expertise within HR functions.	The use of SME's (Human Resource Consultants and Legal Counsel) in both HROS and HRBAS addresses these concerns

## Skills and Knowledge Base of Human Resources Staff

**Issue:** Due to the nature of the roles within HR positions there is a need for increased training, knowledge and specialization.

Recommendations	Actions Taken
Determine core competencies and desirable attributes for HR management teams.	The identification of leadership candidates for HR has become a strong focus at the executive level to ensure the chosen incumbent has the requisite skills, competencies, and traits to meet the desired outcomes for the area.
Reduce the high turnover rate within HR leadership positions to address the need for consistency and the development of knowledge and expertise.	Increased tenure of H.R. leadership roles. This has also been mitigated by the hiring of a Human Resource consultant, who is a devoted resource to management on sworn member issues. This also provides consistency, expertise, and continuity
Provide H.R. leadership and staff with an orientation and ongoing professional development on human resource topics.	With the assistance of Legal Counsel, a number of training opportunities have been identified for staff in HR to ensure they have the necessary understanding of HR practices  Created a suite of HR related training products available for identified candidates that include certificate, degree, and masters programs through our External Learning and Development Unit.

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**Systems and Processes**

**Issue:** Lack of consistency and fairness of processes and decision making in HR practices Service-wide.

Recommendations	Actions Taken
<p>Orient all leaders to the roles and functions of the HR Sections with particular attention to the situations in which they, as leaders, will intersect with these roles. For example, employer obligations related to placements and accommodations.</p>	<p>Enhanced knowledge and understanding of HR practices service-wide through quarterly Staff Sergeant meetings and regular Commander meetings hosted by Employee Services Division.</p> <p>Created a training program (Supervisor's toolkit) with practical HR related skills training. For example, alternate dispute resolution and respect in the workplace.</p> <p>Embedded HR training in Newly Promoted Course for each rank.</p>
<p>Develop processes of evaluation for key HR activities to ensure ESD's processes are as objective, fair and transparent as possible.</p>	<p>Continual review of all HROS policies and practices, using both legal and administrative support to strive for continued improvement and to remain current with best practices. Those reviews include:</p> <ul style="list-style-type: none"> <li>• Promotion review</li> <li>• Annual policy updates</li> <li>• Gender Perception Survey in partnership with U of C</li> </ul> <p>Created employee feedback loops through various avenues such as participation in the Employee Engagement Survey, Respectful Workplace program, and Employee Resource Groups.</p>
<p>Review Respect Matters policy and complaint process.</p>	<p>Developed and rolled-out new Respectful Workplace coordinator position with Executive support. The work is ongoing to rebrand and rollout the program with a focus on education, awareness, training, and investigation. It will also include an update of the current respectful workplace policy and workplace violence policy, identification of trends to develop both proactive and</p>

	intervention training and strategies, ongoing communication to raise awareness with respect to respectful workplace practices, and refinement of processes.
Increase collaboration between HR and PSS leadership.	Established a regular practice to bring HR and PSS leadership together to collaborate on employee issues when required.
Address the barriers and institutional culture relating to gender within CPS.	<p>Continued partnership with U of C regarding gender equity. To date this has included:</p> <ul style="list-style-type: none"> <li>• Two Gender Perception Surveys with managers/leaders, and a follow up learning session on the findings and next steps (tied into the Employee Engagement Survey results)</li> <li>• Also included training for managers/leaders by Dr. Sullivan on Active Bystander, and Gender Issues in the workplace</li> <li>• Integration of Gender Equity learnings into the LDP300 curriculum.</li> </ul> <p>Creation of Unconscious Bias Training for recruiters and Competition Board members that will also be presented to Promotion Board members, and integrated into Newly Promoted and Supervisor Toolkit training programs. This training program has been shared Province wide, including with Status of Women Alberta. It is designed to provide an awareness and understanding of how UB can influence workplace decisions and offer bias interrupters to mitigate.</p> <p>Senior women officers in CPS have joined a Province Wide initiative organized by Status of Women Alberta. The mandate of the group (named the Alberta Women in Policing group) is to identify and remove barriers in order to advance women in leadership in policing in Alberta. Initial work has included work to create a working group within the Alberta Association of Chiefs of Police HR committee to focus on Diversity and Inclusion issues. This will allow for a broader discussion province wide on common issues,</p>

	strategies, and best practice sharing.
Improve responsiveness to the needs of employees in balancing work and personal responsibilities.	Work on Flexible Work Options program was on hold pending the outcome of contract negotiations with the CPA. Since the contract settlement, work has been ongoing to find common ground for an LOU, and the CPA has agreed to meet to advance the discussion and hopefully come to an agreement before the next round of bargaining begins. This has not precluded the Service from examining accommodation requests in accordance with Human Rights legislation and the City of Calgary's Duty to Accommodate Policy.
Ensure appropriate resources are in place within HR to support Member needs.	<p>Growth positions within HR:</p> <p>Established a Leave Coordinator position to assist members who are returning from maternity/paternity, unpaid or medical leave.</p> <p>Hired the Respectful Workplace coordinator as a resource for employees to discuss concerns and issues outside of their formal reporting structures.</p> <p>Established Staffing Unit Sergeant position to provide additional support and resources for internal movement and competitions.</p>
Enhance and improve performance management processes, systems, and training.	<p>Reviewed and redesigned competencies for performance assessments and promotion.</p> <p>Implemented enhanced performance management strategy:</p> <ul style="list-style-type: none"> <li>• Include performance management information in the newly promoted orientation courses.</li> <li>• Conducted training sessions with Districts regarding performance management.</li> <li>• Increased compliance rates of assessments in 2016 by including employee assessments as a key performance indicator for managers/supervisors.</li> <li>• Rolled out updated competencies that</li> </ul>

	<p>include a greater focus on respect and on diversity and inclusion.</p> <p>Work is ongoing to purchase and implement a new Human Resource Information Management System.(HRIS) <i>PEAKS replacement</i></p>
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### Styles and Values of the Culture

**Issue:** Membership expressed concerns around diversity, inclusivity and professionalism. In addition, concerns were raised around limitations on member’s ability to effectively raise ideas within the Service.

Recommendations	Actions Taken
Create and sustain a culture based on respect, professionalism and inclusion.	<p>Coordinating an approach, within the newly created Office, that is both proactive and responsive to address culture change in the areas of diversity, equity and inclusion – in an effort to enhance professionalism across the service.</p> <p>Approach has included:</p> <ul style="list-style-type: none"> <li>• Created employee resource groups for diverse groups within the service with an Executive sponsor.</li> <li>• Continuing the work with U of C to examine and understand underlying cultural issues and concerns.</li> <li>• Rolled out training opportunities for senior officers and managers on issues of gender equity, diversity and inclusion, and culture change.</li> <li>• Currently developing additional training on accountability and professionalism in the workplace.</li> </ul>
Utilize Exit Interview data to gain insights into culture.	Conducted an evaluation of the Exit Interview process that included vendor, system, process, data, and purpose. Work is now underway to find a new vendor that can offer enhanced strategies to assess, utilize, and report on the

	information from a culture perspective.
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**Strategy**

**Issues:** Strategies are needed to provide direction for the Employee Services Division and Office of Inclusion, Development and Employee Engagement to continually improve and enhance the services and supports offered members across the Service.

Recommendations	Action Plans
Develop strategies and principles to guide the work of the ESD and the Office of Inclusion, Development and Employee Engagement.	<p>Adopted and reinforced the recommendations and action plans contained in the 2014-2015 Strategic Plan.</p> <p>Created, promoted and communicated vision and mission statements for ESD and Office of Inclusion, Development and Employee Engagement and enhanced the HR website to reflect that work.</p>

**Family/Child Care Challenges:**

There is a recognition that work must continue to identify the challenges that family responsibilities and work life balance pose for our officers. While it impacts many of our employees, we recognize that women are disproportionately impacted by these challenges. In response to these issues, HR works very closely with members on extended leave, particularly those on family leaves. The goal is to maintain contact with them while off, and to work to reintegrate them back into the workforce upon their return. HR works with the employees to ensure a successful reintegration process that includes skill upgrading, policy updating, and a gradual return to previous regular duties. The Patrol Support Team is used as a reintegration tool to allow time for the employee to settle back into work life, make child and family care arrangements, and seek out alternatives for managing those challenges. HR works with those employees who may continue to have scheduling challenges beyond that time. Where appropriate, those employees are asked to formally identify their family related accommodation needs so a more formalized solution can be sought that is in line with both Human Rights legislation and the City of Calgary’s Duty to Accommodate policy. In most cases, this additional step is unnecessary as the Service has been able and willing to work with the employee to provide the necessary flexibility to their schedule to meet their needs. Finding a solution is often achieved provided there is joint effort, flexibility, and compromise from both parties.

Working with the City of Calgary Labor Relations, we are close to finalizing a proposal for flexible work options that will be presented to the Calgary Police Association for agreement and a Letter of Understanding. That policy will provide more structure and formality to our existing HR practices with respect to work customizations, but does not address formal accommodations, which are assessed and covered by existing legislation and policy. The benefit of such a policy is that it will assist with tracking, reporting, and providing clear expectations for both the employee and the Service for participation. The ability to offer flexible work options outside of a formal collective agreement is limited. Aside from job sharing, which involves two officers sharing one position, the ability to provide alternate work arrangements falls outside of the *current* collective agreement and may be contrary to the Special Forces Pension Plan rules. These are all considerations we are attempting to address in order to provide as much flexibility as possible for our employees during the challenges of life circumstances.

In April 2016, the Service had 150 officers outside of their base positions. While some of those officers are working on special projects or initiatives within the Service a larger number of them have been in accommodated/customized positions due to family/life circumstances. An effort has been made since the fall of 2015 to return as many officers back to those base positions as possible. That effort has resulted in many having been returned to their base positions at the frontline, or in support of the frontline in positions within Districts or the Patrol Support Team. Even though those officers were returned to base positions, consideration was still given to the customization of their scheduling to assist with whatever life circumstances they may be facing. The vast majority returned to the front line with no work restrictions.

We continue to discuss the issue of work customization with other police agencies across Canada, and are aware that most of those agencies are also struggling with this issue within the 24/7 environment. For example, the Edmonton Police Service has replaced their Job Share program with a Relief Position Program, which is patrol focused but offers shift flexibility. It is a bargained item and sits within their Collective Agreement. It is unclear how they are managing the SFPP implications. Aside from the challenge of staffing front line policing with these considerations, feelings of inequity and lack of fairness are also a reality that requires managing. The negative culture around these customizations and accommodations is an issue that needs further work to understand and address.

### **Future/Ongoing Work:**

The complexity of managing gender in the workplace cannot be understated. It requires examination through a variety of lenses including policy, leadership, training, development, accountability, and engagement, and requires an

understanding of the legal constraints the employer is working within. In order to gain a true understanding of our workforce, and the challenges they face, we utilize a number of strategies. The annual Employee Engagement survey provides insight into what areas are of most concern, and what areas require the most focus. In addition, we are continuing our work with the Gender @ Work program at the University of Calgary. We have conducted two Gender perception surveys with various levels of leadership to help us gain a better understanding of the experiences for women and men, and their perceptions of how gender plays out in the workplace. In 2016, we have a third survey planned, this time with our entire workforce, to explore the same issues with the larger audience. We hope to gain a deeper understanding of some of the issues related to gender by accessing the larger group. We continue to use the data from both of these surveys to inform our decision making around policy, training, and leadership. In addition, we have used the Gender @ Work program to develop and provide training to senior officers and managers on gender related issues in the workplace. We have woven the results of this work and the Employee Engagement Survey together to create a greater understanding of the challenges facing our employees. Our work in gaining a better understanding of the dynamics of gender in the workplace is ongoing, and is a work in progress.

We use a number of other information sources to identify trends within the organization that may require attention relative to our employee engagement. They include the following:

- Peer Support Program
- Chaplaincy Program
- Respectful Workplace Program
- Early Intervention Program
- Wellness Programs
- Health Monitoring Unit
- Employee Resource Groups
- Psychological Services
- Addictions Specialist
- Calgary Police Association
- Human Resource Section

These programs can act as a barometer of the health of our organization, and assist in identifying any emerging issues that require addressing through education, prevention, intervention and/or enforcement. All of these serve as avenues for our employees to raise concerns and challenge existing practices.

The Service has recently purchased a membership with Catalyst, a nonprofit organization whose mission is to accelerate progress for women through workplace inclusion. We feel a partnership with Catalyst will provide access to up to date research on gender related issues that can assist in identifying gaps and strategies to leverage talent and build a stronger Service. They offer a

variety of training platforms that we intend to use to advance the understanding of gender equity within CPS and to plan for future areas of work. The City of Calgary is also a member of Catalyst, as are many large national and international corporations.

Our Recruiting Unit has made progress in increasing the number of female officers, moving the Service from 14% to 18% in the past four years. They continue to seek ways to reach diverse communities for the purpose of recruiting, and work closely with our Diversity Resource Unit to do so.

Our relationship with the Gender @ Work program and Dr. Sullivan will continue beyond 2016. Future work includes more active bystander training, a critical discourse analysis of our HR and promotion materials to ensure they are as bias free as possible, and future presentations to senior management on the results of the Gender Perception Survey.

**SUMMARY:**

The Service is committed to gaining a greater understanding of how gender impacts the employment experience for all of our employees. We have spent the past 18 months using a variety of subject matter experts to aid in that understanding, and to ensure that future steps we take are thoughtful, based in research and law, and will provide the intended outcomes. While we have made significant progress, there is still much work to be done, both in our understanding and in ensuring our policies and practices are progressive, meet the needs of our employees, and are compliant with all legislative requirements.