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Research Report
Results from the Calgary 2017 Workplace Census
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Executive Summary

An organizational census provides reliable measurements to determine what an organization looks like. The introduction of a census puts the Calgary Police Service in great company with other public service organizations, including the Government of Canada, the Ottawa Police Service, the Victoria Police Department, and the Dallas Police Department etc., who also measure their impacts on the communities they serve. It is a way to demonstrate how the efforts at inclusivity and respect for changing work needs at CPS is reflected in the make-up of our workforce.

In 2017, the Calgary Police Service conducted its first Workplace Census with the aim to provide a benchmark against which future organizational composition can be considered. Most importantly, regular census data will allow the CPS to celebrate accomplishments and identify improvements to enhance the lives of their employees.

The Census report is based upon 1,811 questionnaire responses and offers an excellent representation of CPS employees resulting in a response rate of over 65%. Response rates over 50% are deemed as acceptable for commenting on the population at large[1]. Therefore, the results in this report are based on the responses of two-thirds of the total workforce at CPS.

1.1   Organizational Demographics Section

Respondents have worked in the CPS for an average of 12 years. Sworn respondents comprise approximately two-thirds of the workforce, while civilian respondents make up the remaining 33%. Approximately 20% of respondents are in a supervisory role and the large majority (over 90%) of all respondents work on a permanent, full-time basis.

The Patrol Operations Division accounts for the largest percentage of respondents (32%), with the largest proportion of census respondents reporting they work in the Bureau of Operations (33%) in the position of constable (42%).

The typical CPS respondent is a male, Canadian citizen, married or in a common-law relationship, between the ages of 35 to 44 years old and has one child between the ages of 5 to 14.

⇒ Most people work between 35 to 44 hours in a given week and report working between 1 to 14 hours of paid overtime, on average.
⇒ Approximately 33% of respondents have taken a leave of absence during their employment at CPS. The most common reason for a leave was a work-related illness or injury.
⇒ Respondents at CPS also maintain busy lives outside of work as over half of the respondents indicated they spend most of their time on family and household responsibilities, physical fitness, and hobbies.
⇒ Thirty percent of CPS respondents have a bachelor's degree, 54% of respondents have some university at the bachelor's level or higher, and 11% reported they have taken courses over the past 12 months.
⇒ Most commonly, respondents report that they worked in the area of public administration, which includes other police forces, corrections, and/or Canadian Forces prior to joining CPS.
⇒ Eleven percent of the workforce considers themselves to be members of a visible minority and approximately 20% of respondents speak a language in addition to English.

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[1] Bryman, A. & Teevan, J.J. (2005). *Social Research Methods: Canadian Edition.* Don Mills, ON: Oxford University Press.

1.2   Diversity Composition

1.2.1   Sworn and Civilian Respondents

Civilian respondents are concentrated within four divisions where they account for at least 90% of the respondent base: Finance, Strategic Services, Information Management & Technology, and Infrastructure Services.

$\Rightarrow$ Sworn respondents more frequently reported they are in a permanent position, work full-time and have worked with CPS for 2 more years, on average, than civilian respondents.

$\Rightarrow$ A significantly greater proportion of civilian respondents reported that they did not have dependent care responsibilities compared to sworn respondents (48% vs. 27%).

$\Rightarrow$ Civilian respondents more frequently indicated engaging in volunteering and activities related to personal medical needs than sworn respondents

1.2.2   Gender

Approximately one third of the workforce is female. There is one female for every five males among sworn respondents however the opposite is found among civilian respondents where two thirds are female.

$\Rightarrow$ Seventy five percent of the supervisory roles are filled by male respondents who are also over-represented within the positions of Constable, Detective/Sergeant, Staff Sergeant and Senior Officer.

$\Rightarrow$ Fewer female than male respondents report having dependent care responsibilities and a greater proportion of women are single or divorced/separated than men within CPS.

1.2.3   Age

There are only a handful of organizational differences across age groups within CPS. The average age across primary work areas is consistent with the organizational average and there are no significant differences noted in age between those who worked part-time and full-time, or who were employed on a permanent or contract basis.

$\Rightarrow$ Constables were younger than those in all other positions.

$\Rightarrow$ Respondents younger than 25 years old or 55 or older worked fewer hours on average than those respondents between the ages of 25 and 54.

$\Rightarrow$ Those in the youngest and oldest age groups were noted to have fewer dependent care responsibilities than those who are between the ages of 25 and 54.

1.2.4   Visible Minority Status

There are very few differences between visible minority and non-visible minority respondents in terms of demographic characteristics such as age, marital status, dependent care etc. However, visible minority representation is decidedly less across sworn positions within CPS.

$\Rightarrow$ Eleven percent of respondents identified as members of a visible minority.

$\Rightarrow$ Approximately 8% of sworn respondents identified as visible minorities compared to 18% of civilian respondents.

$\Rightarrow$ The Bureau of Corporate Support has the highest percentage of visible minorities followed closely by the Office of the Chief at 19% and 18%, respectively.

$\Rightarrow$ Respondents who identify as visible minorities have higher levels of education, on average, than non-visible minority respondents.

$\Rightarrow$ Visible minority respondents are more likely to report that they spend time volunteering outside of work than non-visible minority respondents.

2 Methods

From June 5 to June 26, 2017, CPS employees were invited to participate in the online Calgary Police Service 2017 Workplace Census. A total of 1,811 Calgary Police Service respondents responded to the census which represents a response rate of 65.90%. Valid responses differ by question and the number of responses for specific questions are reported throughout the results.

Every effort was made to ensure the consistency and accuracy of the data. Most surveys were filled out completely and when an individual member did not complete the questionnaire, the responses that were filled out were included in the analysis. Furthermore, a sample size of more than 1,000 respondents helps to ensure greater accuracy of findings and accommodate small inaccuracies and inconsistencies in the data.

Responses remain anonymous as they are analyzed and discussed at an aggregate level. Categories were combined when too few respondents were noted within a particular category in order to ensure confidentiality was maintained. For example, when comparing workforce demographics across gender, only male and female categories were used. Specific members are not identifiable in any way.

The bulk of this report includes the quantitative analysis of the results from the census questionnaire. A final section incorporates a brief qualitative analysis of the comments that were provided by respondents at the end of the questionnaire.

More specifically, the results of the census are detailed in three sections. The first deals with the general composition of CPS respondents as a whole, reporting on the results from each question on the census. The second section considers the diversity of CPS by comparing and contrasting results by sworn/civilian status, gender, age, and visible minority status.

The data were analyzed using a statistical software program called, Stata v.14. Descriptive statistics, in the form of frequencies, percentages, means and standard deviations (indicated using the symbols of *M* for means and *SD* for standard deviations), are provided for the first section of the report. Frequencies refer to the number of responses within a given category, a mean is the average of all responses for a particular question or for two different groups i.e. average education level for male and female respondents. A standard deviation provides an indication of how much variability there is in the responses to a question.

The second section of the report, which highlights diversity within CPS, includes the use of inferential statistics to compare and contrast groups within CPS. Student T-Tests and Chi-square tests were used to statistically analyze whether there are group differences across gender, age, visible minority status and respondent status (sworn vs. civilian) in terms of workforce composition, work activities, activities and responsibilities outside of work, and workforce demographics. Probability values (p-values) provide a way to test whether there are group differences across these areas. There is always a margin of error in statistical reporting but the use of p-values provides us with greater confidence that the differences we see reflect true differences within an organization. These values use these symbols: * $p < .05$, ** $p < .01$ and ** $p < .001$. A p-value of $< .05$ means that we are 95% confident in our results and that the differences we note between groups are there. The smaller the p-value, the greater the confidence we have.

The final section of this report includes a qualitative analysis of the comments that were included at the end of the questionnaire. The software NVivo was used to review these comments and is a tool that facilitates the organization and analysis of unstructured data like open-ended survey responses. Responses are categorized (coded) into common themes and quotes from respondents are included to highlight these general themes.

3 Organizational Demographics

3.1 Where You Work Within CPS

An understanding of the composition and current position of respondents within primary work areas and divisions across the organization provides for a greater understanding of who works for CPS and supports improved planning for the future.

Sworn Respondents	66.85%
Civilian Respondents	33.15%
Supervisory Role	20.38%
Non-Supervisory Role	79.62%
Full-time	95.76%
Part-time	2.98%
On-call	1.03%

Figure 3-1 General Workforce Composition (N=1,711)

Of the 1,711 CPS respondents who answered the questions relating to general workforce composition, approximately two thirds indicated they were sworn respondents and close to 80% indicated that they held non-supervisory roles within the organization. The vast majority of respondents (95.76%) reported that they work full-time, approximately 3% work part-time, and the remaining 1% work on-call.
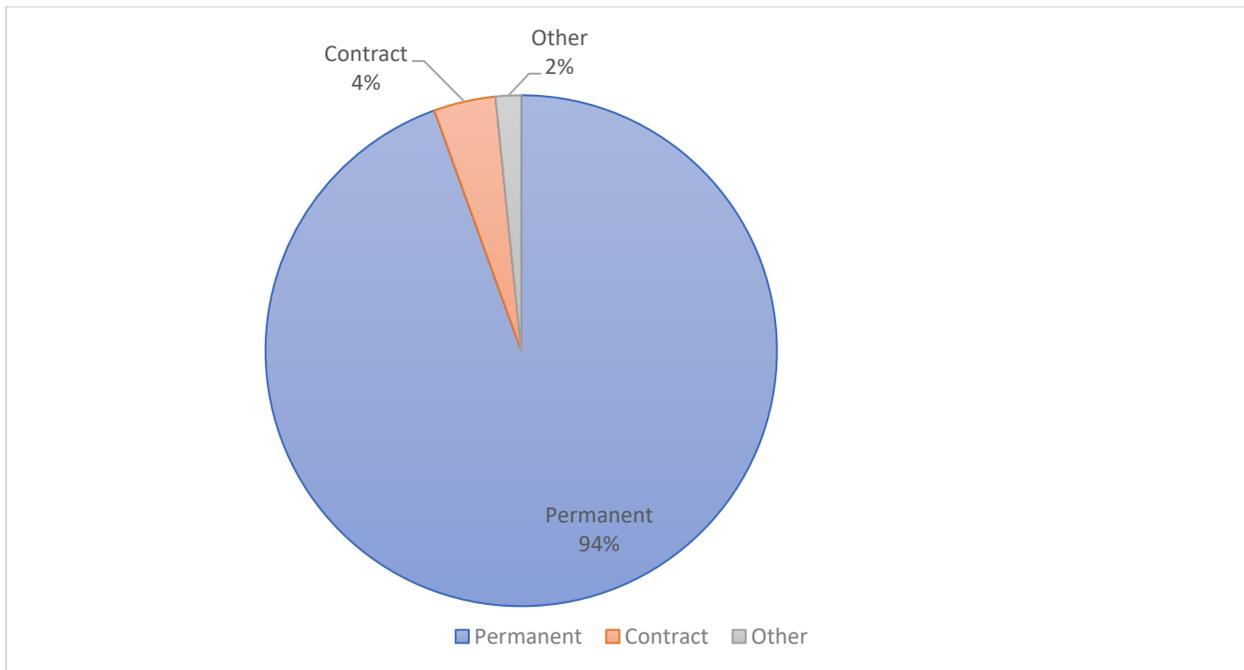

Figure 3-2 Permanent and Contract Positions (N=1,747)

The majority of respondents work on a permanent basis while 6% work on contract or have other arrangements in place.

As indicated in the figure below, the greatest majority of the CPS workforce is comprised of respondents in the position of Constable (42%), followed by Civilian respondents (26%) and Level 1 – Detective or Sergeant (16%). Just over 4% of respondents occupy the position of Senior Officer, approximately 3% are in the position of Staff Sergeant, and fewer than 1% of respondents indicated they were contractors.
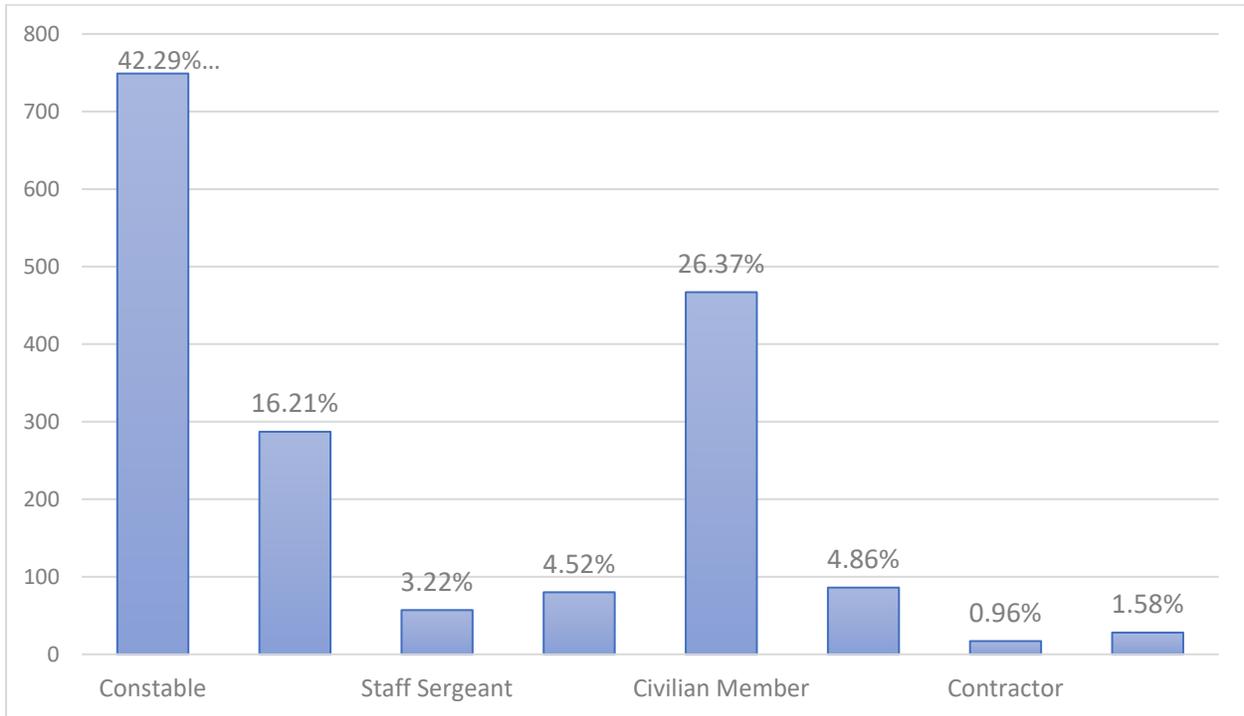

Figure 3-3 Position Within CPS Breakdown (N=1,771)

The greatest proportion of respondents who responded to the census were from the Patrol Operations division (32%), followed by Criminal Investigations and Information Management & Technology (approximately 9% each). Fewer than 5% of respondents indicated they were from each of the remaining divisions. Of note, 17.61% of respondents noted that the division they belonged to was not on the list. Comments from the census have indicated that this is the result of the many organizational changes that have occurred within CPS over the past year.

Ethics & Accountability	1.81%
Finance	1.13%
Psychological Services	0.00%
Strategic Services	3.00%
Information Management & Technology	8.89%
Respondent Services	4.87%
Infrastructure Services	2.43%
Criminal Investigations	8.95%
Criminal Operations Technical Support	3.51%
Patrol Operations	31.77%
Real Time Operations/Strategic Intelligence Group	5.10%
Integrated Partnership	3.62%
Not on this list	17.61%
Prefer not to answer	7.30%

**Figure 3-4 Division Breakdown % (N=1,766)**
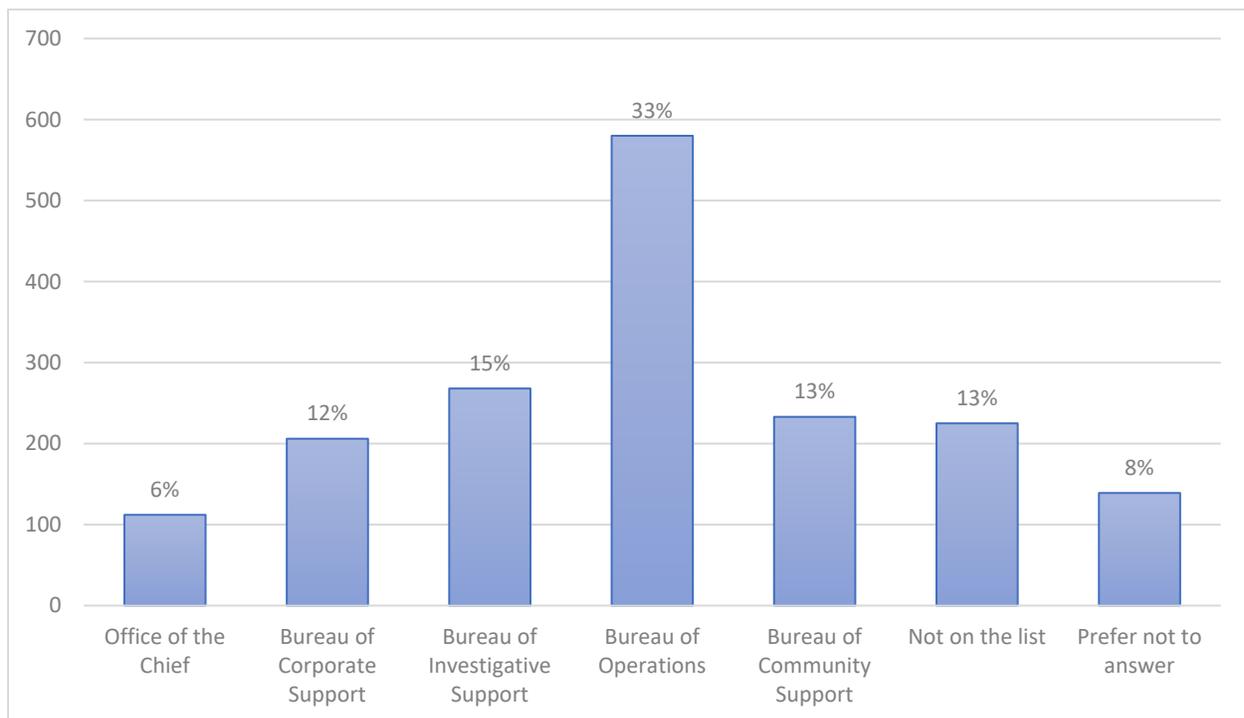
Figure 3-5 Primary Work Area (N=1,763)

The primary work area for the largest proportion of census respondents is the Bureau of Operations (33%). Six percent of respondents indicated they work within the Office of the Chief. Respondents are fairly equally distributed among the remaining three bureaus: Bureau of Corporate Support, Bureau of Investigative Support and Bureau of Community Support.

3.2   Working at CPS

This subsection considers the length of employment, average regular and paid overtime hours worked in a week, along with information about commute time and data on leaves of absence. These questions allow for an examination of the amount of time spent on work activities, as well as a greater understanding of work/life balance[2].

3.3   Length of Employment and Hours Worked in an Average Workweek

> Employees have been with CPS for close to 12 years, on average.

The average length of employment for individuals at CPS is 11.65 years[3]. This is considerably longer than the average length of employment reported by Statistics Canada in the Labor Force Survey, a nationally representative survey of all non-instutionalized Canadians who are 15 years and older, which reports an average length of employment of 8.58 years[4].

Hours	Frequency	Percentage
0 to 24 hours	61	3.51%
25 to 34 hours	24	1.38%
35 to 44 hours	1,271	73.09%
45 to 54 hours	337	19.38%
55 hours or more	46	3.28%

Figure 3-6 Average Number of Regular Hours Worked Per Week

As indicated in Figure 4-6, almost three-quarters (73.09%) of CPS respondents work an average of 35 – 44 hours. An additional 19% of respondents reported they work 45 – 54 regular hours in a week, suggesting that the majority of CPS respondents typically work more than a 40-hour work week[5].

On top of regular workweek hours, 48% of CPS respondents indicated they typically work between 1 and 14 hours of paid overtime in an average week. Of note, this proportion is higher than that reported among OPS members in their 2012 Workforce Census, where one-quarter of respondents indicated that they

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[2] Fieldeldey-Van Dijk, C. (2012). *Research Report: OPS Member Composition*. Ottawa Police Service Workforce Census 2012.
[3] (*SD* = 8.11 years)
[4] Statistics Canada. (2017). Table 282-0038 – Labour force survey estimates (LFS), job tenure by type of work, sex and age group, annual (unless otherwise noted), CANSIM (database) Accessed from: http://www5.statcan.gc.ca/cansim /a26?lang=eng&id=2820038
[5] Similar trends are noted in the Ottawa Police Service. Fieldeldey-Van Dijk, C. (2012). *Research Report: OPS Member Composition*. Ottawa Police Service Workforce Census 2012.

worked a similar amount of overtime[6]. On the other hand, half of CPS respondents (51%) report they do not put in overtime work. The remainder - a very small minority - of respondents (1%) work more than 24 hours of overtime.

3.3.1 Daily Commute

Respondents report that they spend approximately an average of 30 minutes (*SD* = 13.25) one-way on their commute to work. The vast majority of CPS respondents (96%) use a vehicle for their daily commute. Six percent of respondents alternate between multiple modes of transportation including cycling, public transportation and walking to get to and from work.

3.3.2 Leave of Absence

As indicated in the figure below, two thirds of respondents report that they have not taken a leave of absence during their employment at CPS. Of those respondents who have taken a leave of absence over the course of their career with the Calgary Police Service, 13% indicated that this was due to a work-related illness or disability, 10% took a leave of absence for a non-work-related illness or disability, 11% took parental leave and 9% of respondents reported a leave of absence in order to care for family. Three percent of respondents provided other reasons for taking a leave of absence including stress, other employment, travel, volunteering, and going to school. It is important to note that census respondents had the option of choosing multiple reasons for taking a leave of absence; therefore, the totals do not add to up 100%. Eight percent of CPS respondents indicated chose more than one reason for taking a leave of absence suggesting that these individuals have taken at least two leaves during their employment with the organization.
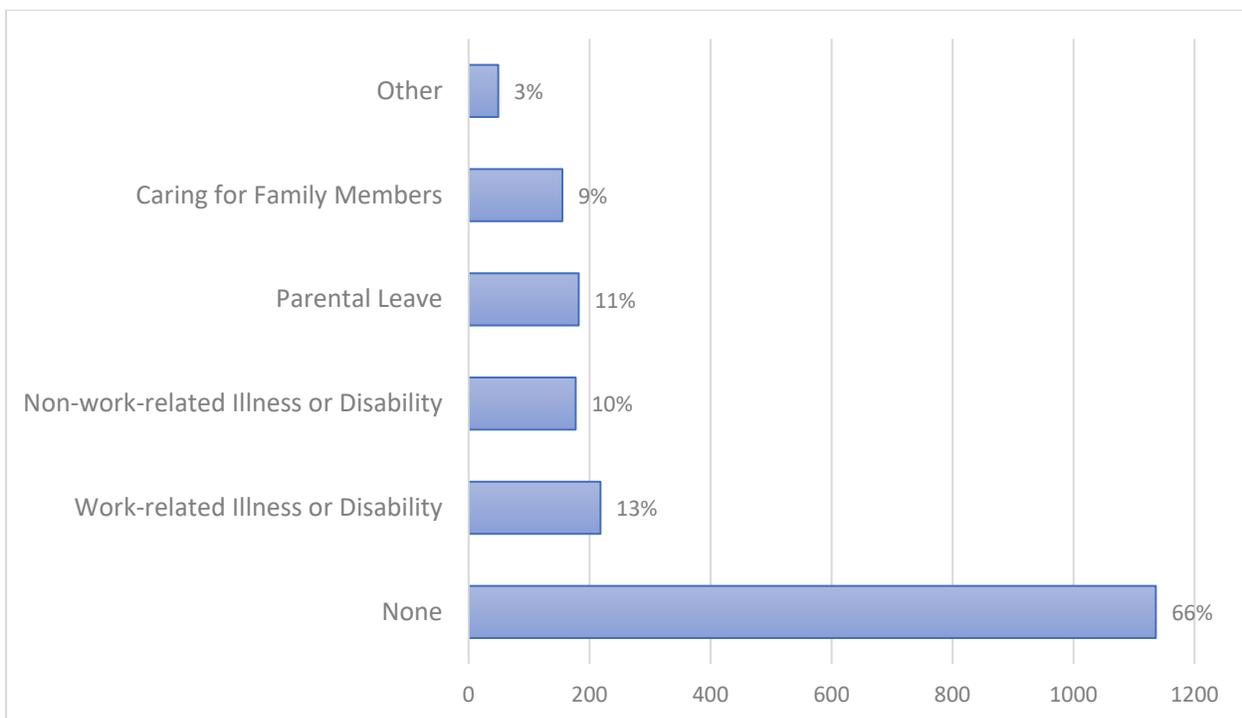

Figure 3-7 Leave of Absence Breakdown (N=1,729)

3.4   Activities and Responsibilities Outside Work

This next section details what commitments and activities CPS respondents are engaged with outside of work. Demographic information about roles and responsibilities outside of work allows for CPS to provide programs and supports for respondents.

### 3.4.1   Children and Other Dependents
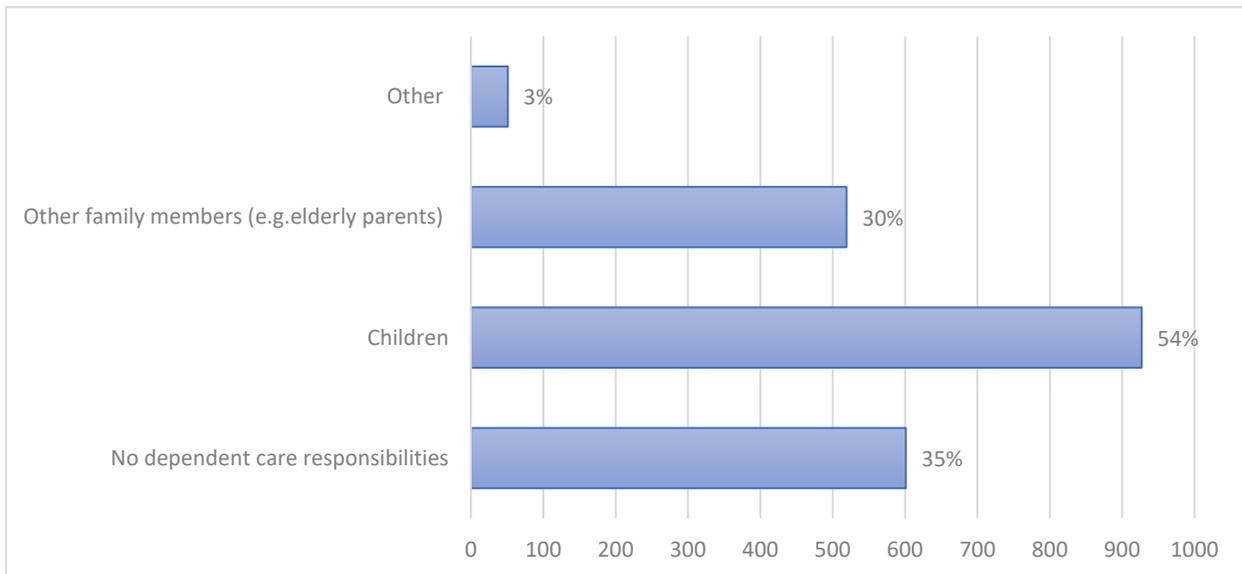
Figure 3-8 Dependent Care (N=1,704)

As illustrated above, 54% of respondents indicated that they have children under their care, which means that caring for children is the most common form of dependent care among respondents at CPS. Thirty percent of respondents provide dependent care to other family members including a spouse or elderly parents. Approximately one third of CPS respondents indicated that they do not have dependent care responsibilities. Dependent care under the other category included pets, friends and neighbours, dependents with special needs, and anyone in need. It is important to note that providing care does not necessarily mean that dependents reside with respondents – these trends are discussed below. Finally, 20% of respondents indicated that they provide care to multiple different dependents.

Approximately one third (32%) of respondents said that they do not have dependents living with them meaning that for some, caring for dependents is outside of their living arrangements. Figure 4-9 depicts the percentage of dependents who live with CPS respondents broken down by number and age. The average number of dependents living with 67% of CPS respondents is 1.28, and this ranges from 0 to 12 live-in dependents. The figure below indicates that the ages of dependents who live with respondents are mostly between the ages of 5 to 14 years, followed by children under the age of 5. Eleven percent indicated that they have dependents over the age of 30 living with them which is likely reflective of the national trends where an increasing share of young adults continue to live with their parents and the rise of multigenerational families[7].

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[7] Statistics Canada. (2017). Families, households and marital status: Key results from the 2016 Census. *The Daily*. Accessed from: http://www.statcan.gc.ca/daily-quotidien/170802/dq170802a-eng.pdf
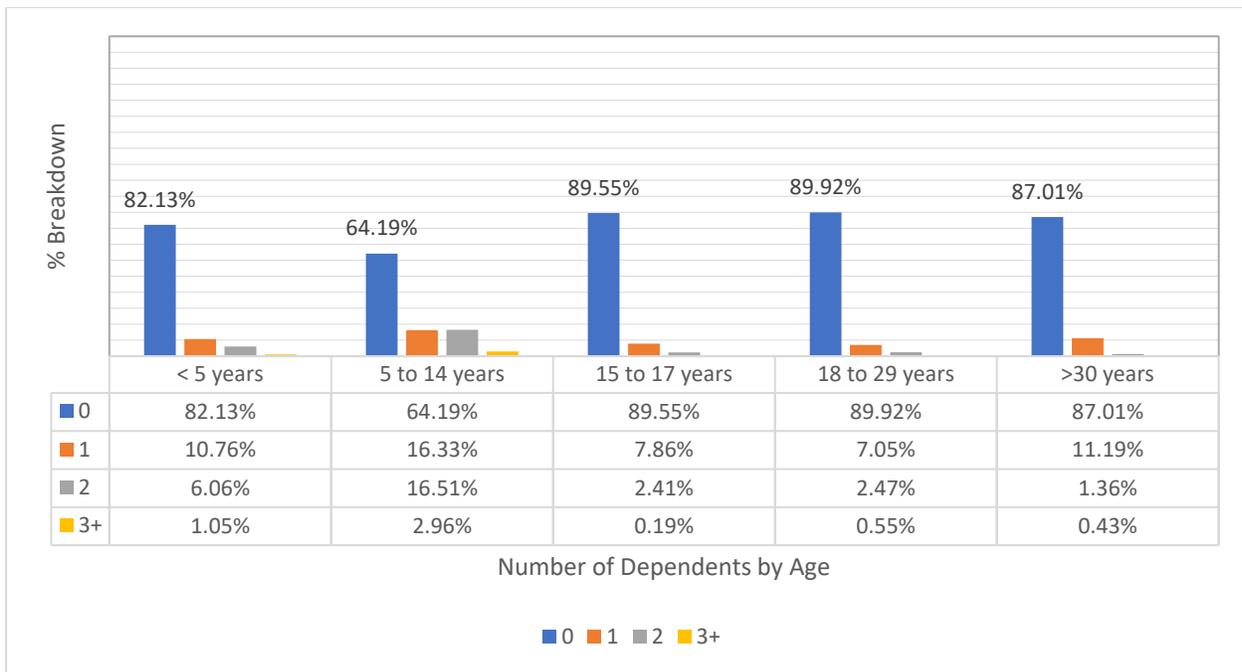
Figure 3-9 Number of Dependents by Age Living with CPS Respondents (N=1,617)

Figure 4-10 outlines how often and by whom dependent care was provided by someone other than a CPS respondent. Spouses were the ones who most often provided this care while CPS respondents worked yet several others helped out with these responsibilities; other relatives and childcare facilities were the most common sources of assistance for dependent care.

	Never	Very Rarely	Rarely	Occasionally	Frequently	Always
Spouse/Partner/Ex-Partner	57.47%	1.81%	1.52%	6.42%	17.86%	14.94%
Other Relative	74.33%	3.62%	3.15%	9.10%	7.53%	2.28%
Friend	87.86%	3.73%	2.28%	4.08%	1.69%	0.35%
Nanny	96.09%	0.23%	0.35%	0.70%	1.23%	1.40%
Sitter/Neighbour	92.82%	1.87%	0.99%	2.68%	1.34%	0.29%
Childcare Facility	86.29%	0.35%	0.35%	2.45%	5.19%	5.37%
Eldercare Facility	97.72%	0.18%	0.12%	0.29%	0.47%	1.23%
Other	99.01%	0.06%	0.12%	0.12%	0.47%	0.23%

Figure 3-10 Sources of Dependent Care (N=1,714)

Respondents could identify several sources of dependent care which allowed for the possibility of adding up responses to consider how many respondents use multiple forms of help. Figure 4-11 includes the breakdown of multiple sources of dependent care across respondents.

These results suggest that many CPS respondents rely on several different sources of help with dependent care. For instance, over 34% of respondents who require dependent care help drew on at least 7 different sources for assistance suggesting this is a substantial need.

No dependent care	**18.96%**
One Source	23.45%
Two Sources	12.49%
Three Sources	6.53%
Four Sources	1.87%
Five Sources	0.64%
Six Sources	0.75%
Seven Sources	12.24%
Eight Sources	22.05%

Figure 3-11 Multiple Dependent Care Provision (N=1,714)

3.4.2   Activities and Responsibilities Outside Work

In line with the dependent care responsibilities discussed above, over 50% of respondents indicated that family and household responsibilities were at the top of list of activities engaged in outside work hours. Respondents could check more than one category; therefore, in addition to these responsibilities, over 70% of respondents indicated that physical fitness was a main activity undertaken outside of work hours and close to two-thirds (62.81%) participated in hobbies. Other activities were wide-ranging and included going to school, socializing, outdoor activities and earning additional income. On average, respondents listed they participated in 2.8 activities outside of work and this ranged between 1 to 6.
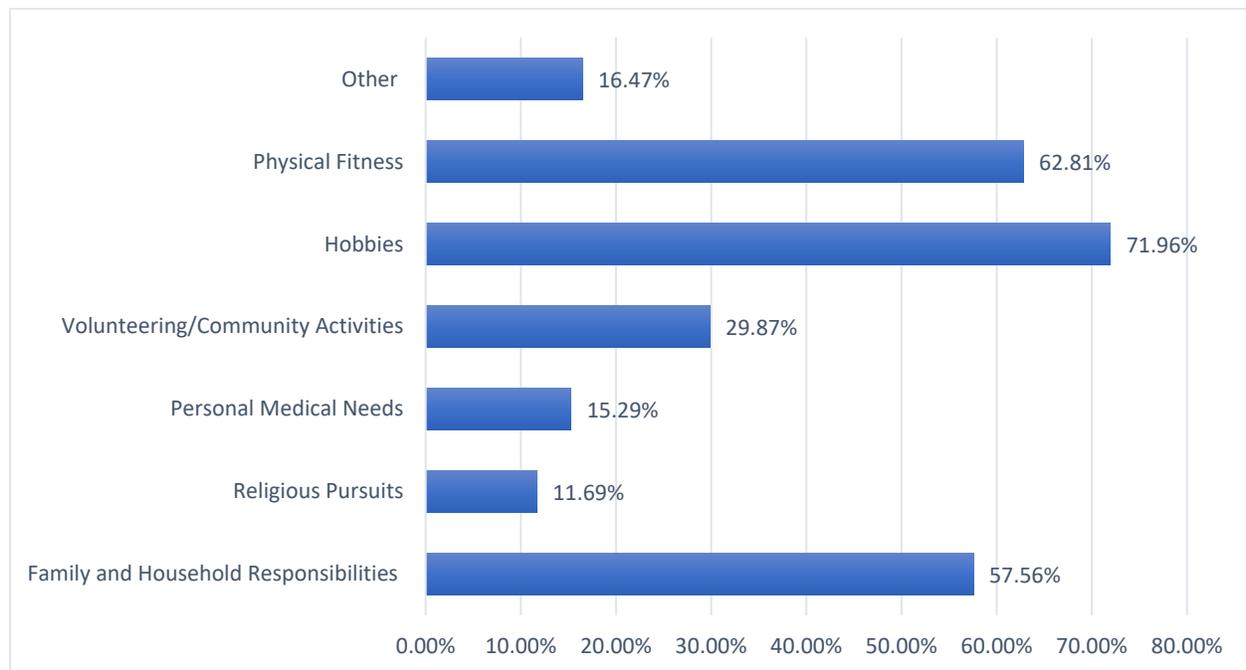
Figure 3-12 Activities and Responsibilities Outside Work (N=1,694)

	None	< 5 hours	5 - 14 hours	14 - 29 hours	30 - 59 hours	60 + hours
Childcare	43.94%	6.15%	11.34%	13.93%	13.87%	10.77%
Other Dependent Care	75.41%	13.20%	7.33%	2.37%	1.18%	0.51%
Housework, yard work etc.	8.18%	15.79%	51.10%	19.85%	4.12%	0.96%
Volunteering **(not CPS-related)**	67.23%	21.43%	8.97%	1.75%	0.51%	0.11%
Volunteering (for CPS)	90.47%	7.22%	1.97%	0.34%	0.00%	0.00%
Physical Activities/ Sports/ Other Extracurricular	17.15%	33.67%	41.79%	6.32%	0.85%	0.23%

Figure 3-13 Time Spent Doing Unpaid Activities (N=1,773)

Figure 4-13 displays the amount of time CPS respondents spend doing unpaid activities outside of work. Of those with childcare responsibilities, approximately 50% indicate that they spend at least 5 to 14 hours per week on childcare. The bulk of respondents indicate that house-related work accounts for much of their time outside of work with 51% identifying they spend 5 to 14 hours on these activities and 76% spending at least that amount of time each week. On the other hand, volunteering-related activities did not account for much of the time spent outside work for the majority of respondents. Finally, 42% of CPS respondents indicated that they spent between 5 to 14 hours a week on physical activities, sports or other extracurricular activities.

3.5 What CPS Looks Like

24 years and younger	**1.89%**
25 to 34 years	19.86%
35 to 44 years	35.84%
45 to 54 years	31.61%
55 to 64 years	9.93%
65 years or older	1.18%

Figure 3-14 Age of CPS Respondents (N=1,702)

Section 4.5 takes a look at workforce demographics. It facilitates CPS's goal of gaining a clearer picture of who makes up the workplace to better provide support to its respondents and to answer the question of whether or not CPS reflects the community it serves.

Figure 4-14 details the percentage breakdown by age category for CPS respondents. Over two thirds of the workforce (67%) are between the ages of 35 and 54 years old. To put this another way, respondents are, on average, between the ages of 35 and 44[8].
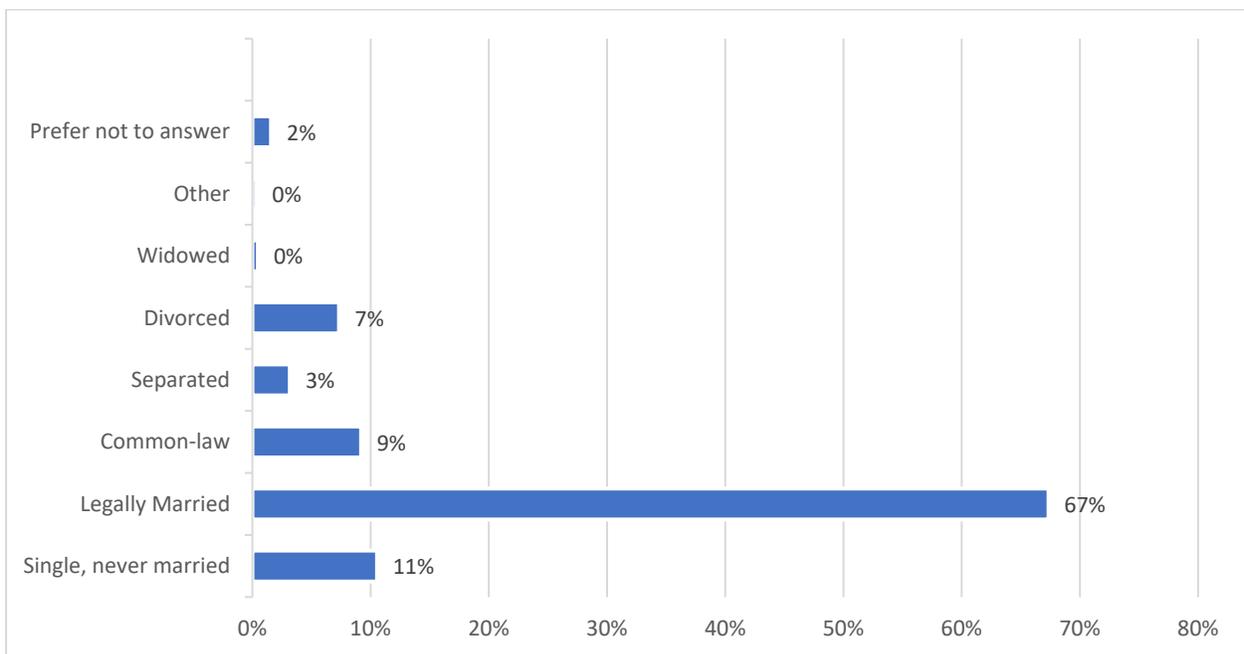
Figure 3-15 Marital Status (N=1,706)

The relational profile of CPS respondents is presented in Figure 4-15. The majority of respondents report they are legally married or in a common-law relationship (76%). Ten percent of respondents indicated they are separated or divorced and 11% stated they are single. It is important to note that these statistics present a snapshot of the current marital status of respondents and provides a baseline for future comparisons.

[8] SD=0.989
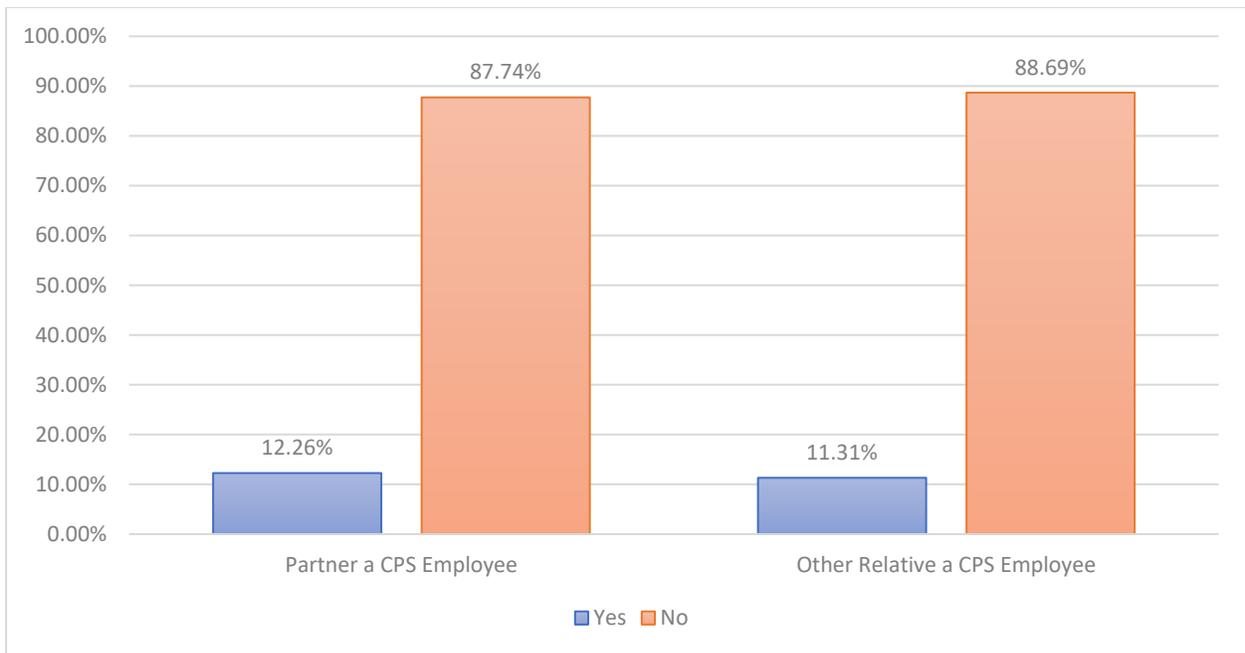
Figure 3-16 Family Ties with Other CPS Respondents

Only 12 % respondents have partners that are also members of CPS, while 11% respondents are related to someone else at CPS.

Close to two thirds (63%) of respondents identified as male, 34% respondents indicated they are female and 3% identified as 'other' which includes transgendered, genderqueer, intersex etc.
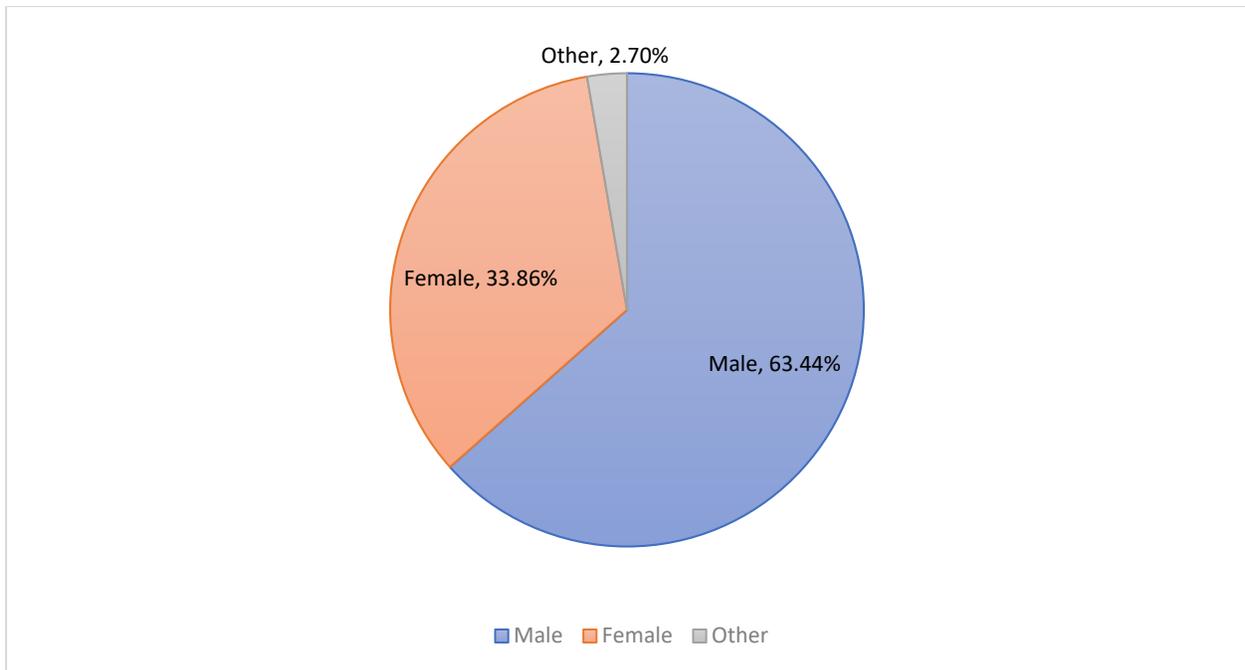
Figure 3-17 Gender Composition (N=1,704)

Heterosexual	91.35%
Gay or Lesbian	2.12%
Other	2.05%
Prefer not to answer	4.47%

Figure 3-18 Sexual Orientation (N=1,699)

The vast majority of respondents identified as heterosexual, while 2% identified as gay or lesbian and another 2% reported they were bisexual, two-spirit, queer or asexual.

Elementary School	0.41%
High School diploma or equivalent	10.59%
Trade certificate or diploma	13.42%
Non-university certificate from a community college, technical institute, vocational college, etc.	21.48%
Some university at the bachelor's level	14.07%
Bachelor's degree	29.61%
University degree above bachelor's level	4.06%
Masters degree	6.12%
Doctorate degree	0.24%

Figure 3-19 Highest Level of Education Completed (N=1,699)

Approximately 11% of respondents have completed high school, 13% have a trade certificate or diploma, 22% have a non-university certificate with 15% reporting they have some university at a bachelor's level. Almost one third (30%) of respondents have a bachelor's degree. Just over 10% of respondents reported they have a university degree above the bachelor's level.
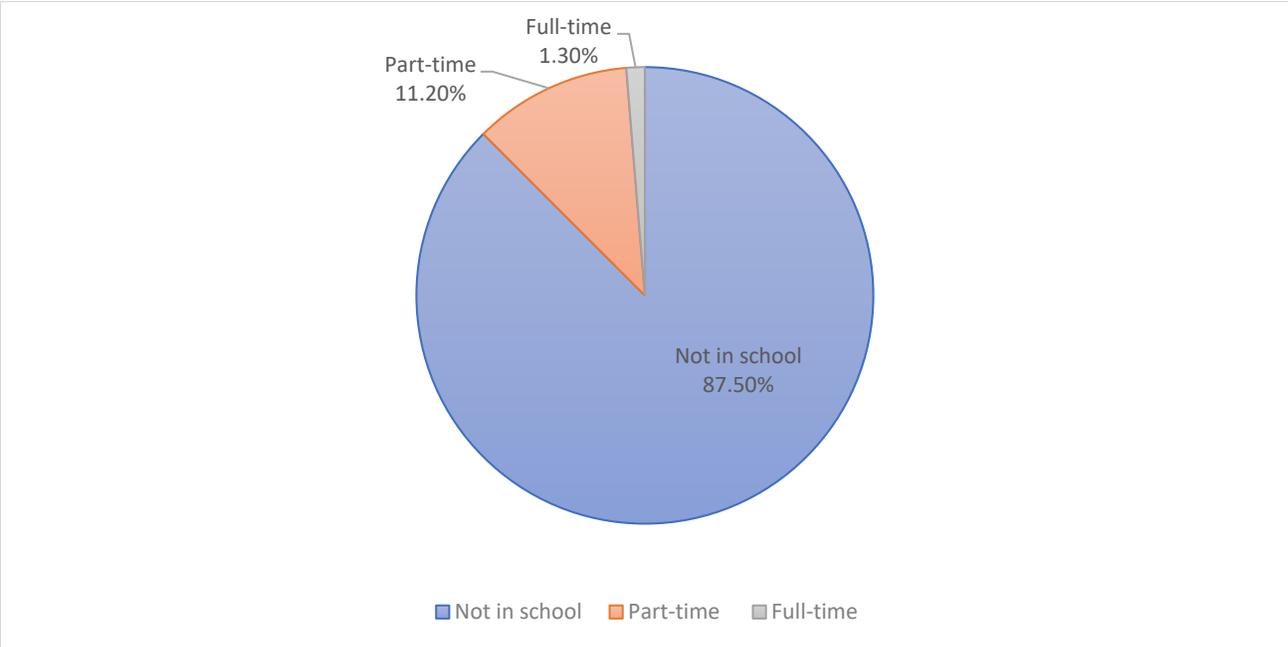
Figure 3-20 Percent of Respondents Currently Enrolled in School

The majority of respondents did not attend school, college, or university in the past 12 months (88%); 11% of respondents indicated that they attended school on a part-time basis and 1% responded that they are in school full-time.

For those that attended school in the past 12 months, the top three fields of study include leadership/management, professional development fields (such as criminal justice, law, policing), and human resources or administrative related courses (see Figure 4-21).

Leadership/Management	30.29%
Professional development	25.71%
HR/Administration	11.43%
Communications/Languages	8.57%
Health/Medical	5.71%
Natural Sciences	4%
Other	14.29%

Figure 3-21 Field of Study (N=174)

Online	52.80%
During the day	17.29%
In the evening	18.69%
Weekends	4.67%
Evening AND weekends	3.27%
Other	3.27%

Figure 3-22 When Respondents Attended School (N=2,14)

Over 50% of those who have attended school, college or university over the past 12 months report that they are enrolled online. Seventeen percent attend classes during the day and 19% attend evening classes (see Figure 4-22).

Public administration	20.25%
Construction/Skilled trades	16.42%
Administration and support	13.72%
Professional, scientific and technical services	12.64%
Government	12.52%
Accommodation, food, retail services	6.77%
Health care and social assistance	6.47%
Finance	4.13%
Oil and gas	3.77%
Transportation and warehousing	1.08%
Others	2.22%

Figure 3-23 Occupations Held by Respondents Prior to Joining CPS (N=1,669)

As illustrated in Figure 4-23, there is a diversity of employment backgrounds among respondents. Most commonly, respondents reported that they worked in the area of public administration, which includes other police forces, corrections, and/or Canadian Forces prior to joining CPS (20%).
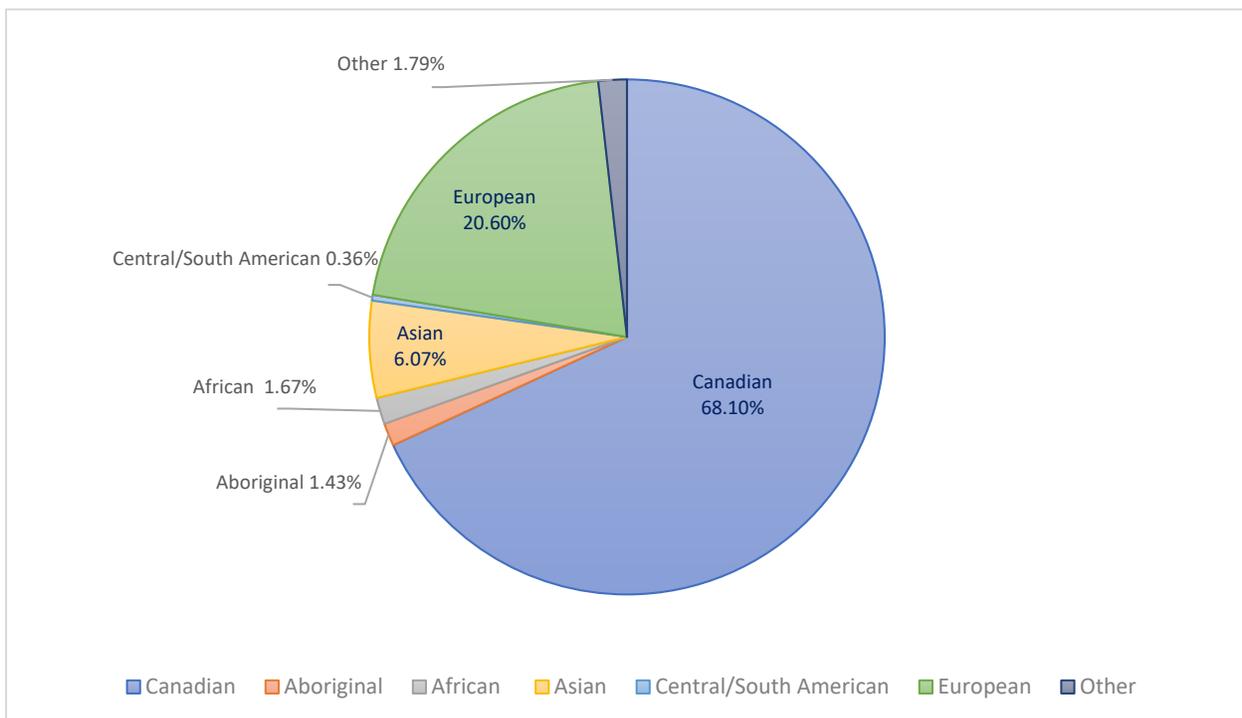
Figure 3-24 Ethnicity (N=840)

Over two thirds of respondents considered themselves to be Canadian (68%) as shown in Figure 4-24. Just under 2% of respondents self-identified as Aboriginal /First Nations /Indigenous, representing the smallest ethnic/cultural group. This is slightly below their average representation within the City of Calgary, where they make up approximately 3% of the population [9]. All other ethno-cultural groups are similarly underrepresented [10]. More than half of the respondents (55%) indicated that they belonged to multiple (two or more) ethnic/cultural groups, with the remaining 45% of respondents selecting only one ethnicity.
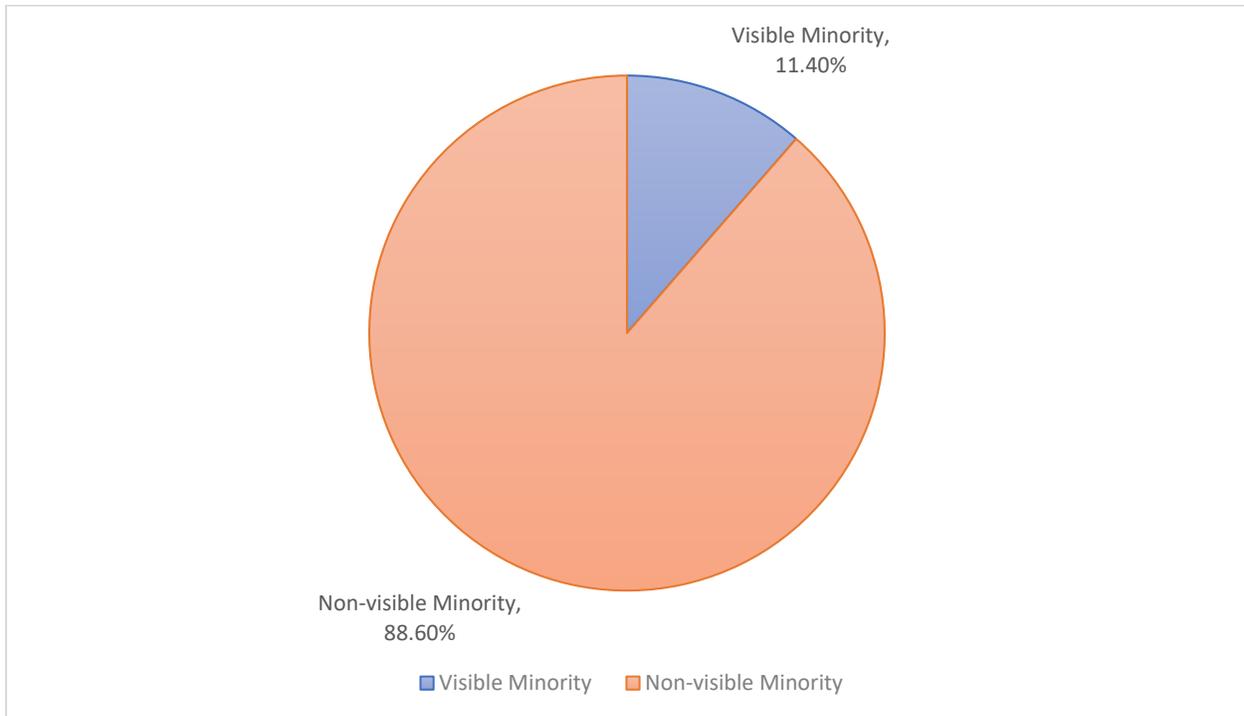
Figure 3-25 Visible Minority Status (N=1,675)

In line with the above results, Figure 4-25 shows that 11% of respondents consider themselves to be members of a visible minority.

The vast majority of respondents (97%) are Canadian Citizens. Approximately 11% indicated they are landed immigrants.

[9] Statistics Canada. (2016). *Aboriginal peoples: Fact sheet for Alberta.* Accessed from: http://www.statcan.gc.ca/pub/89-656-x/89-656-x2016010-eng.htm
[10] The City of Calgary. (2016). *The City of Calgary Population Profiles: Immigrants.* http://www.calgary.ca/CSPS/CNS/Documents/Calgary-Immigration-Population-Profile.pdf
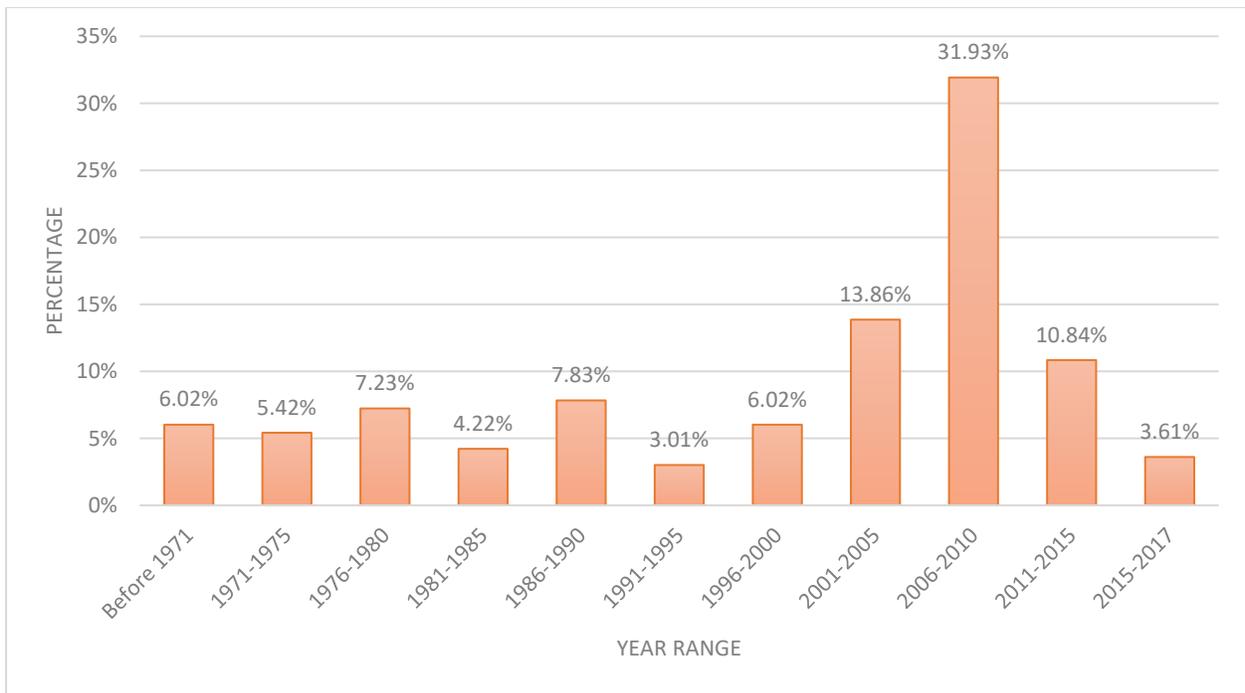
Figure 3-26 Year of Permanent Residency (N=166)

The greatest proportion (32%) of census respondents who indicated they are permanent residents obtained permanent residency between 2006 and 2010. There has been a sharp decline in these numbers since 2010.

On average, respondents have lived in Calgary for 21.3 years, with a range of one to 35 years.

Persons with disabilities refers to persons who have difficulty or impairment due to a long-term condition (more than 6 months) or health problem that may include physical, mental, sensory, psychiatric, and/or learning impairments, but also experience limitations in their daily activities. Based on this definition, 7% respondents have identified as persons with disability (N=1,639).
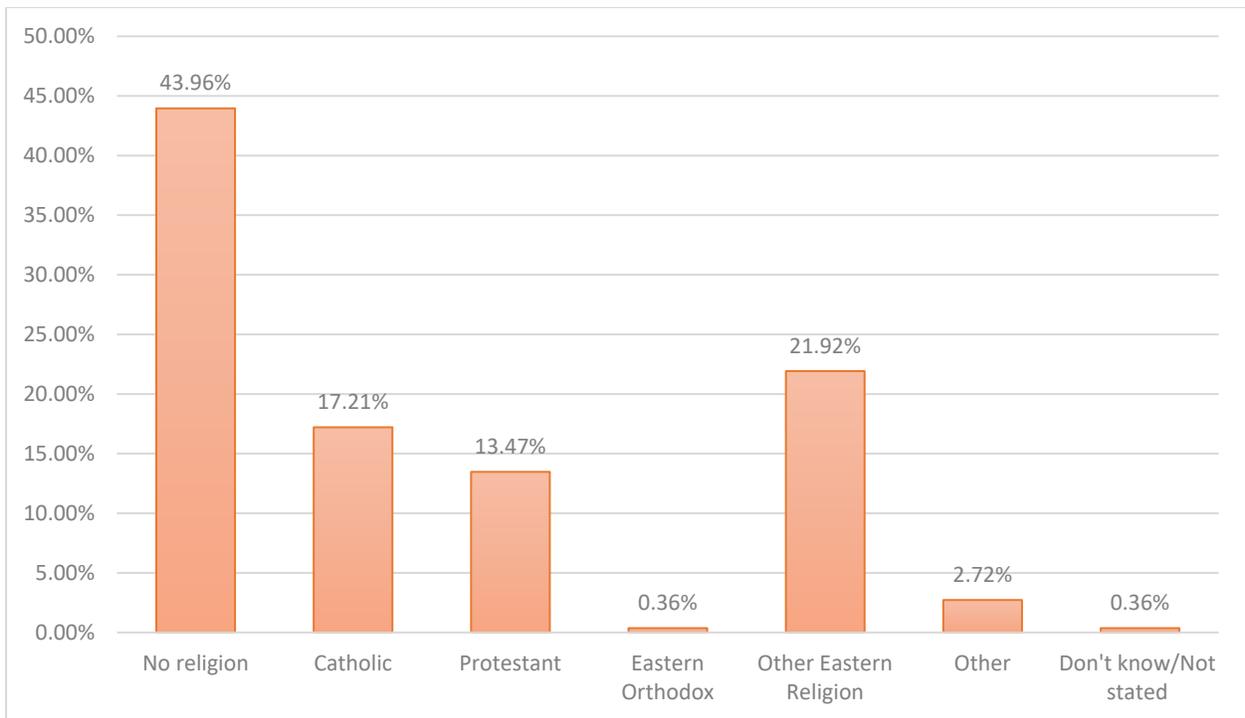
Figure 3-27 Religious Affiliation

Respondents most frequently indicated they did not have any religious affiliation (44%). The second most frequently reported affiliation was "Other Eastern Religion" (22%), which includes Islam, Buddhism, Hinduism, Sikh, and Bahai. The third most common response was Catholic (17%), followed by Protestant (13%).

English	97.04%
French	0.12%
Both English and French	1.63%
Other	1.21%

Figure 3-28 Languages Used on the Job (N=1,656)

Ninety seven percent of CPS respondents report using only English on the job and just under 2% report using both English and French or 'other' languages.

Language spoken	Percentage
English Only	79.94%
Both English and French	8.63%
Aboriginal languages	0.19%
African Languages	0.25%
Asiatic languages	4.16%
European Languages	4.29%
Indo-Iranian languages	1.8%
Languages related to physical disabilities	0.12%
Other languages	0.62%

Figure 3-29 Languages Spoken (N=450)

Figure 4-29 includes a list of broad language categories that are spoken by respondents. Approximately 20% of respondents speak a language in addition to English which is an asset that may prove valuable for CPS respondents. In addition, a handful of respondents indicated they were able to speak more than two languages (2%).

4 Diversity Composition

4.1 A Comparison of Sworn and Civilian Respondents

4.1.1 Working at CPS

4.1.2 Respondent Status, Workforce Composition and Work Activities
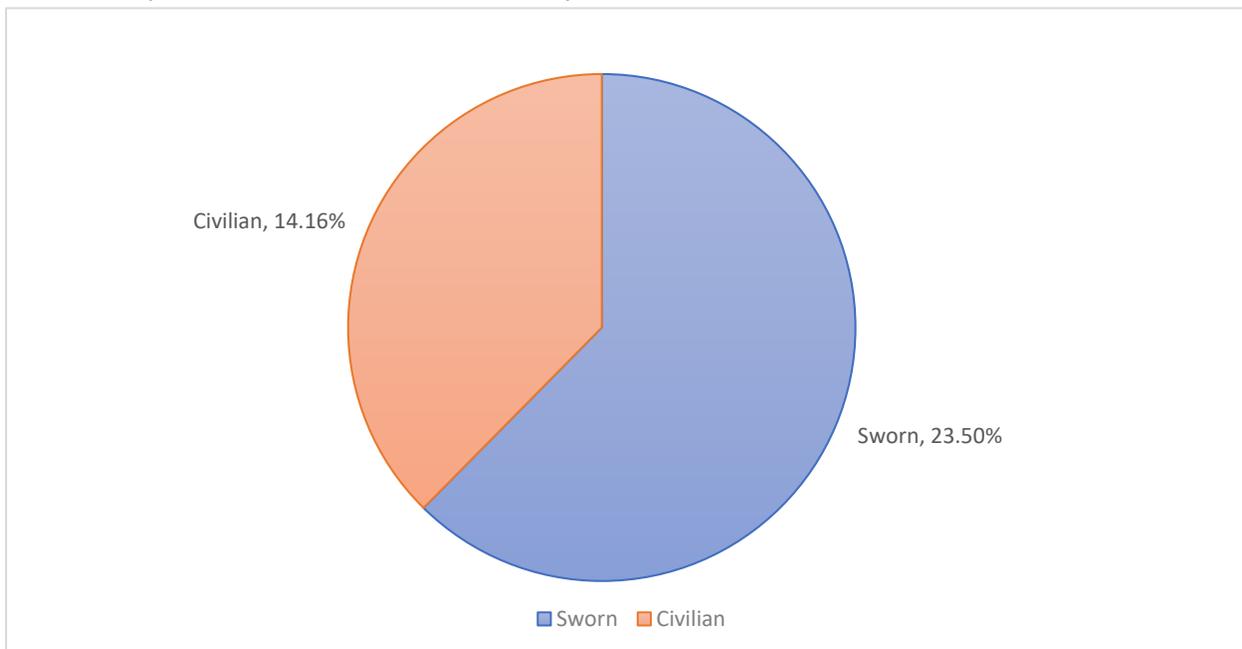
Figure 4-1 Respondent and Supervisory Status (N=1,769)

As illustrated in Figure 5-1, 24% of sworn respondents also indicated they were in a supervisory role. This is a significantly greater proportion than civilian members who reported holding a supervisory position.
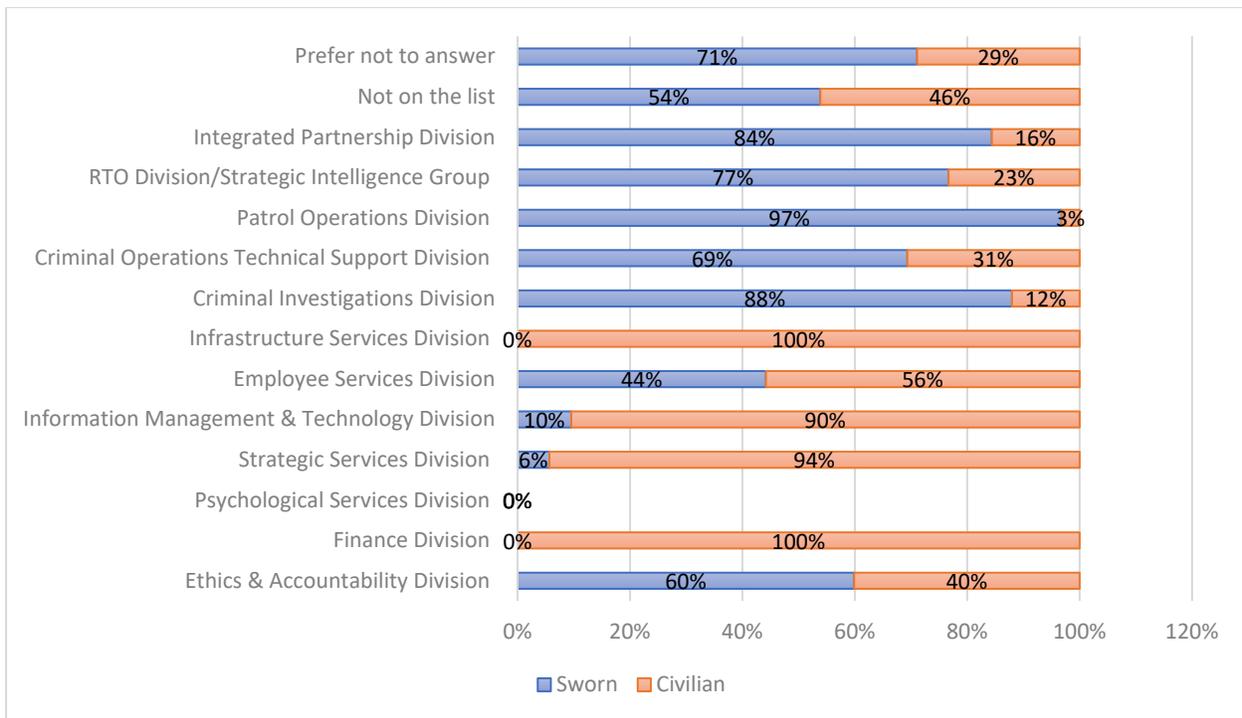
Figure 4-2 Division Breakdown by Respondent Status (N=1,763)

Civilian respondents are concentrated within four divisions where they account for at least 90% of the respondent base: Finance, Strategic Services, Information Management & Technology, and Infrastructure Services. They make up 56% of the respondents in the Employee Services Division and 40% of Ethics & Accountability. They are fewest within Patrol Operations where sworn respondents account for 97% of the respondents, followed by the Criminal Investigations Division where sworn respondents make up 88% of the workforce.

	Sworn	Civilian
Full-time	99.31%	92.13%
Part-time	0.69%	7.87%
Permanent	99.83%	88.20%
Contract	0.17%	11.80%
Length of Employment	12.06 years	10.84 years
No of Regular Hours	35 to 44 hours/week	25 to 34 hours/week
No of Overtime Hours	Less than five/week	None

Figure 4-3 Employment Status for Sworn and Civilian Respondents

Figure 5-3 details some important differences in terms of employment status between sworn and civilian respondents. Sworn respondents more frequently reported they are in a permanent position, work full-time and have worked with CPS for 2 more years, on average, than civilian respondents. Civilian respondents report working fewer hours in an average week and are less likely to indicate they work overtime than sworn respondents.
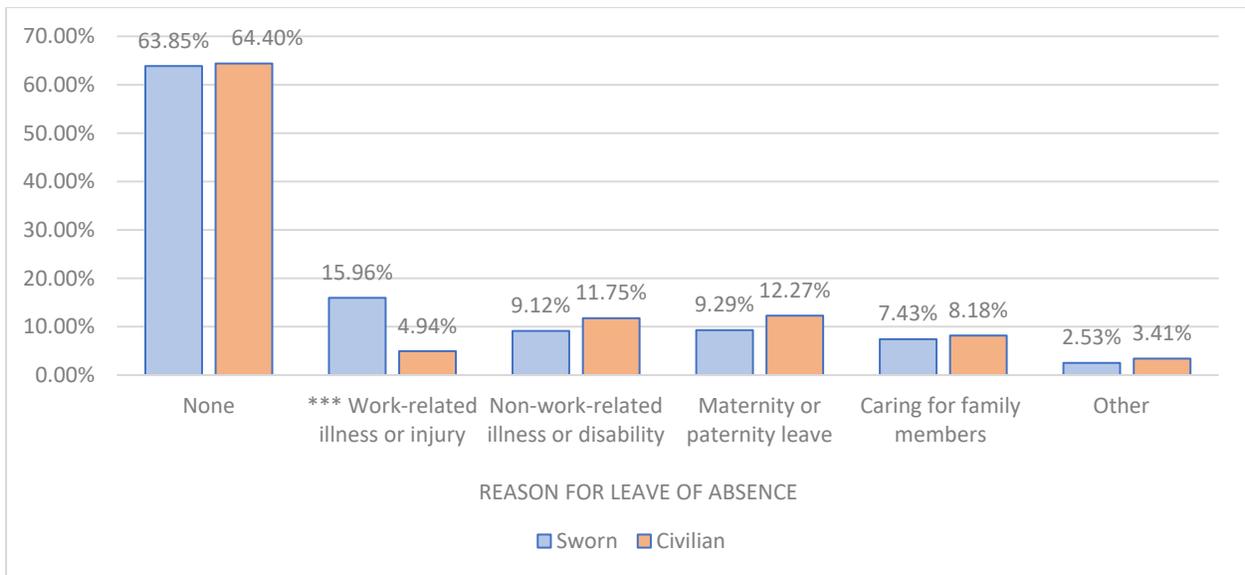
Figure 4-4 Leave of Absence by Respondent Status (N=1,771)
*p < .05, ** p < .01, *** p < .001

Reasons provided for leaves of absence are similarly distributed for sworn and civilian respondents with one notable exception: work-related illness or injury. Sworn respondents were significantly more likely to report that this was the reason for a leave of absence than civilian respondents (16% vs 5%).

4.1.3 Respondent Status and Activities and Responsibilities Outside of Work
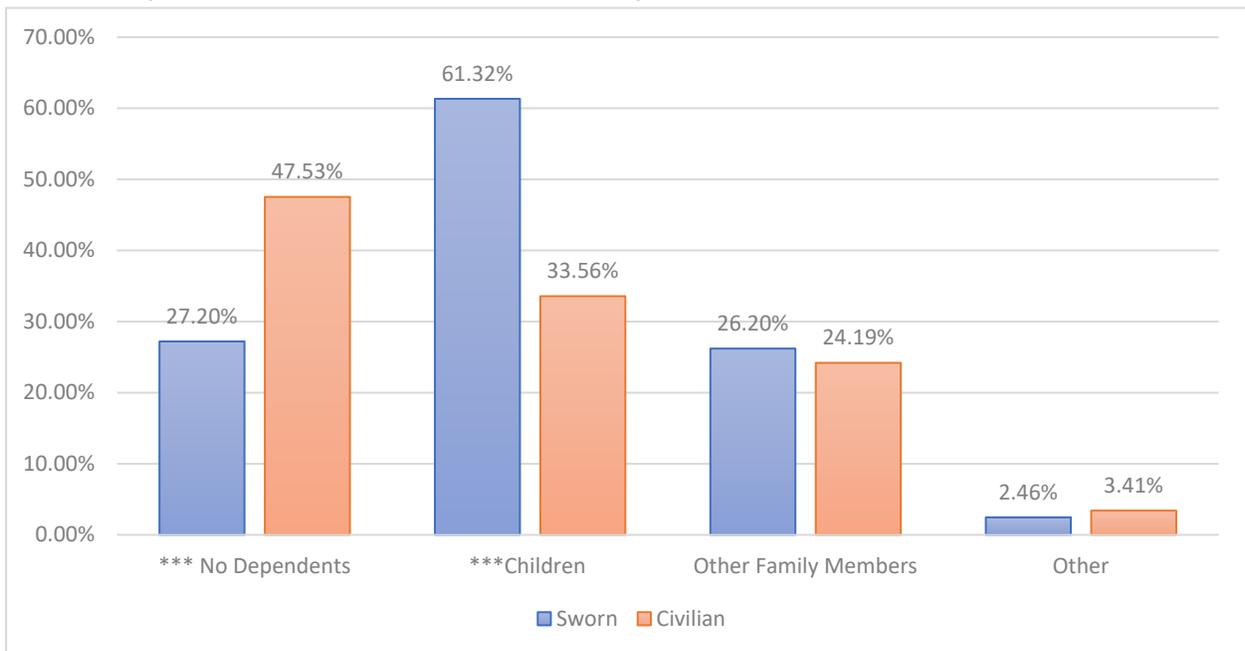
Figure 4-5 Dependent Care Responsibilities Among Sworn and Civilian Respondents (N=1,771)
*p < .05, ** p < .01, *** p < .001

A significantly greater proportion of civilian respondents reported that they did not have dependent care responsibilities compared to sworn respondents (48% vs. 27%). Additionally, nearly two-thirds of sworn respondents (61%) indicated they have children compared to approximately one third of civilian respondents (34%; see Figure 5-5).
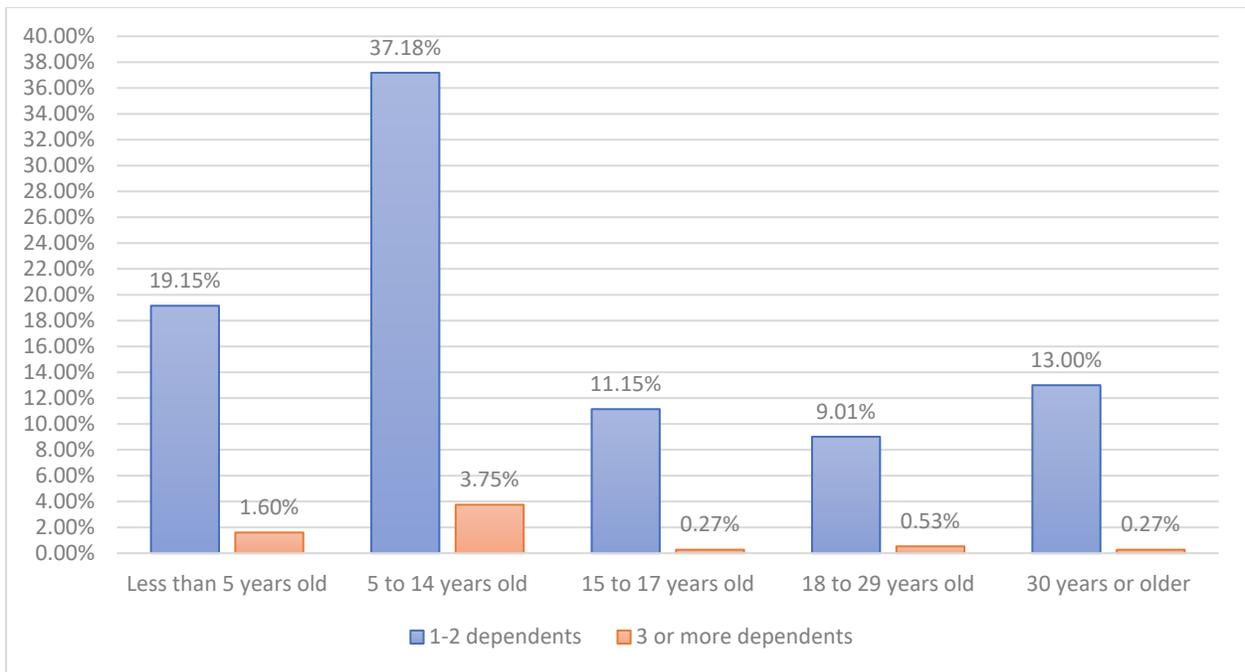
Figure 4-6 Number and Age of Dependents Among Sworn Respondents

As depicted in Figures 5-6 and 5-7, a greater percentage of sworn respondents have children under the age of 15 than civilian respondents. Over 60% of sworn respondents have at least one child within this age group compared to 32% of civilian respondents.
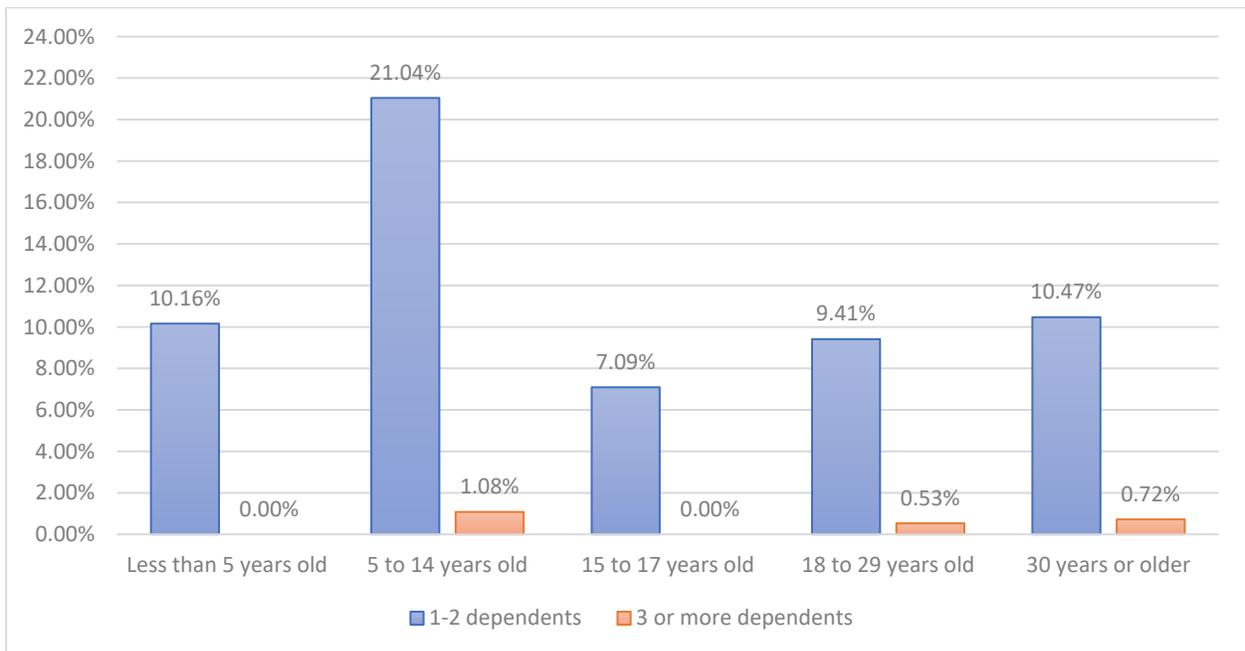
Figure 4-7 Number and Age of Dependents Among Civilian Respondents

Roughly equal percentages of civilian and sworn respondents (between 9% and 13%) provide care for dependents over the age of 18.

Consistent with organizational trends, spouses most often provide care for dependents while respondents are at work. Sworn respondents indicated that they relied on spouses more often than civilian respondents. Other sources of dependent care including friends, other family members, nannies,

babysitters, daycares and eldercare facilities are drawn on relatively infrequently by both sworn and civilian respondents.

Reflective of the above breakdown of dependent care responsibilities among civilian and sworn respondents, results in Figure 5-8 show that a significantly greater percentage of sworn respondents (57%) report that family and household tasks are a primary activity outside of work hours compared to civilian respondents (45%). On the other hand, civilian respondents more frequently indicated engaging in volunteering and activities related to personal medical needs than sworn respondents. A greater percentage of sworn respondents engage in physical fitness activities than civilian respondents (64% vs. 51% respectively).
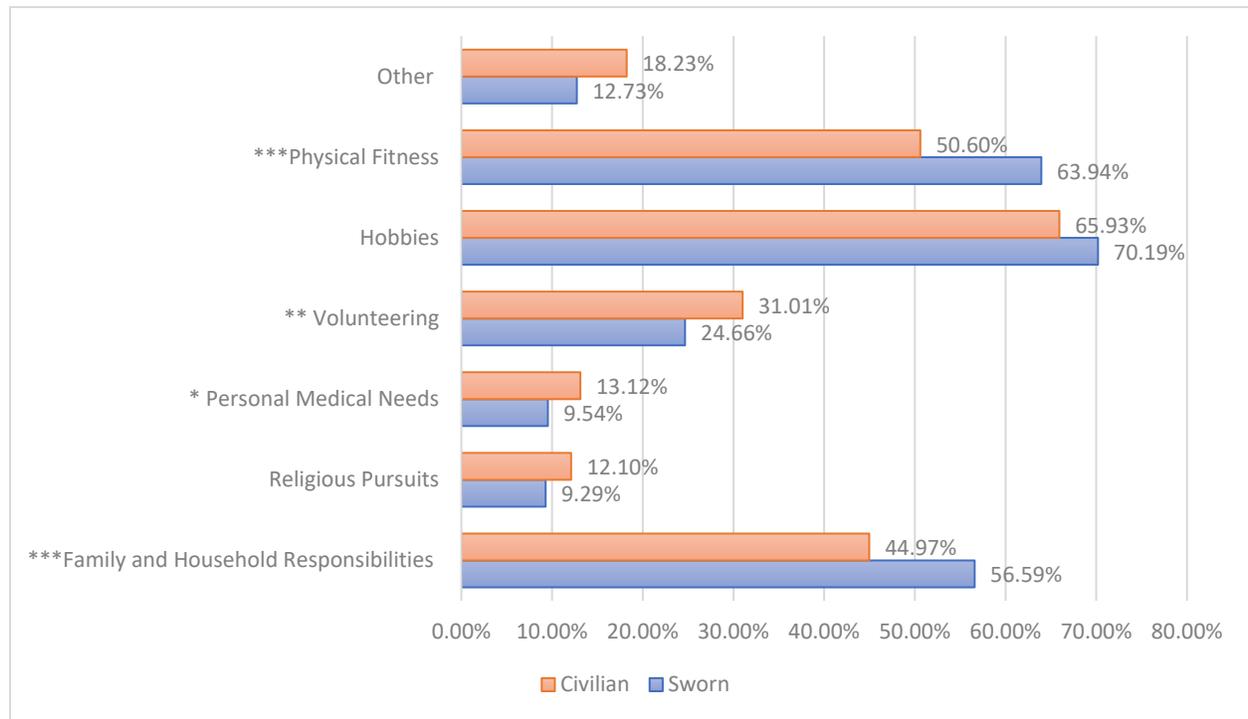
Figure 4-8 Activities and Responsibilities Outside of Work Among Sworn and Civilian Respondents (N=1,771)

The amount of time spent on outside activities by respondent status is outlined in Figure 5-9. The division of this time is fairly equal across respondent status with a few differences worth noting. Namely, sworn respondents indicate spending a greater amount of time caring for children and engaging in physical activities, sports and other extracurricular activities than civilian respondents.
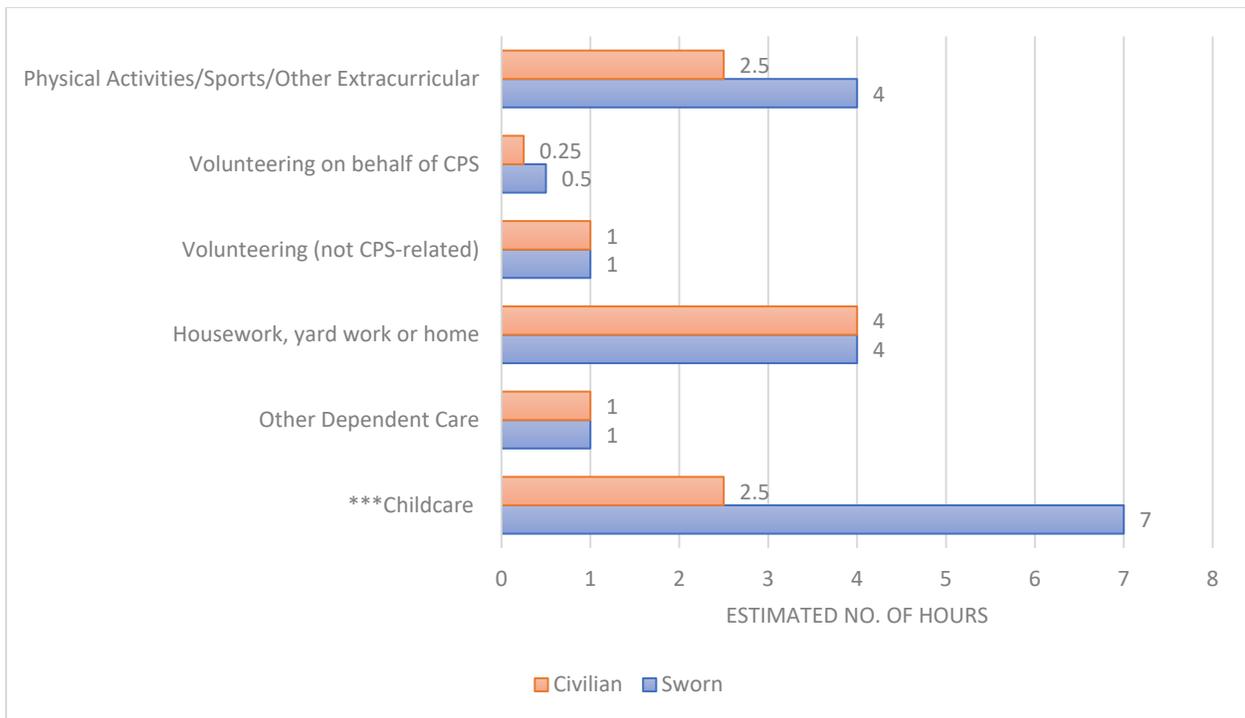
Figure 4-9 Time Spent on Outside Activities by Respondent Status (N=1,768)

4.1.4   What CPS Looks Like Across Respondent Status

4.1.5   Respondent Status and Workforce Demographics
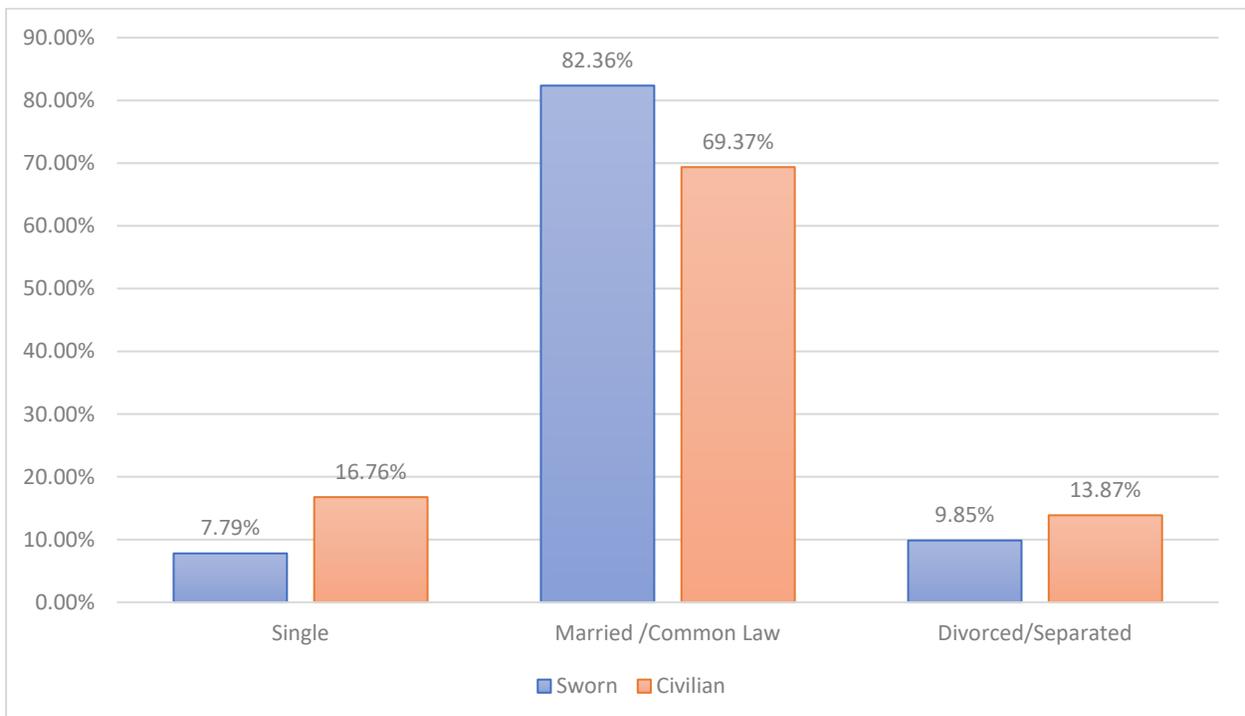
Figure 4-10 Marital Status by Respondent Status (N=1,672)

Civilian respondents are more likely to be single, or divorced, separated or widowed than sworn respondents. As such, a greater percentage of sworn respondents indicated that they are married than

civilian respondents. Furthermore, a smaller percentage of civilian respondents report having a partner who is also employed by CPS compared to sworn respondents[11].
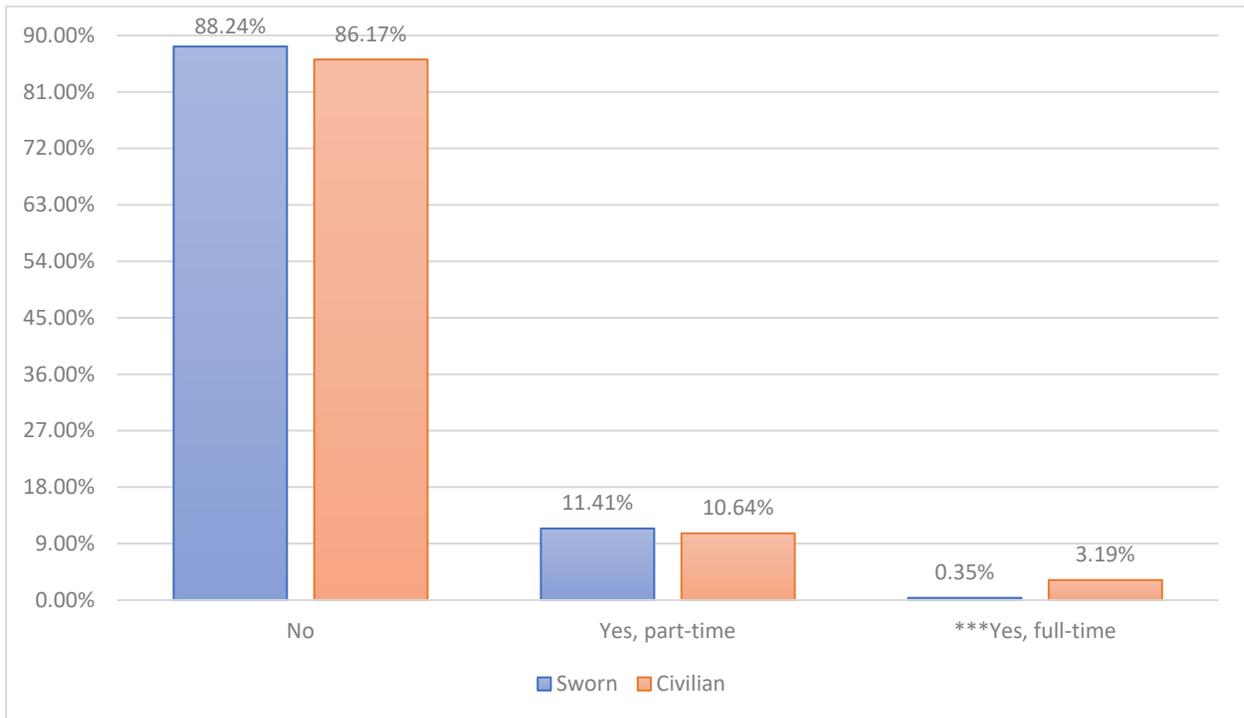
Figure 4-11 Current School Enrollment by Respondent Status (N=1,695)
*p < .05, ** p < .01, *** p < .001*

Civilian and sworn respondents have similar average levels of education with both reporting they have obtained some university at the bachelor's level. And, while similar proportions of civilian and sworn respondents were enrolled in school part-time over the past year, a greater percentage of civilian respondents were enrolled in school full-time (3% vs. 0.35%). There were no significant differences in terms of field of study across respondent status.

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[11] **p < .01*
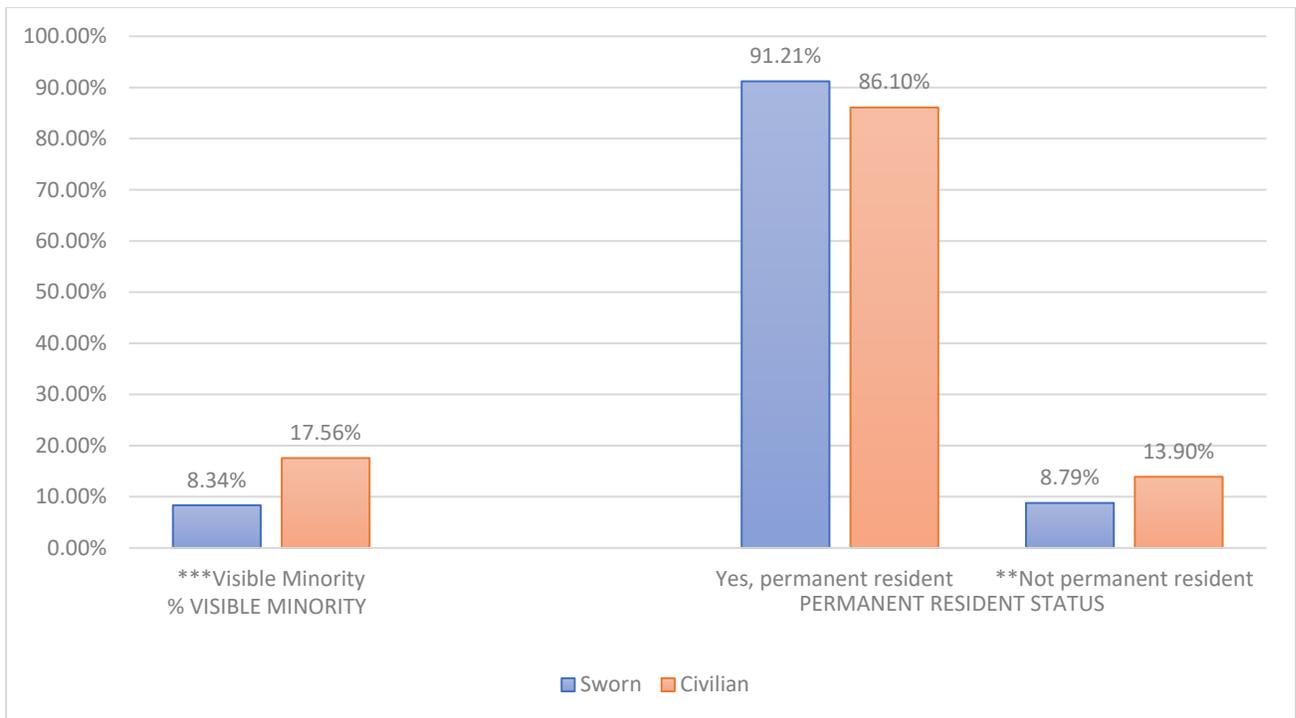
Figure 4-12 Employee, Visible Minority and Permanent Resident Status
*p < .05, ** p < .01, *** p < .001*

As seen in Figure 5-12 a significantly greater percentage of civilian members also report being members of a visible minority and have not been granted permanent resident status compared to sworn respondents.

4.2 A Closer Look at Gender

4.2.1 Working at CPS

4.2.2 Gender and Workforce Composition
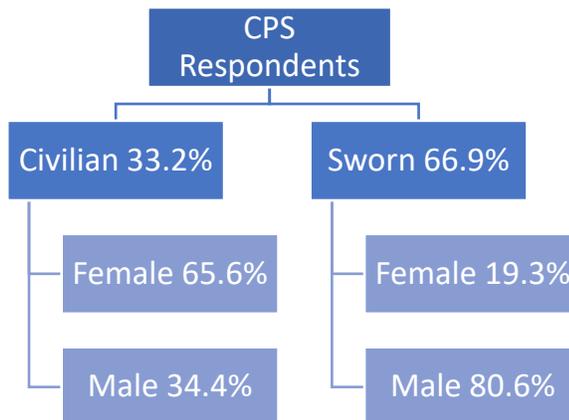
Figure 4-13 Respondent Status by Gender (N=1,657)

The figure above demonstrates the gender breakdown across respondent status. There is a significant difference between the proportion of men and women in both civilian and sworn positions across CPS whereby two-thirds (66%) of civilian respondents are female compared to just 19% of sworn members.
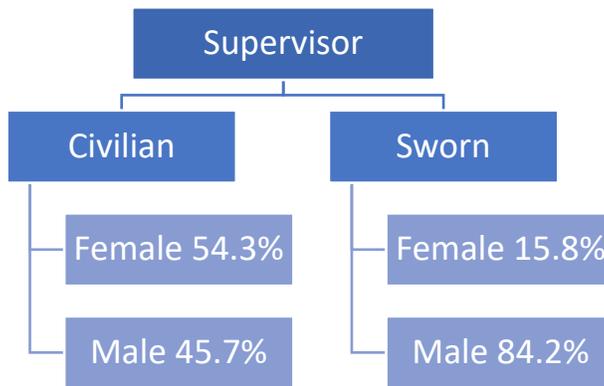
Figure 4-14 Supervisor Status by Gender Among Sworn and Civilian Respondents

Among sworn respondents who are in a supervisory role, 84% are men and 16% are women. Conversely, more female civilian respondents (54%) are in supervisory positions than male civilian respondents (46%).
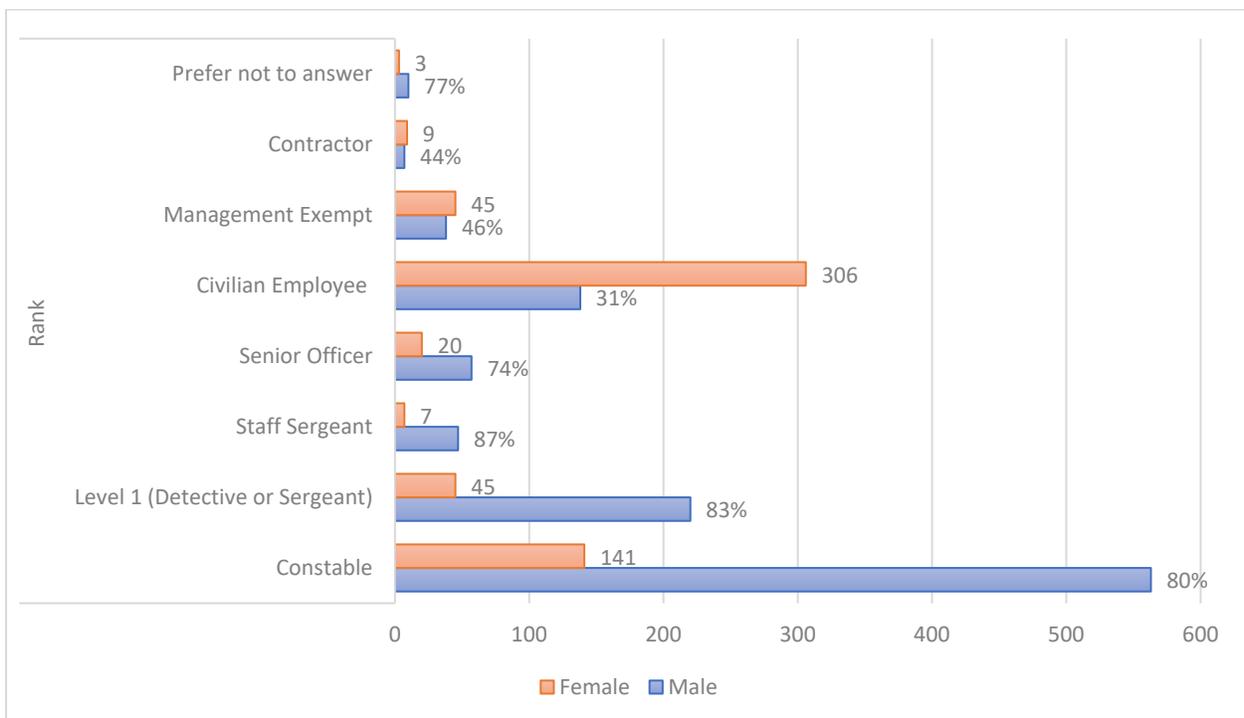
Figure 4-15 Position Breakdown by Gender (N=1,656)

There is an over-representation of men within the "Constable", "Level 1 (Detective or Sergeant)", "Staff Sergeant" and "Senior Officer" positions where at least 75% of respondents within these positions identified as male. The opposite trend is noted among civilian respondents, as noted above, where females make up the majority of the civilian base. Greater parity between genders is noted among those in "Management Exempt" and "Contractor" positions.
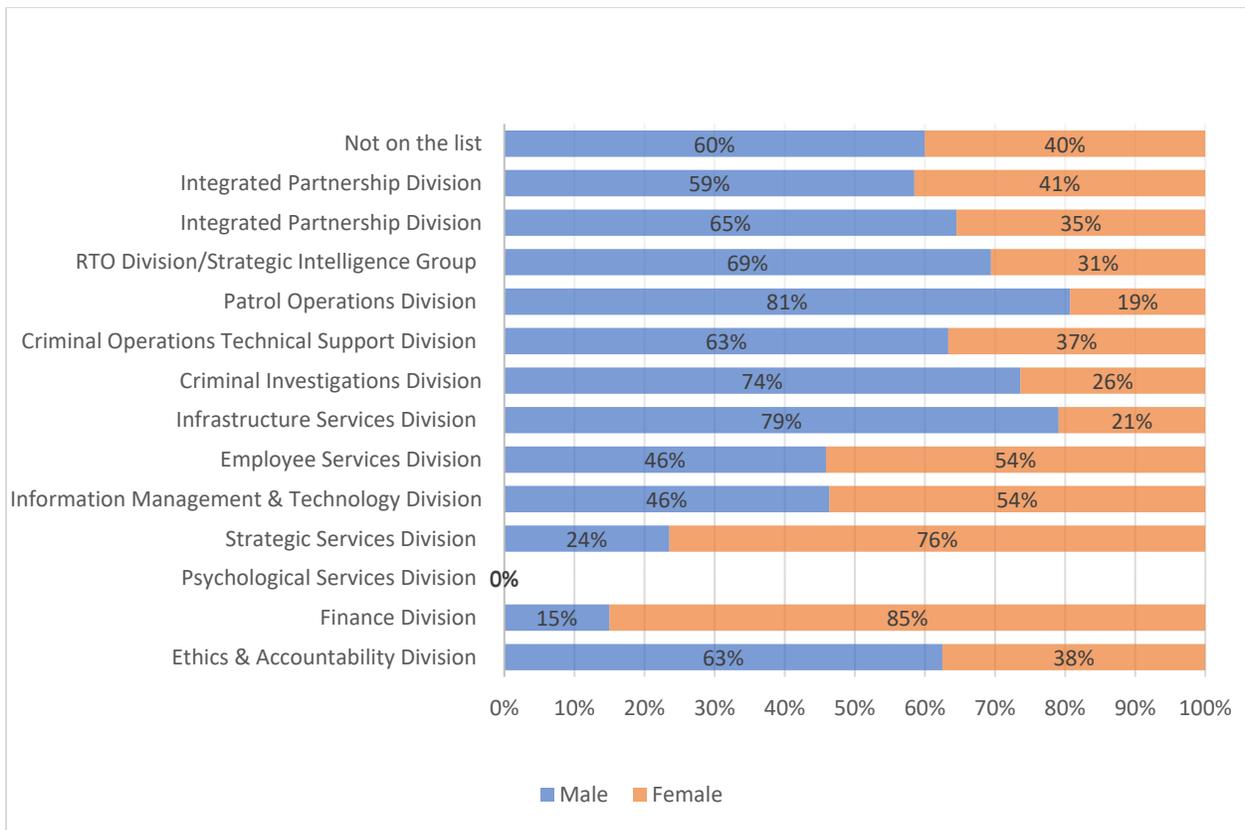
Figure 4-16 Division Breakdown by Gender (N=1,651)

Figure 5-16 displays the percentage breakdown of male and female respondents across divisions within CPS. There are more females than males in four divisions of the organization: Finance, Strategic Services, Information Management & Technology and Respondent Services. Men outnumber women within the remainder of the divisions with the greatest gap seen within the Infrastructure Services Division, Criminal Investigations and Patrol Operations where men account for at least 74% of the respondent base.
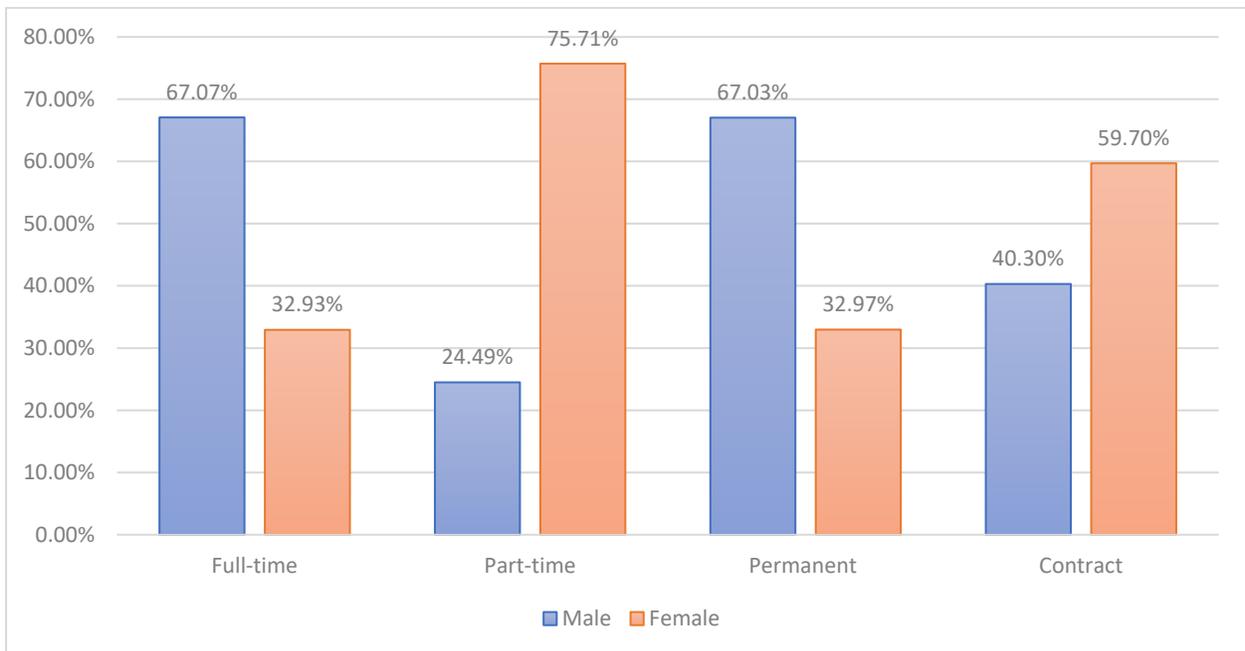
Figure 4-17 Gender-based Comparisons of Employment Status

As seen in Figure 5-17, of the respondents who indicated they work part-time, 75% of them identified as female. Additionally, contractors were significantly more likely to be female than male.

4.2.3   Gender and Work Activities

There is a very slight, but significant difference[12], in the length of employment between men and women: men have worked with CPS for an average of 12 years compared to 11 years for women.

Both female and male respondents report that they work an average of 25 to 34 hours a week. Men are more likely to report working overtime than women[13]; albeit the average number of overtime hours worked is less than 5 for men.

> An average workweek consists of 25 to 34 hours for both female and male respondents.
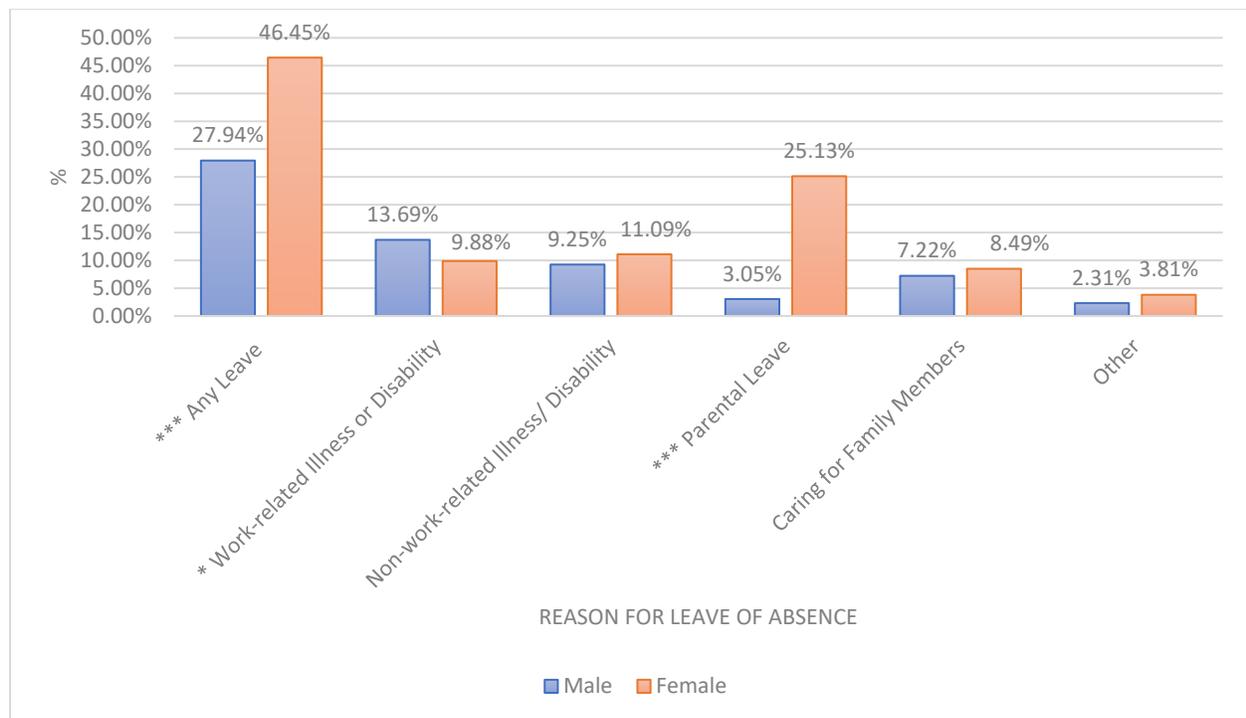
Figure 4-18 Leave of Absence by Gender (N=1,658)
*$p < .05$, ** $p < .01$, *** $p < .001$

Recall from above that 34% of all respondents indicated they have taken at least one leave of absence. Figure 5-18 displays the percentage breakdown of reasons for taking a leave of absence by gender, among this 34%. First of all, 46% of female CPS respondents have indicated that they have taken a leave of absence which is significantly greater than the 28% of male respondents who have taken leave. The most important gender differences to note here are for work-related illness or disability and parental leave. Of the male respondents who have taken a leave of absence, approximately 14% have taken one as the result

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[12] *$p < .05$
[13] **$p < .01$

of a work-related illness or disability, compared to 10% of female respondents who provided this as a reason. This is the most often cited reason for a leave of absence among male CPS respondents. On the other hand, the most frequent reason for leave of absence among women was parental leave: 25% of female respondents who have taken leave identified this as the reason compared to 3% of male respondents.

4.2.4 Gender and Activities and Responsibilities Outside Work
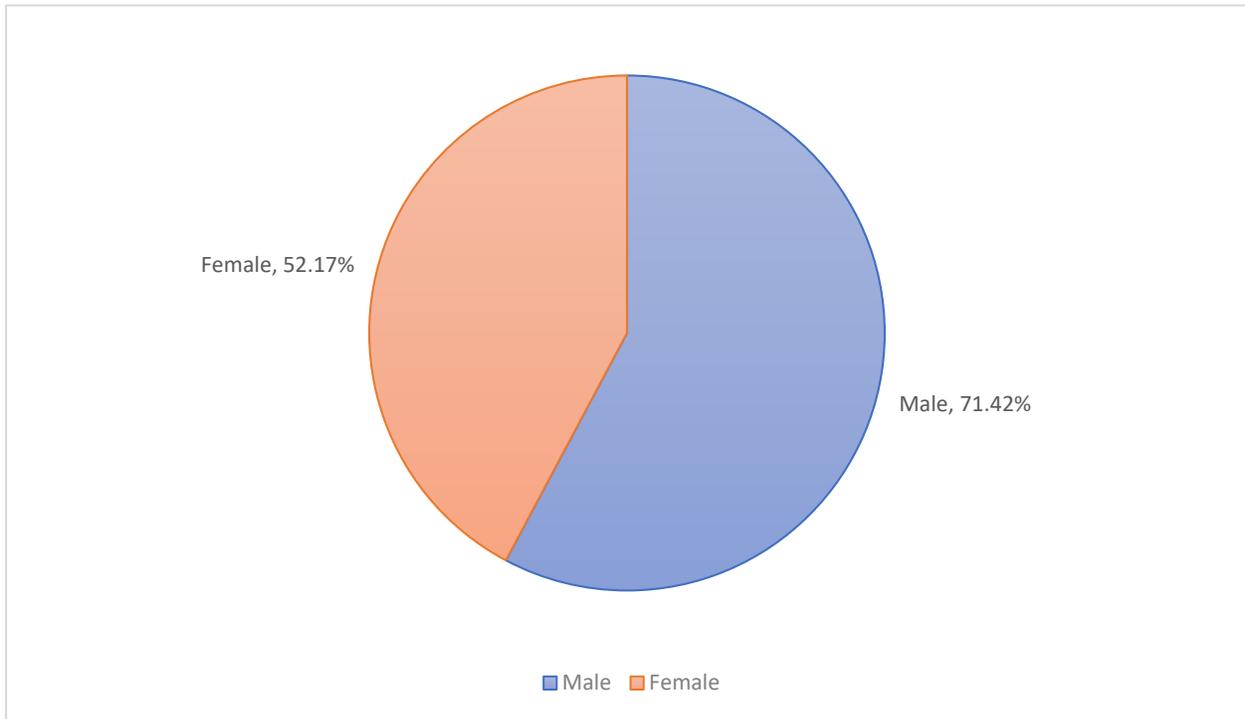
Figure 4-19 Percentage of Respondents with Dependents by Gender (N=1,658)

Recall from above that two-thirds of CPS respondents indicated that they have dependent care responsibilities. The totals in Figure 5-19 represent the total proportion of respondents from each gender who indicated that they have dependent care responsibilities. Just over half, or 52%, of CPS respondents who indicated they were female, and 71% of male respondents, have dependents in their care.
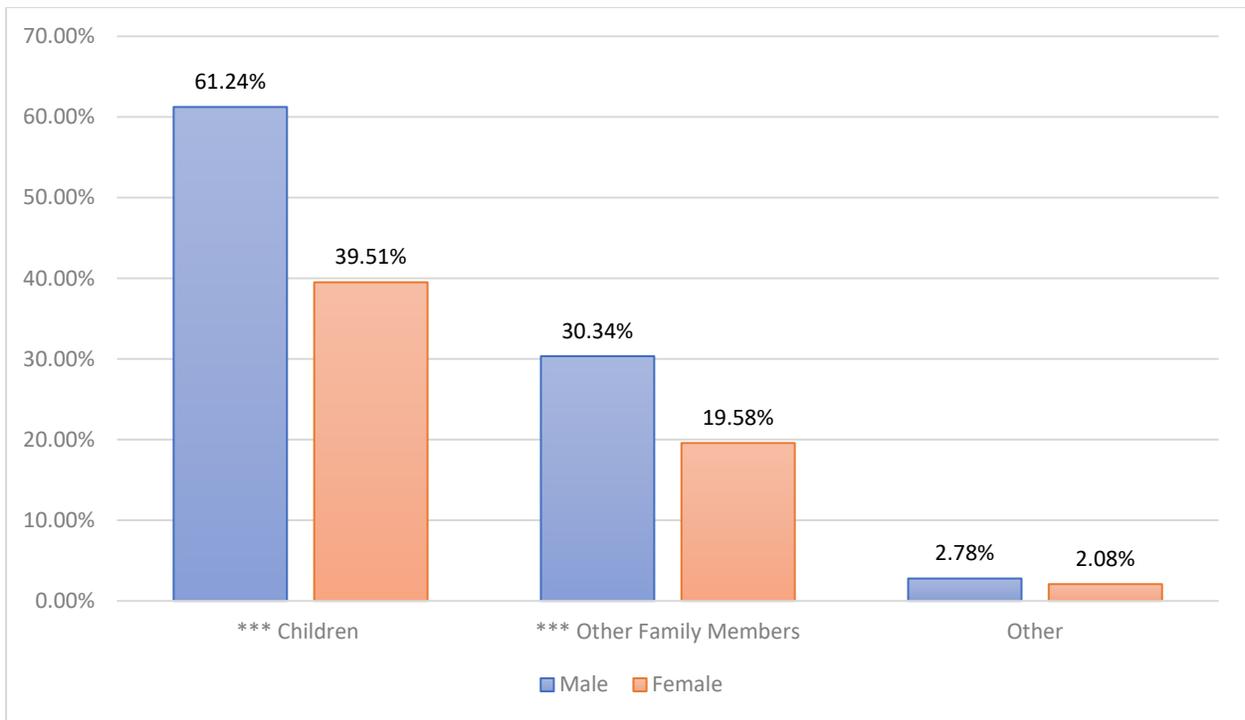
Figure 4-20 Dependent Care Responsibilities by Gender (N=1,658)

Figure 5-20 depicts the gender breakdown among those respondents who report having dependent care responsibilities. Once again, this graph can be interpreted in this way: 61% of the male respondents indicated they provide dependent care for children which is significantly different from the 40% of female respondents who provide dependent care for children. Recall these percentages are taken from the male and female respondents who have dependent care responsibilities, not the population of CPS respondents as a whole. Similar patterns emerged among male and female respondents who report caring for other family member dependents. A small and equal percentage of male and female respondents indicated they provided dependent care for other family members and dependents including friends, dependents with special needs other than family member and pets etc.

	Live-in Dependents	
Gender	No	Yes
Male	25.40%	74.60%
Female	47.12%	52.88%

Figure 4-21 Live-in Dependents and Gender

Three quarters of male CPS respondents who responded to this census report that they have dependents who live with them. This is significantly greater[14] than the 53% of female respondents who indicated that they have live-in dependents.

There are only a handful of notable results to point out with regards to gender differences in the number of live-in dependents. Both male and female respondents report having roughly the same number of

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[14] **p < .01

dependents that live with them for those who are younger than 5, between the ages of 5 to 14 and between 18 to 29 years old. Conversely, men are more likely to indicate that they have more adolescents under their care[15] as well as adults over the age of 30[16] than women.

There are few gender differences in terms of who provides dependent care while CPS respondents are at work. Men were more likely to indicate that a spouse or ex-partner looked after dependents while they are at work than women[17], while female respondents are more likely to use an eldercare facility for dependent care than male respondents[18].

The graph below displays the breakdown, by gender, of the types of activities CPS respondents spend time doing outside of work. Male respondents are more likely to indicate they engage in family and household responsibilities (57% vs. 50% of female respondents[19]) and hobbies (74% vs. 68%[20]) than female respondents. On the other hand, a greater percentage of female than male respondents engage in activities for personal medical needs (16% vs. 8%), volunteering (32% vs. 25%) and other activities including spending time with family and friends, outside work and activities, and additional work etc. (19% vs. 13%). Both men and women indicate engaging in physical fitness activities and religious pursuits at the same frequency.
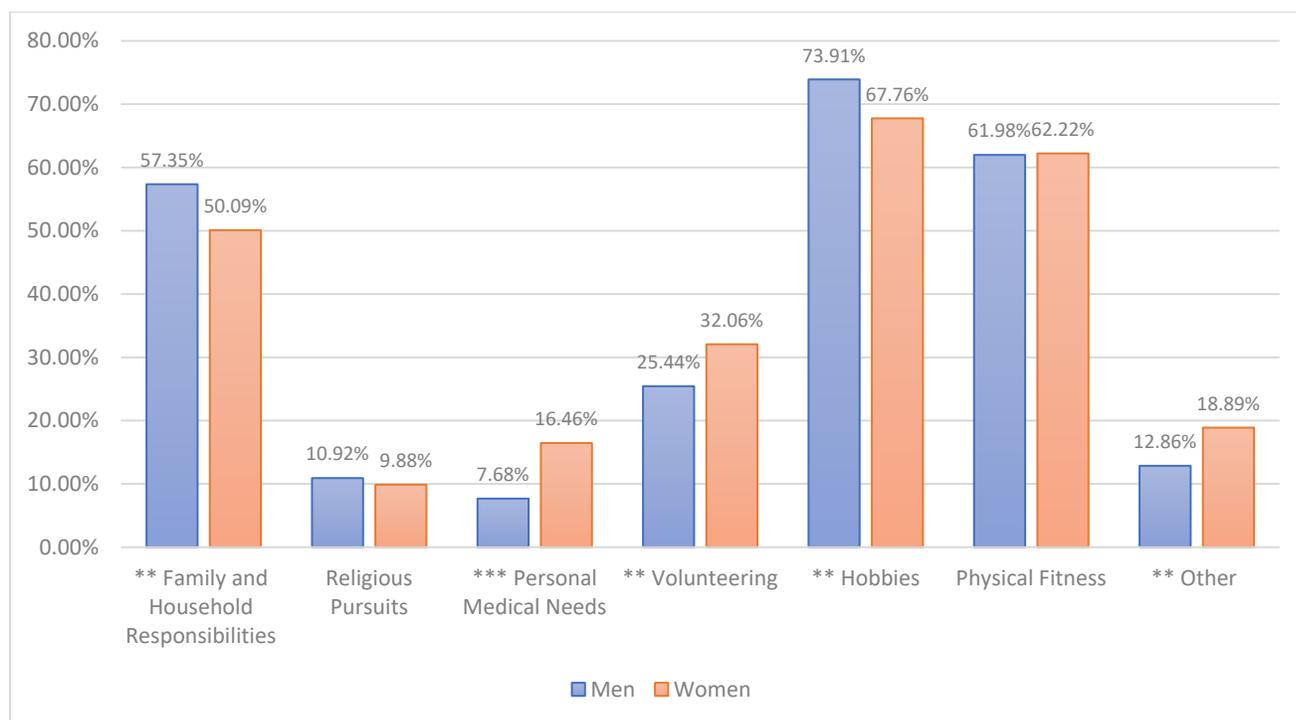
Figure 4-22 Gender-based Breakdown of Activities Outside of Work
*p < .05, ** p < .01, *** p < .001

While Figure 5-22 delineates the percentage of men and women who engage in various activities outside work, this does not tell us about how much time they spend doing these activities. Whereas the time spent on each activity does not vary much across gender, there are a few notable differences; namely,

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[15] **p < .01
[16] **p < .01
[17] ***p < .001
[18] *p < .05
[19] **p < .01
[20] **p < .01

looking after children and doing housework. Male respondents indicate that, on average they spend between 5 to 14 hours a week looking after children compared to women who reported they spend between 1 and 5 hours a week on childcare[21]. Conversely, female respondents spend a greater number of hours on housework (between 5 to 14 hours/week) than men (between 1 to 5 hours/week[22]). Women and men report they spend similar amounts of time on other dependent care, volunteering both outside of and for CPS, as well as engaging in physical activities, sports and other extracurricular activities.

4.2.5 What CPS Looks Like Using a Gender-Based Lens

4.2.6 Gender and Workforce Demographics
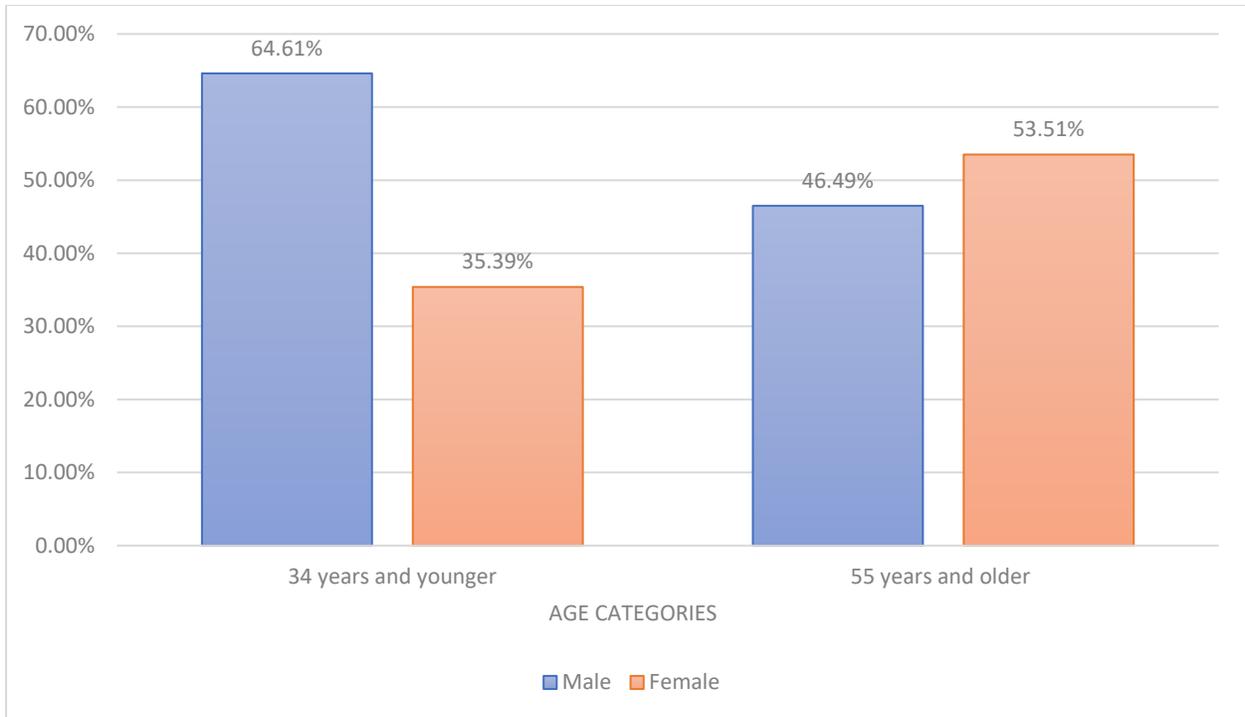
Figure 4-23 Gender by Age Categories (N=1,656)

Male respondents outnumber female respondents up to age 54; at age 55 and older, more than half of CPS respondents are female[23]. This difference is even more pronounced at age 65 where 89% of respondents in this age category are female[24].

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[21]***p < .001
[22] **p < .01
[23] ***p < .001
[24] ***p < .001
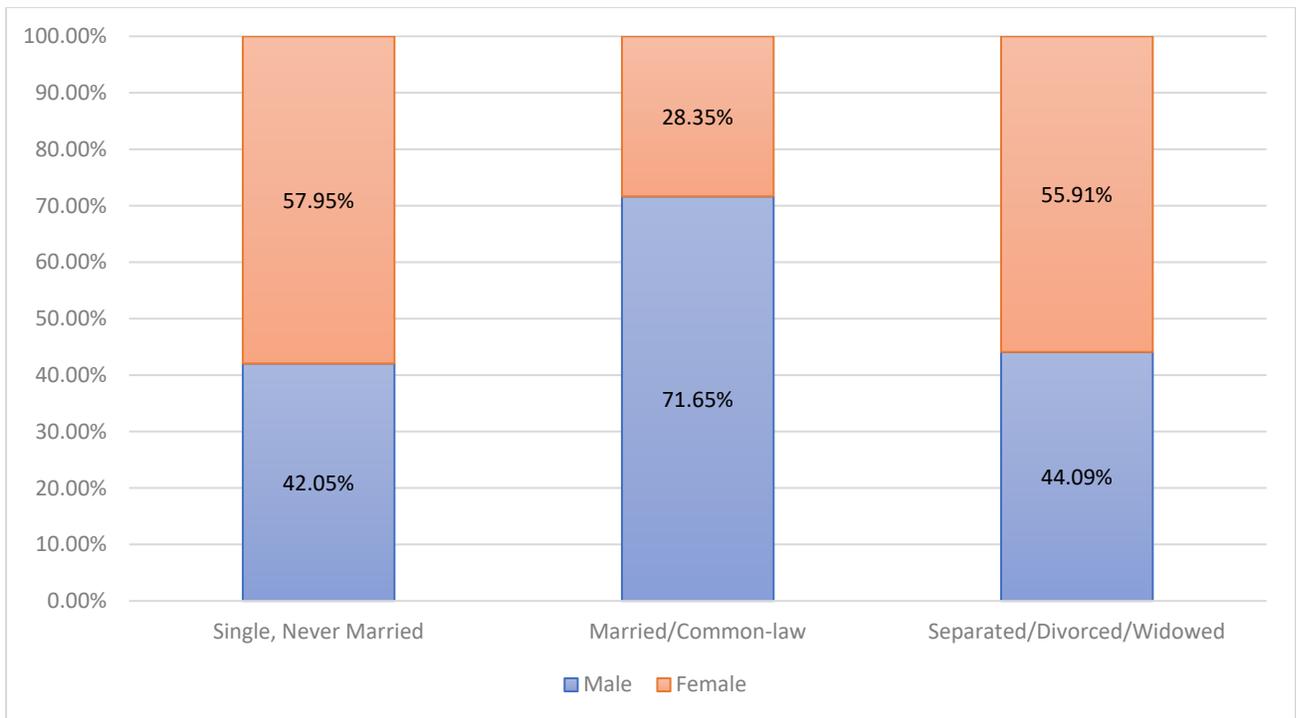
Figure 4-24 Marital Status by Gender (N=1,639)

Figure 5-24 considers marital status by gender. A greater percentage of female respondents report being single, separated, divorced or widowed than male respondents. Seventy two percent of respondents who are married or living common-law are male while only 28% are female.
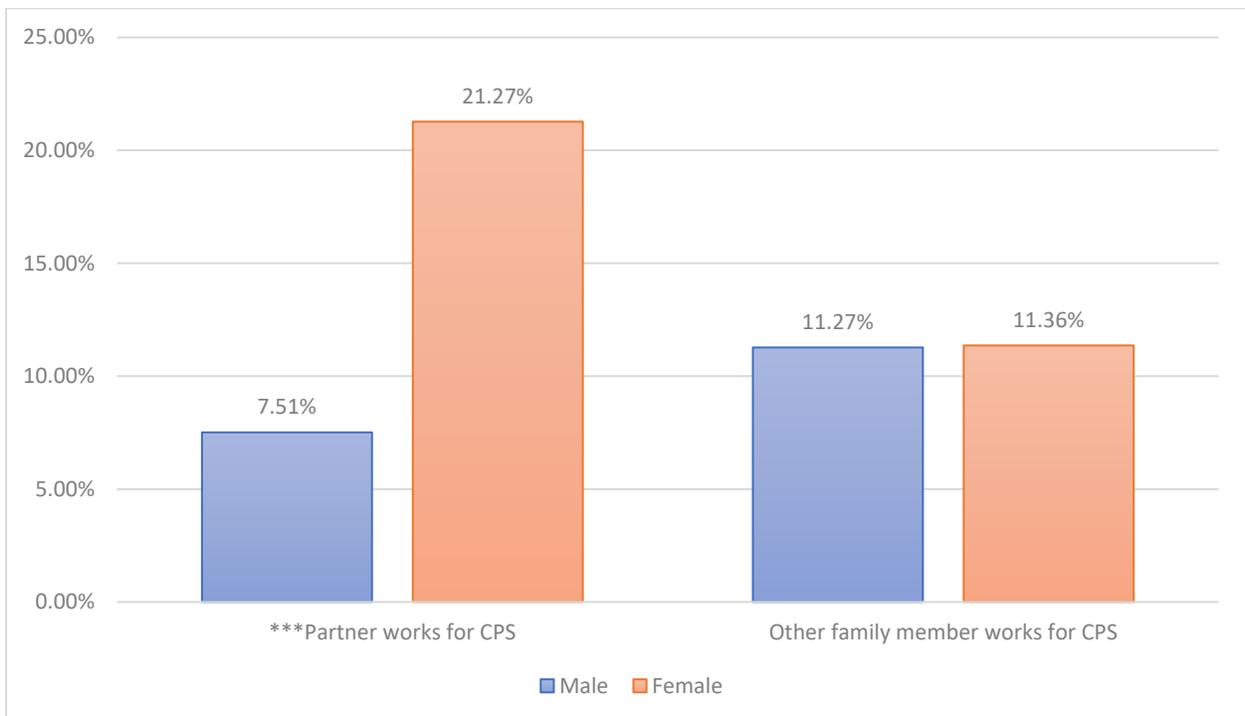
Figure 4-25 Family Ties within CPS across Gender

Female respondents are significantly more likely to report that their partner is also a member of CPS than male respondents (21% vs. 8%). Both female and male respondents are equally as likely to indicate another family member works at CPS.
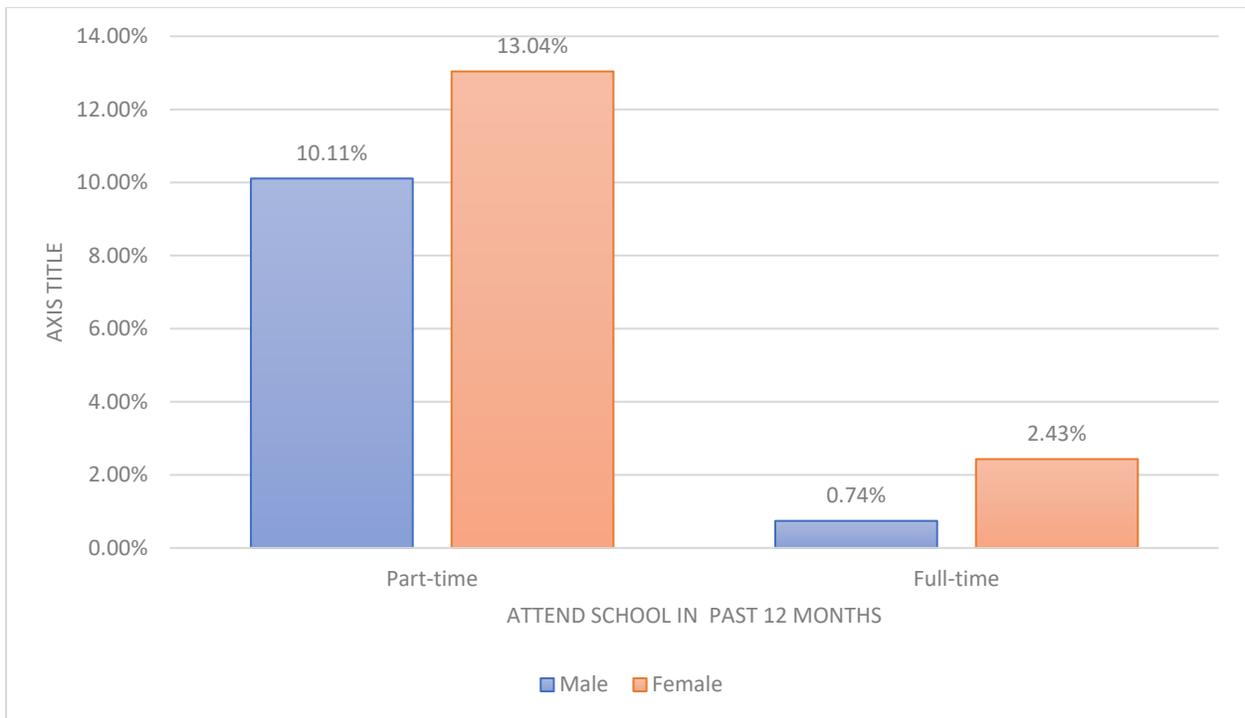
Figure 4-26 Gender Comparison of Current School Enrollment
*p < .05, ** p < .01, *** p < .001

Female respondents have, on average, significantly higher levels of education than male respondents within CPS: they more frequently reported having at least come university at the bachelor's level compared to men who more frequently indicated having a certificate from a community college, technical institute, vocational college etc. Furthermore, a greater percentage of women compared to men have been enrolled in some form of educational program over the last 12 months, as seen in Figure 5-26.

Field of Study	Male	Female
Leadership/Management	35.71%	22.22%
Professional Development	21.43%	32.94%
HR/Administration	12.24%	11.11%
Communications/Languages	5.10%	13.89%
Health/Medical	7.14%	0.00%
Natural Sciences	7.14%	2.78%
Other	11.22%	18.06%

Figure 4-27 Field of Study Across Gender (N=170)

Figure 5-27 depicts the difference in enrollment in different fields of study across gender. While a similar percentage of female and male respondents reported taking HR/Administration, a greater percentage of men than women indicated they were enrolled in Leadership/Management, Health/Medical, and/or Natural Sciences courses. On the other hand, women more frequently enrolled in Professional Development and Communications/ Languages courses. Of note, there were no gender differences in terms of when respondents attended classes.

A final look at gender-based comparisons considered gender differences in visible minority status, Canadian citizenship and permanent resident status. There were no significant differences between male

and female respondents meaning that a similar proportion of each gender reported they considered themselves to be members of a visible minority, were or were not Canadian citizens and held permanent resident status.

4.3 Age Composition

4.3.1 Working at CPS

4.3.2 Age, Workforce Composition and Work Activities

The breakdown of age by position indicated that constables were younger than those within all other positions (i.e. Staff Sergeant, Senior Officer, Civilian etc.). While the average age of respondents within these positions was 35 to 44, constables reported, on average, that they were between the ages of 25 to 34.

Figure 5-28 displays the average length of employment in years by age group.
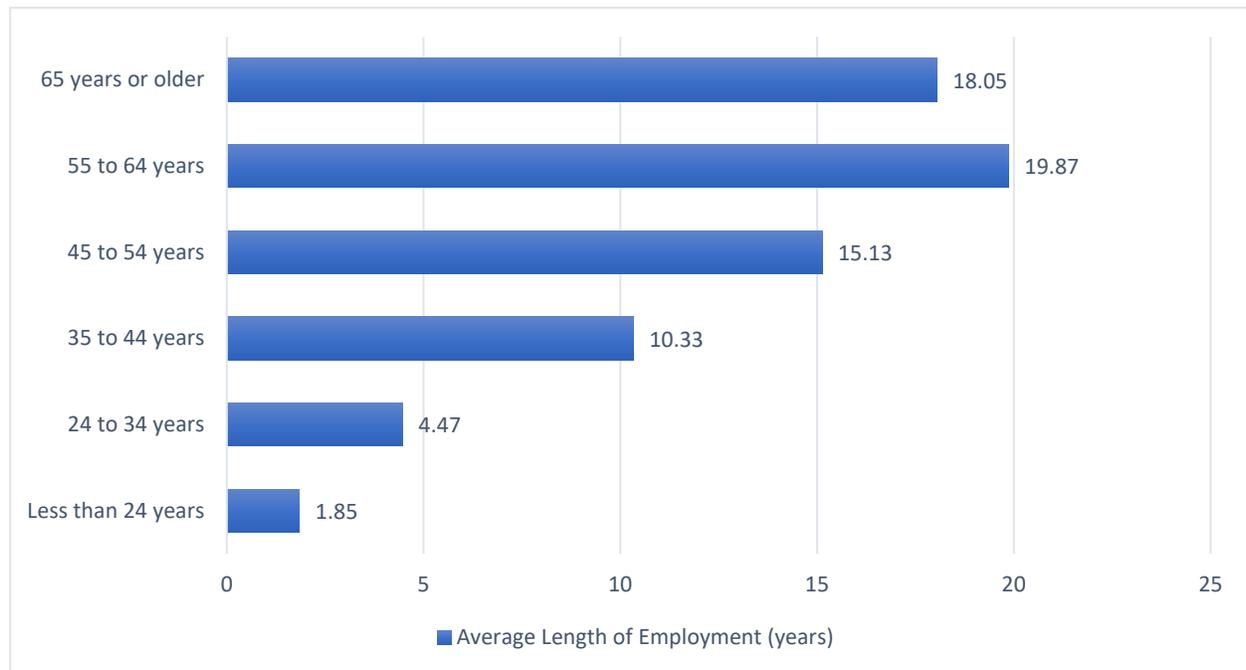
Figure 4-28 Average Length of Employment by Age Group (N=1,682)

There are a few notable differences in terms of the number of regular hours respondents work by age. Respondents who were 24 years or younger and those who were 55 years or older indicated they worked between 25 to 34 hours in an average week. This average is lower than the respondents between the ages of 25 and 54, who reported working between 35 to 44 hours in an average week.

The organizational average for overtime hours was less than 5 hours a week and this does not differ much by age of respondent. Most noticeably, CPS respondents between the ages of 25 and 44 report the greatest number of hours which is closer to 5 hours in an average week. Respondents over the age of 55 were noted to put in the fewest number of overtime hours.

It is also important to note that in line with the trends noted so far regarding age, the age of respondents at CPS does not impact the types of reasons that are provided for leaves of absence.

4.3.3　Age and Activities and Responsibilities Outside Work

	24 years or younger	25 to 34 years	35 to 44 years	45 to 54 years	55 years to 64 years	65 years or older
■ No Dependents	85.19%	52.37%	18.52%	31.23%	60.36%	70.00%
■ Children	0.00%	37.87%	76.56%	55.58%	10.65%	0.00%
■ Other Family Members	14.81%	21.30%	25.90%	30.11%	28.99%	20.00%
■ Other	7.41%	1.48%	2.13%	3.35%	3.55%	5.00%
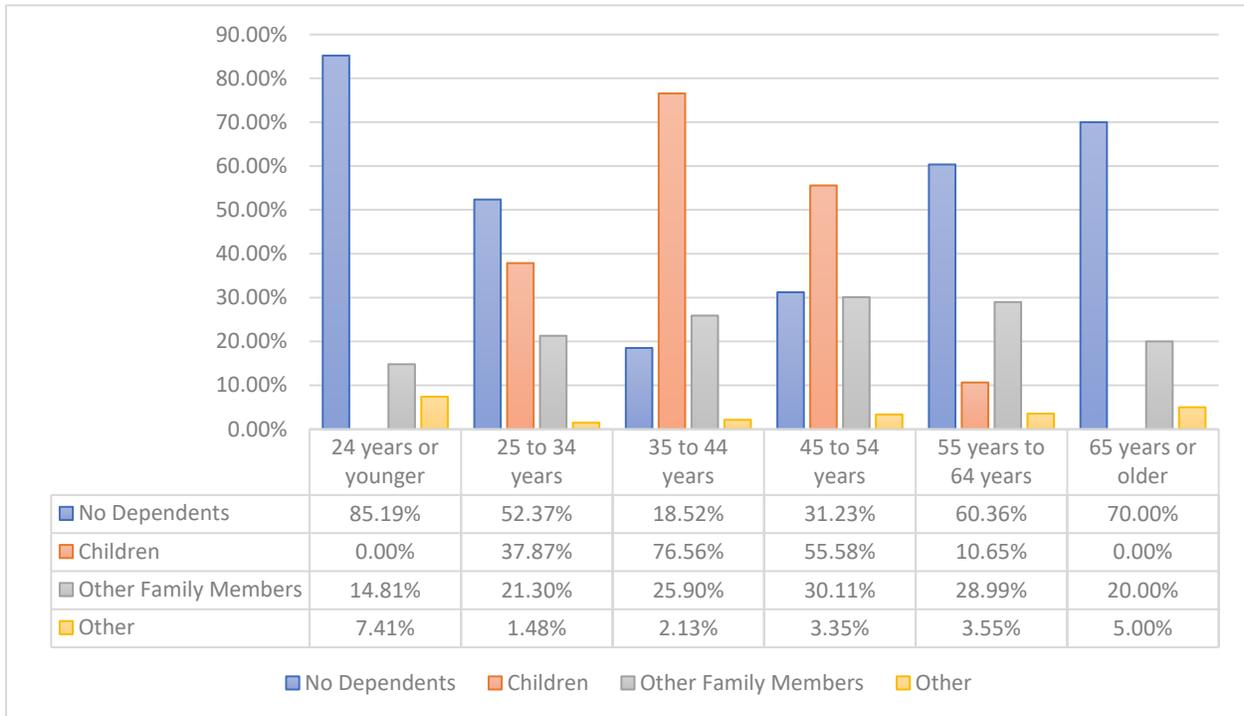
Figure 4-29 Dependent Care Across Age Groups (N=1,702)

Figure 5-29 displays the distribution of dependent care responsibilities across age groups among CPS respondents. The vast majority of respondents who are younger than 25 do not have dependent care responsibilities (85%). Fifteen percent of the respondents in this category indicated they do take care of family members other than children. While just over half (52%) of those between the ages of 25 to 34 reported they did not have any dependents, 38% reported providing dependent care to children and 21% reported caring for other family members. Over three quarters (77%) of respondents between the ages of 35 to 44 have children and 26% of those within this age bracket provide care for other family members indicating that this particular age group has the greatest amount of dependent care responsibilities. Fifty six percent of respondents aged 45 to 54 report having children and just under a third (30%) provide dependent care for other family members. The dependent care responsibilities of those who are 55 years and older are similar to the youngest respondents at CPS: few report caring for children; however, a greater percentage do report having other family members under their care.
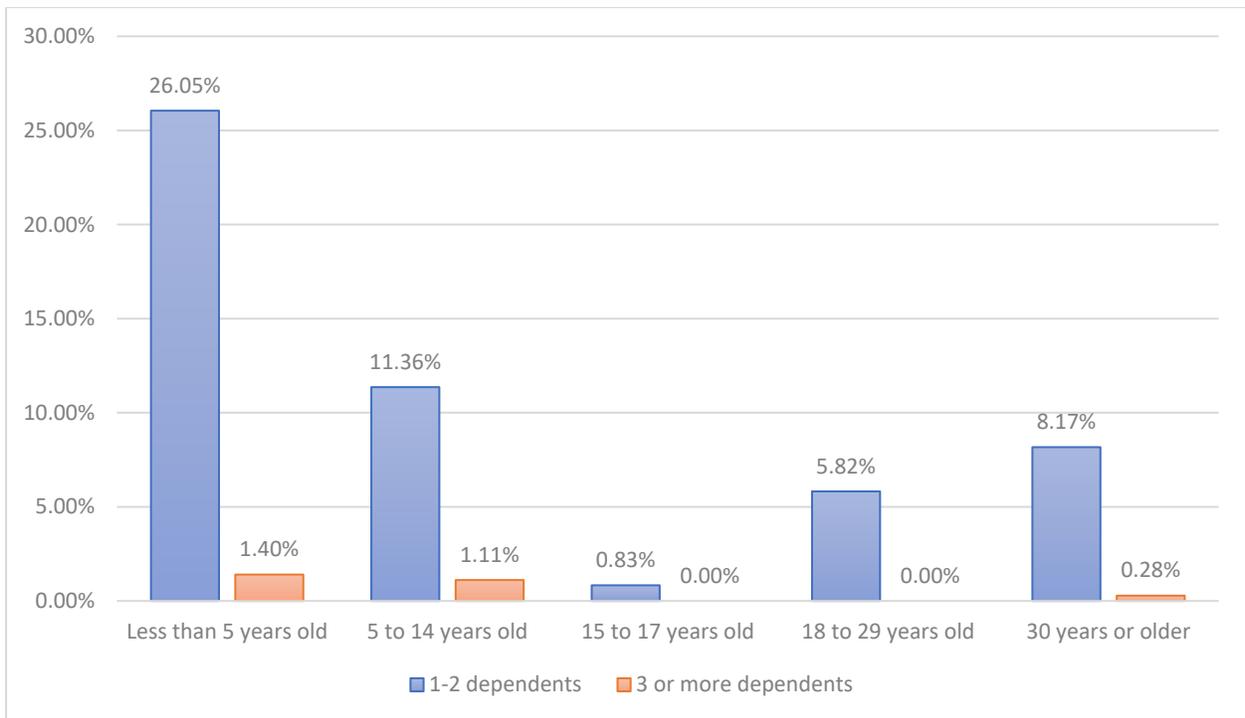
Figure 4-30 Number and Age of Dependents Among Respondents 34 and Younger

Figures 5-30 to 5-32 provide a look at the number and ages of dependents across three respondent age categories. These graphs indicate that respondents with younger children are primarily within the 35 and under age group.
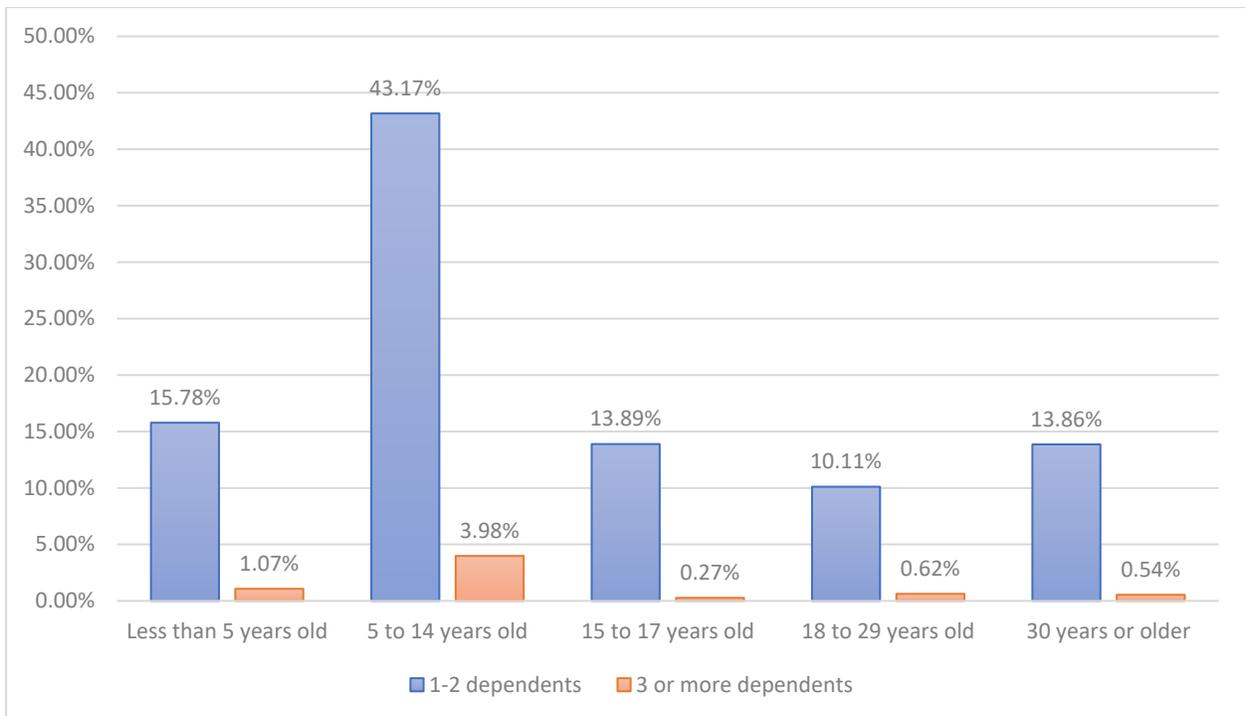
Figure 4-31 Number and Age of Dependents Among Respondents 35 to 54 Years Old

Organizational trends are reflected in the second graph where we see that respondents with dependents between the ages of 5 and 14 are between the ages of 35 to 54 years old.
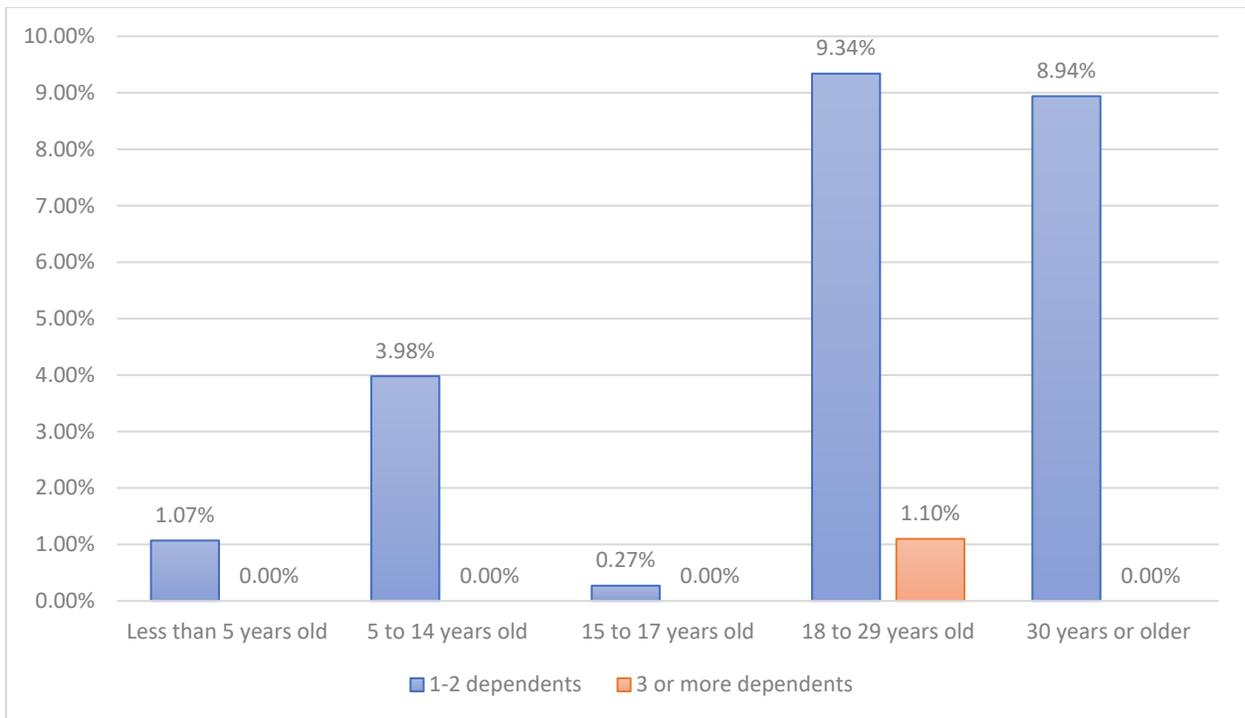
Figure 4-32 Number and Ages of Dependents Among Respondents 55 Years and Older

Figure 5-32 provides the breakdown of number and age of dependents for respondents over the age of 55. Dependents over the age of 18 are more common among this age group likely reflecting older children and care for aging relatives and parents.
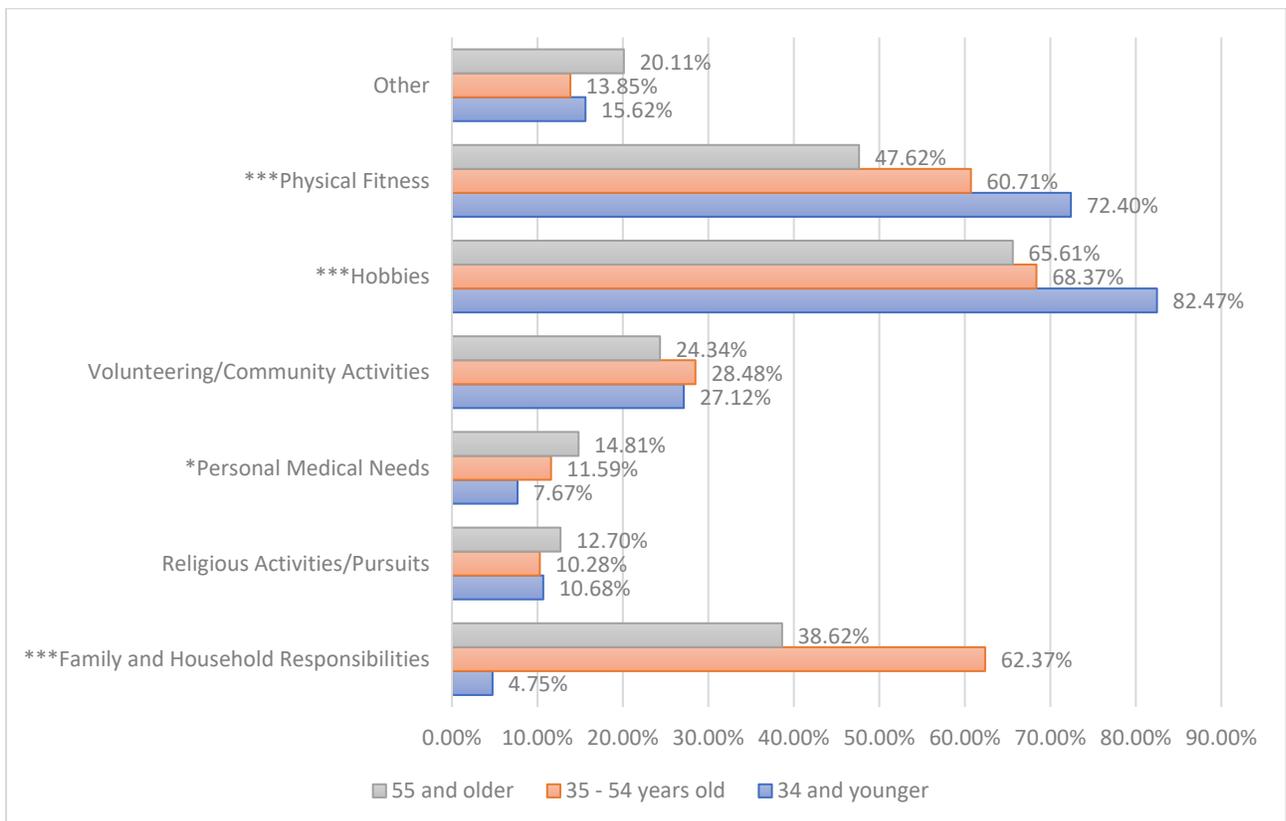
Figure 4-33 Activities and Responsibilities Outside of Work by Age Groups (N=1,702)

Figure 5-34 displays the breakdown of activities and responsibilities outside of work across three age groups: 34 and younger, 35 – 54 years old, and 55 and older. A similar proportion of respondents from all age groups report engaging in religious activities, volunteering, and other activities including socializing, going to school, and other employment. Statistically significant and notable differences across age groups include responsibilities at home where those between the ages of 35 and 54 most frequently indicated this was a main activity, followed by those who were 55 and older. Few respondents (5%) from the 34 and younger age group reported this was an activity for them. On the other hand, respondents within the youngest age category were most likely to report engaging in hobbies (82%) and physical fitness outside of work (72%). Finally, CPS respondents that were 55 years and older were more likely to indicate engaging in activities related to personal medical needs than respondents in the other two age brackets.
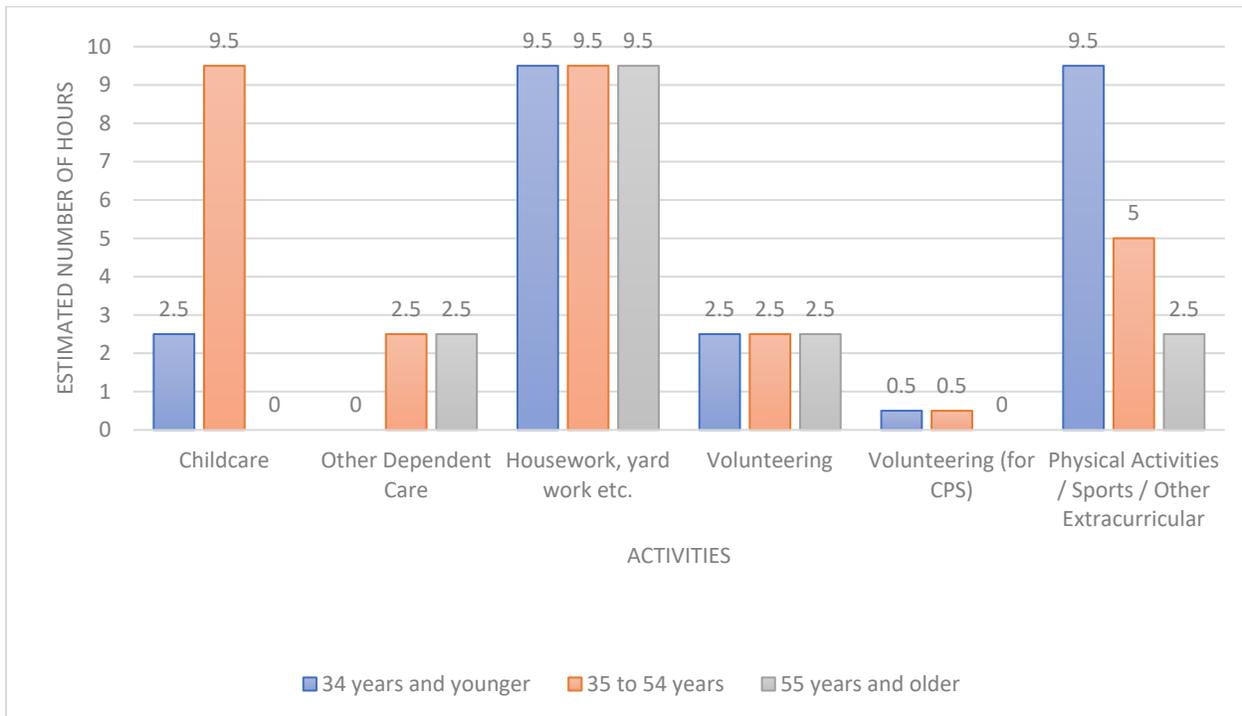
Figure 4-34 Time Spent on Outside Activities by Age (N=1,701)
*$p < .05$, ** $p < .01$, *** $p < .001$

All respondents within the organization report spending the most amount of time outside of work on housework and yard work. This is followed by childcare for those between the ages of 35 to 54 years and physical activities for respondents who are 34 and younger. The least amount of time is devoted to volunteering and other dependent care, regardless of age.

4.3.4   What CPS Looks Like Across Categories of Age

4.3.5   Age and Workforce Demographics
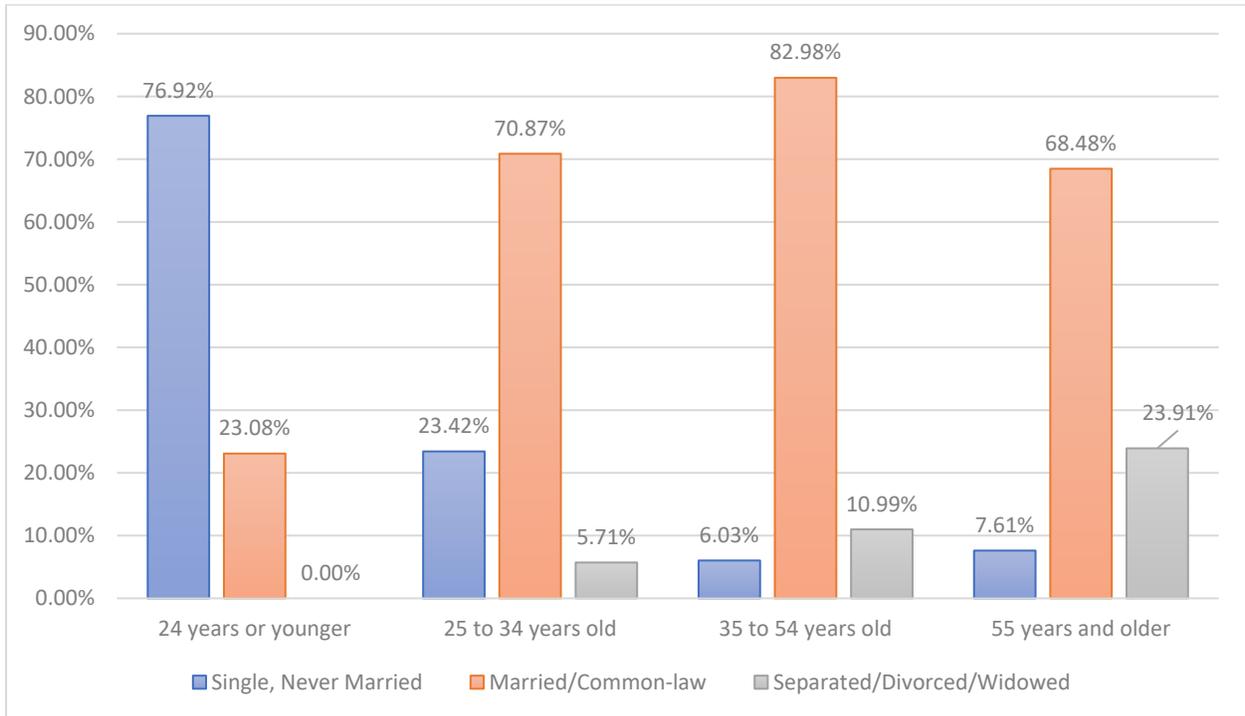
Figure 4-35 Marital Status Across Age Categories (N=1,671)

Respondents between the ages of 25 to 55 years and older most frequently indicated they are married or in a common-law relationship at this time. Just over three- quarters (77%) of those who are younger than 25 are single and we see an increase in the percentage of those who are separated, divorced or widowed as respondent age increases.
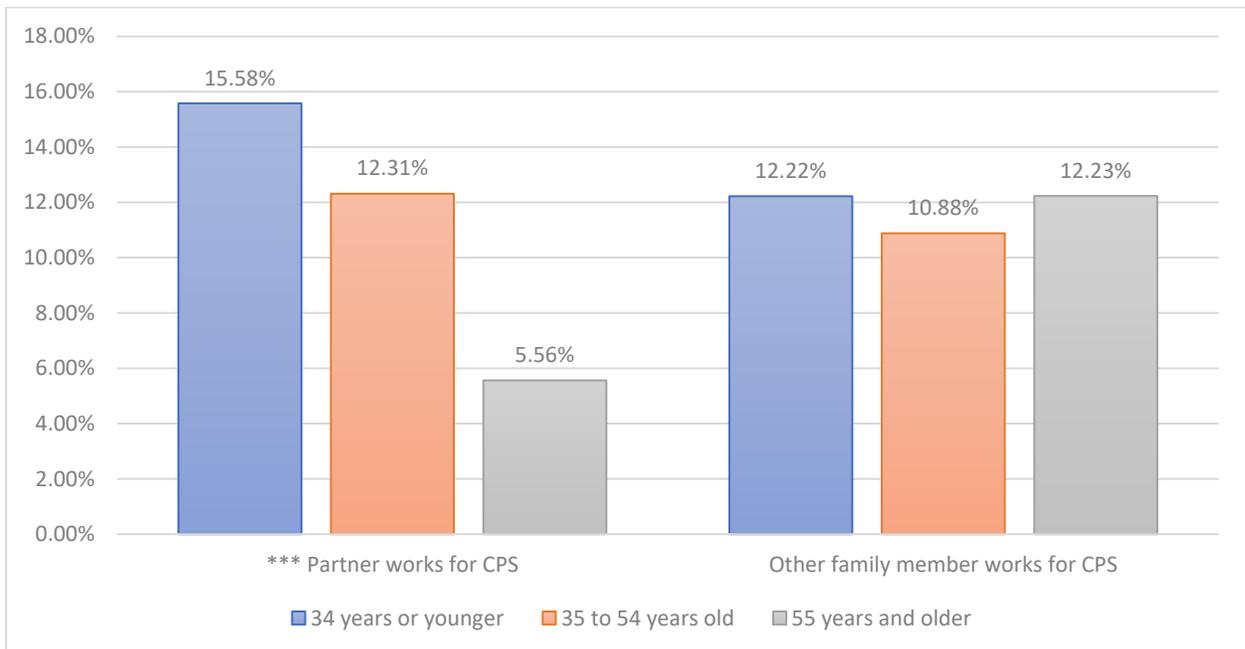
Figure 4-36 Family Ties within CPS across Age Groups

While the proportion of respondents who have a family member that works at CPS is equal across age categories, we see that respondents who are younger than 35 years old most frequently reported their partner was also an respondent with CPS.
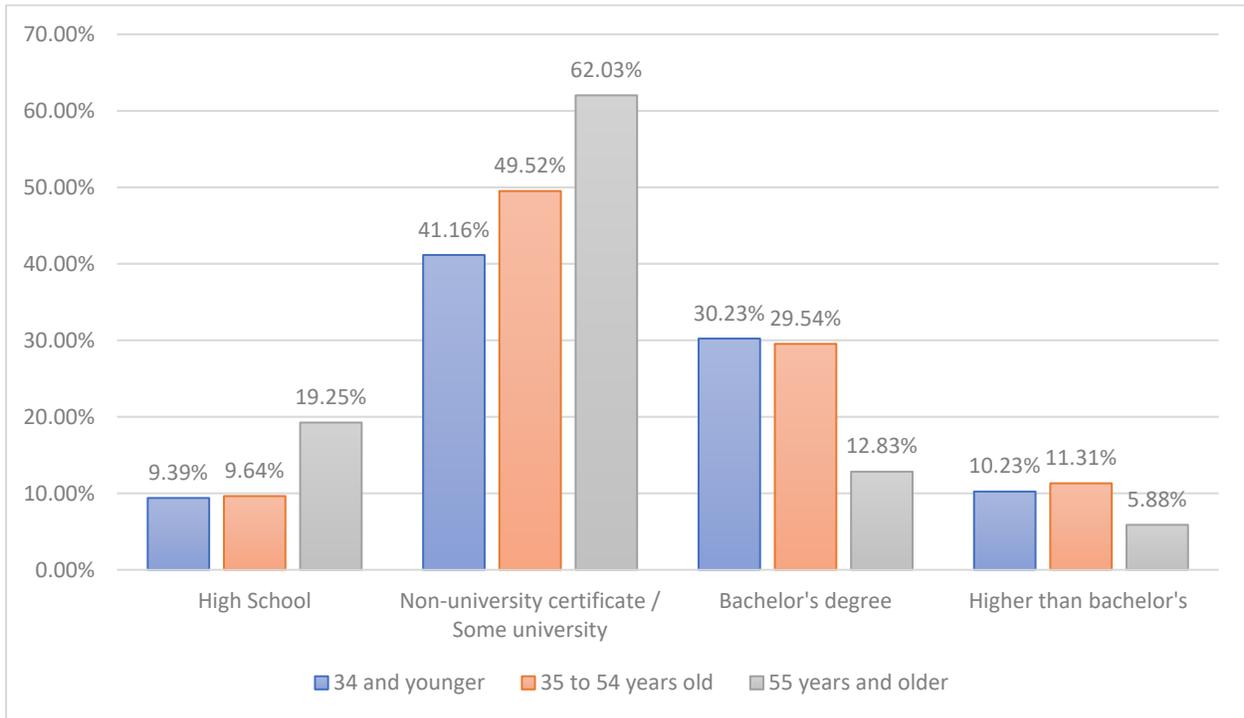
Figure 4-37 Highest Level of Education by Age (N=1,690)
*p < .05, ** p < .01, *** p < .001

Figure 5-37 provides a breakdown of highest level of education across three age categories. This figure reflects organizational averages where the average level of education for all members, regardless of age is some post-secondary. Respondents who are 55 and older are less likely to have higher levels of education compared to those under 55.
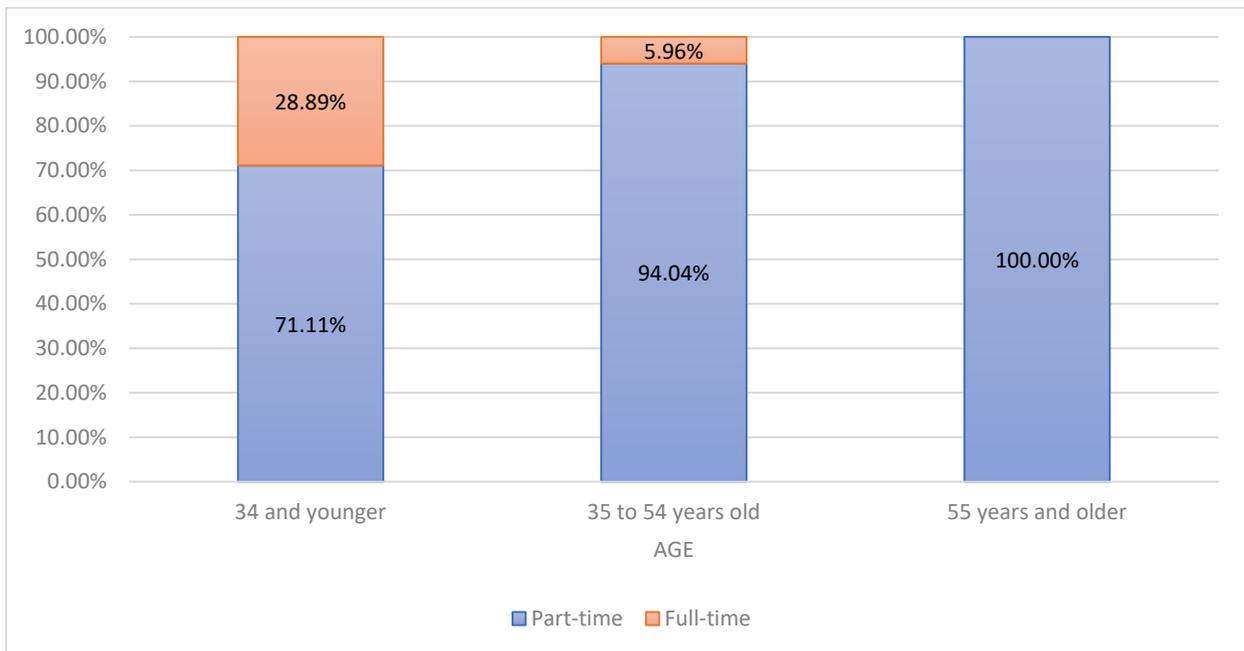
Figure 4-38 Current School Enrollment by Age (N=212)

Of those respondents who indicated they have attended school, college or university over the last 12 months, the large majority are enrolled in part-time studies across all age categories. Twenty nine percent of those under the age of 35 are attending school full-time as are a small minority (6%) of respondents between the ages of 35 to 54.
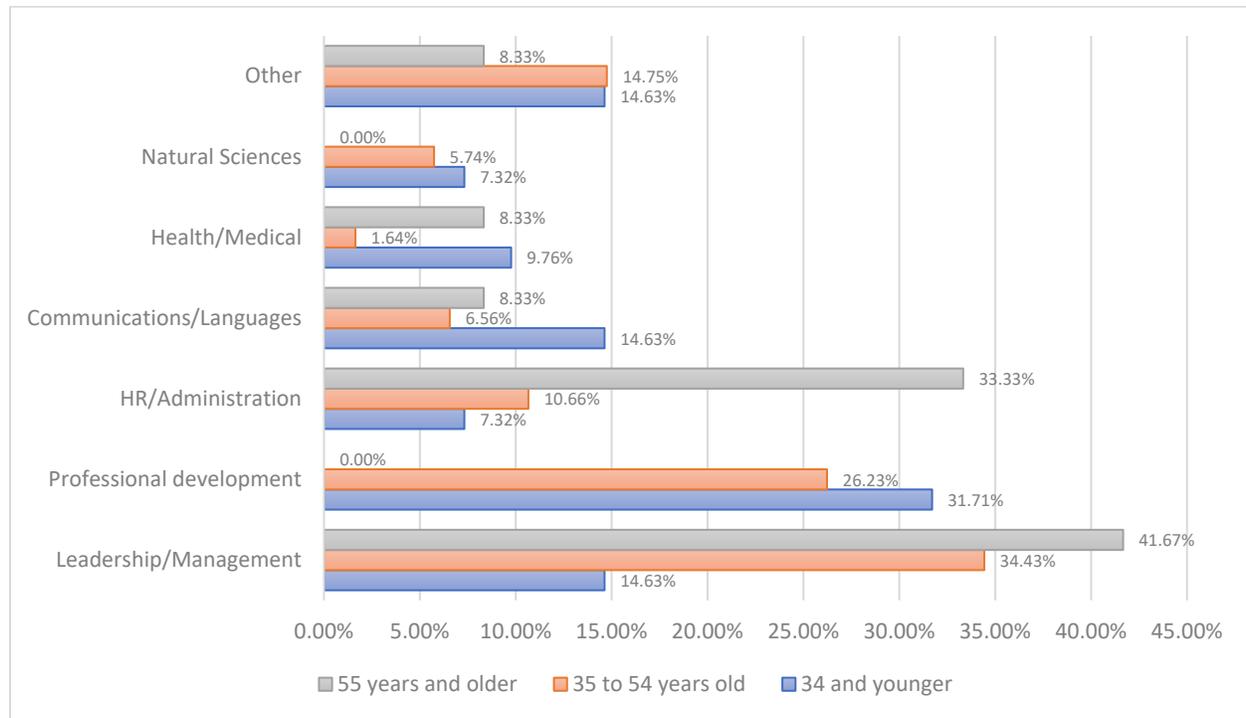
Figure 4-39 Current Field of Study by Age (N=176)

Respondents who are 55 years and older are most frequently enrolled in Leadership/Management courses followed by HR/Administration as indicated in Figure 5-39. Respondents between the ages of 35 and 54 who have taken additional education also most frequently take Leadership/Management courses followed by Professional Development. Those respondents under the age of 35 indicate a wider variety of enrollment than the other two age categories and tend toward Professional Development, Communications/Languages, and Leadership/Management. There are no significant differences between age groups in terms of when respondents attend classes.
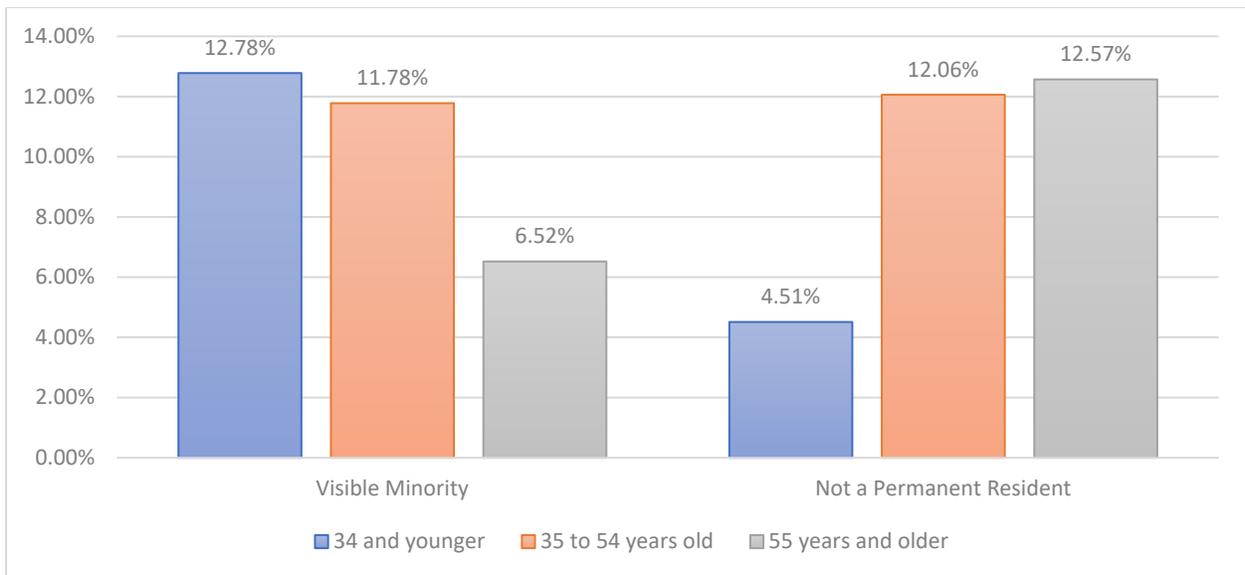
Figure 4-40 Visible Minority and Permanent Resident Statuses by Age

There are two findings of note within Figure 5-40. First, there are fewer respondents who consider themselves to be a member of a visible minority over the age of 54. Second, respondents under the age of 35 are more likely to have permanent resident status than those 35 years and older.

4.4 Visible Minority Status

Another way to look at diversity and inclusion within CPS is to consider the breakdown of organizational demographics, work activities, and outside activities and responsibilities by visible minority status. According to Statistics Canada (2015), members of visible minorities include persons who are non-Caucasian in race or non-white in colour, other than those who report being Aboriginal/Indigenous. This particular status was chosen in place of showing a breakdown by several different ethnicities in order to ensure confidentiality and anonymity in the reporting of results.

4.4.1 Working at CPS

4.4.2 Visible Minority Status and Workforce Composition

Eleven percent of respondents identified as members of a visible minority. Eight percent of sworn respondents indicated they were a member of a visible minority compared to the 18% of civilian respondents who identified as visible minorities.
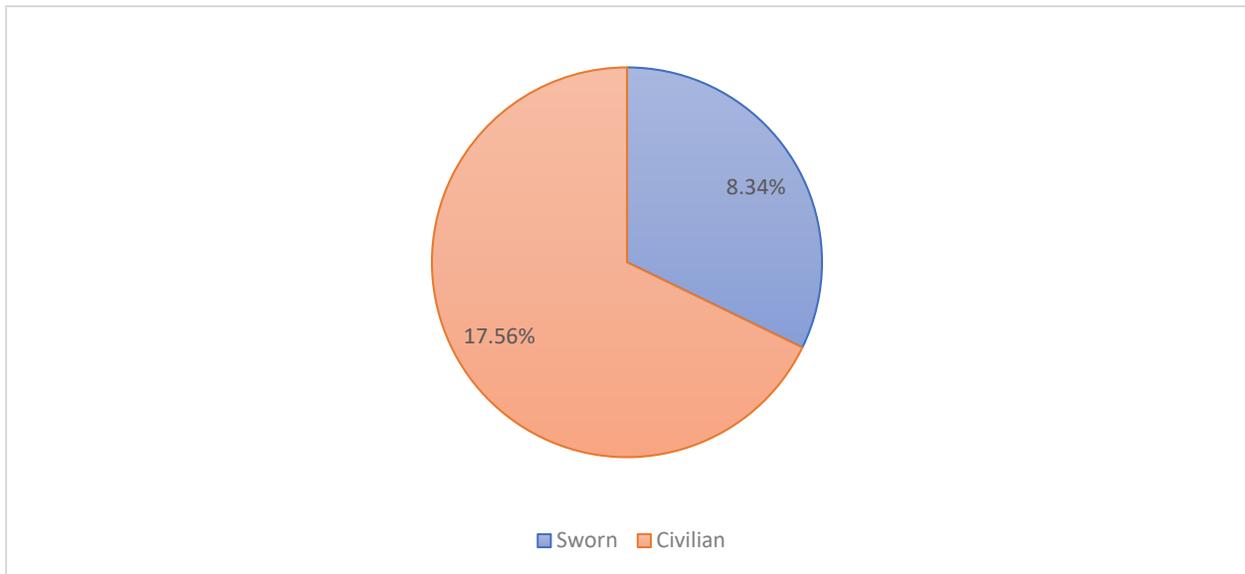
Figure 4-41 Respondent and Visible Minority Status (N=1,673)
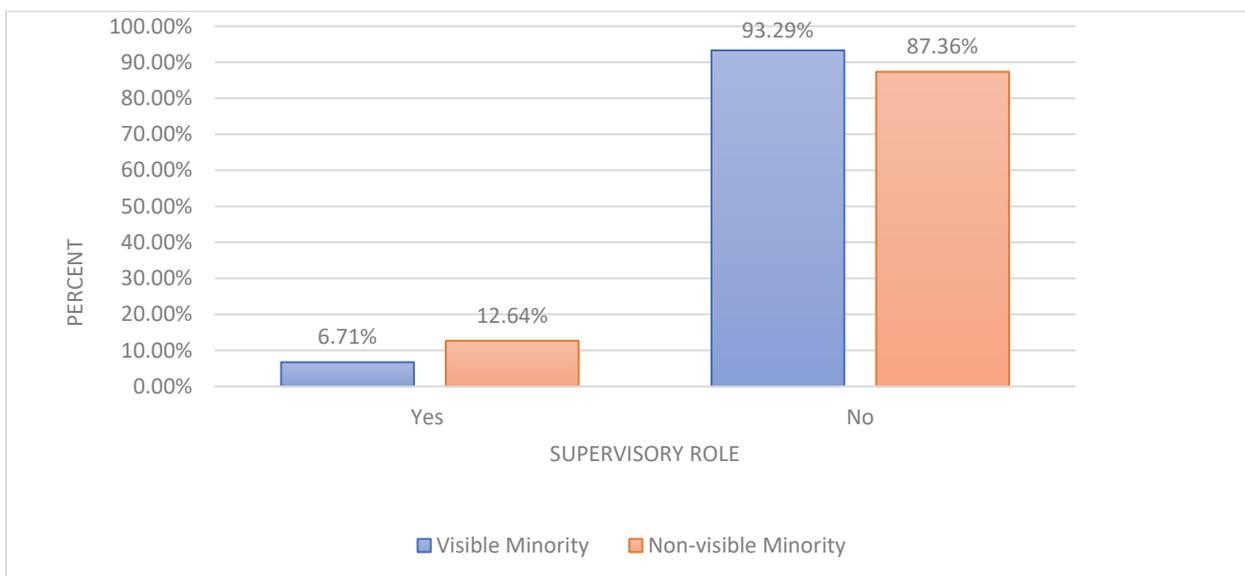
Figure 4-42 Visible Minority Status and Supervisory Role Breakdown (N=1,672)

Around 7% of visible minority respondents are in supervisory roles within CPS while approximately 13% of non-visible minority respondents fill these roles. This represents a significant difference[25] indicating non-visible minority respondents are more likely to occupy this role than a visible minority respondent.
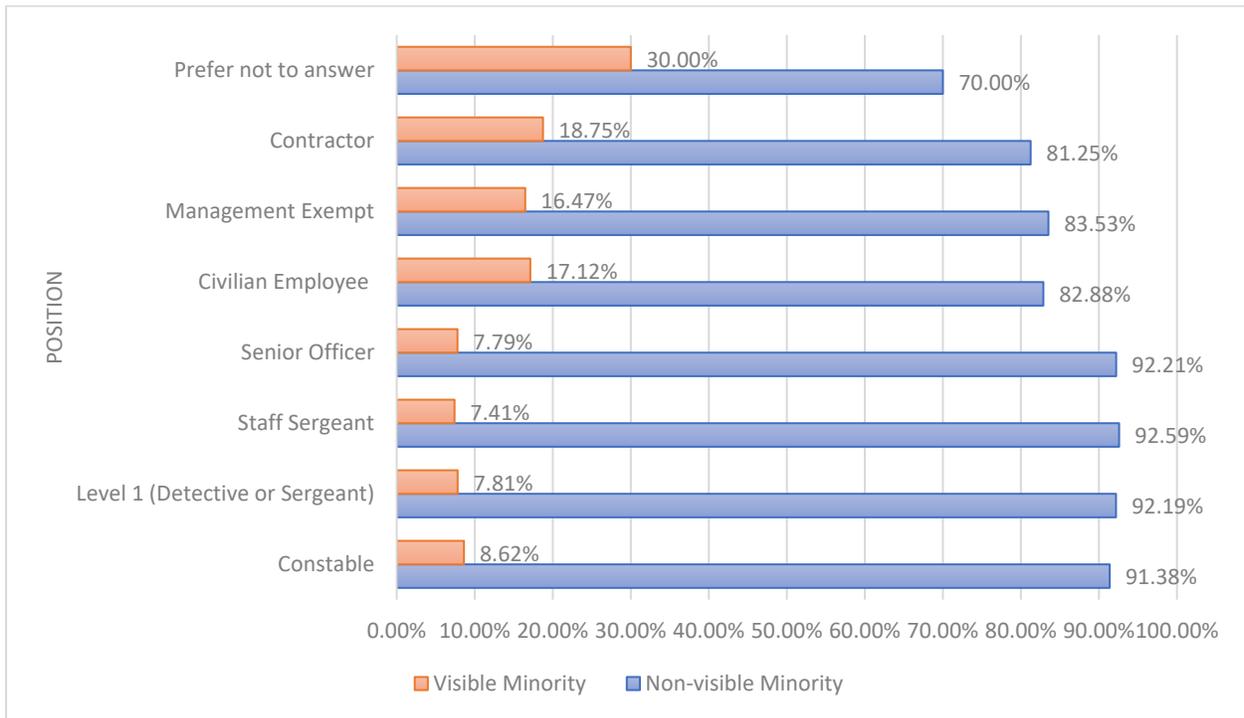
Figure 4-43 Visible Minority Status by Position (N=1,673)

The percentage of respondents who identify as members of a visible minority is decidedly less than non-visible minority respondents across all positions within CPS. The largest percentage of visible minority respondents are in contractor and civilian positions.

[25]** *p* < .01
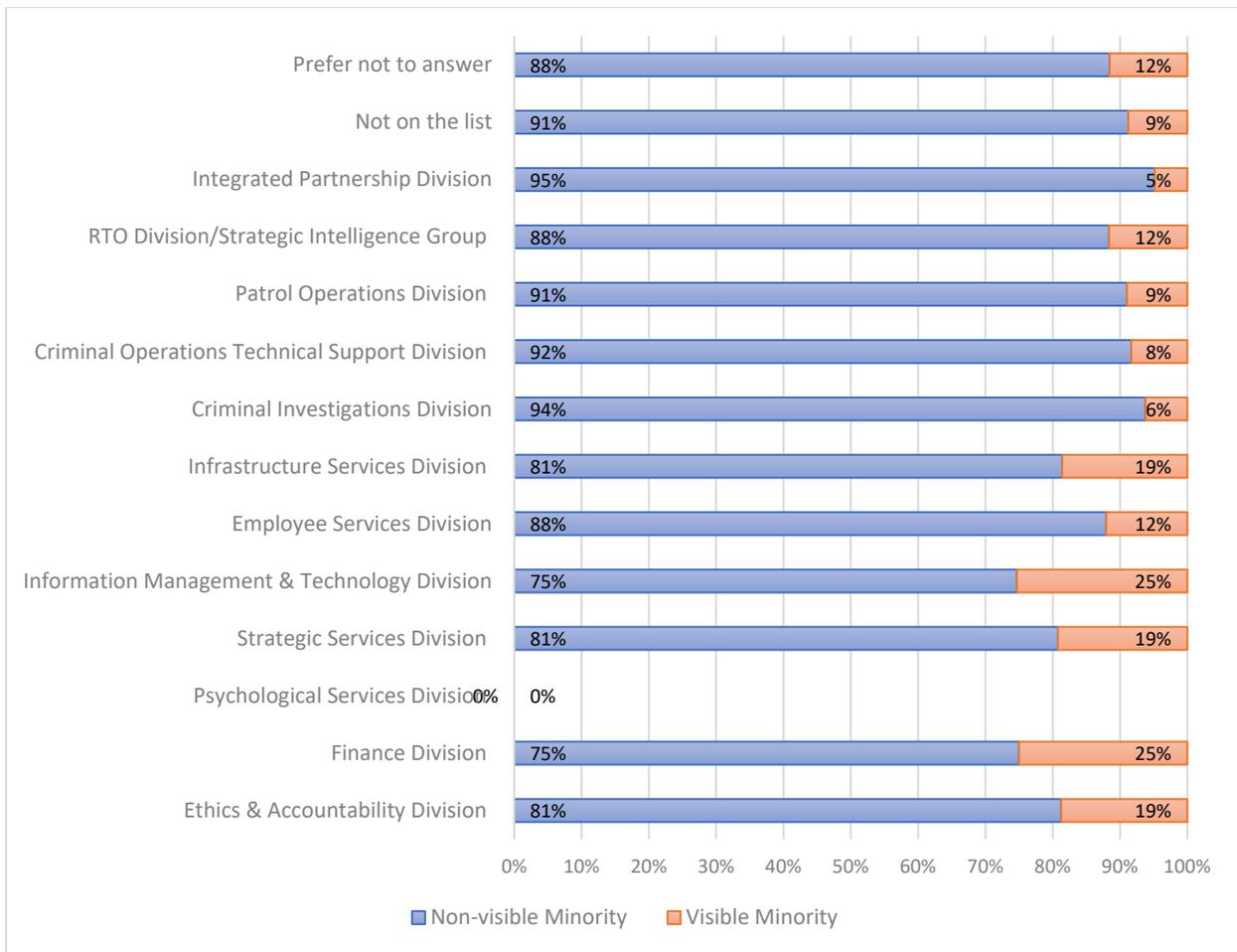
Figure 4-44 Division Breakdown by Visible Minority Status (N=1,668)

The highest percentage of respondents who identify as visible minorities is found within the Finance and Information Management & Technology Divisions, where 25% of the respondents in these divisions are visible minorities. The divisions where visible minorities account for less than 10% of all respondents include: the Integrated Partnership Division, Patrol Operations Division, Criminal Operations Technical Support Division and the Criminal Investigations Division.

4.4.3 Visible Minority Status and Work Activities

Respondents who report being a member of a visible minority have been employed by CPS for approximately 9 years. This is 3 years less than the average for the organization as a whole.

Both visible minority respondents and non-visible minority respondents indicate they work the same number of regular hours in an average week (35 – 44 hours) and report working less than 5 hours of overtime in any given week.

90% of visible minority and non-visible minority employees are permanent, full-time

Visible minority respondents have worked at CPS for an average of 9 years
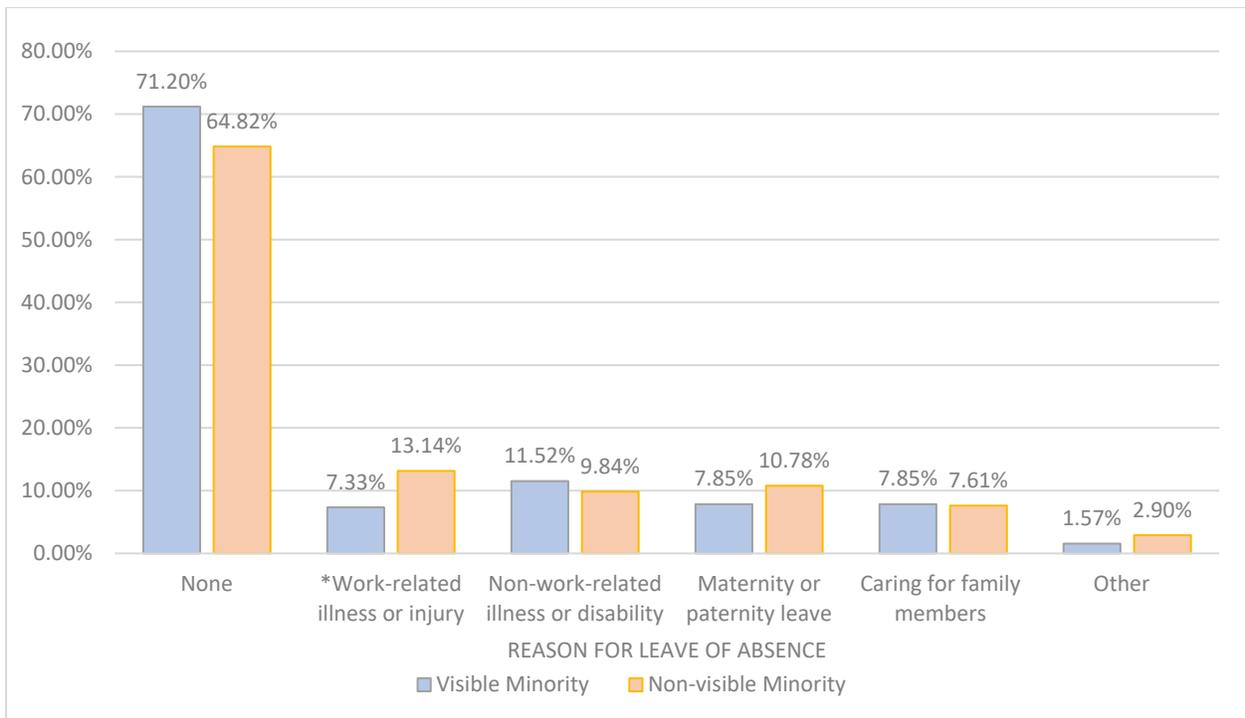
Figure 4-45 Leave of Absence by Visible Minority Status (N=1,675)
*p < .05, ** p < .01, *** p < .001

Figure 5-45 displays the percentage breakdown of reasons for leave of absence by minority status. The only significant difference to make note of is that non-visible minorities more frequently reported they have taken a leave of absence due to a work-related illness or injury than visible minority respondents (13% vs. 7%). The distribution across visible minority status is relatively equal across all the other reasons provided.

4.4.4   Visible Minority Status and Activities and Responsibilities Outside of Work
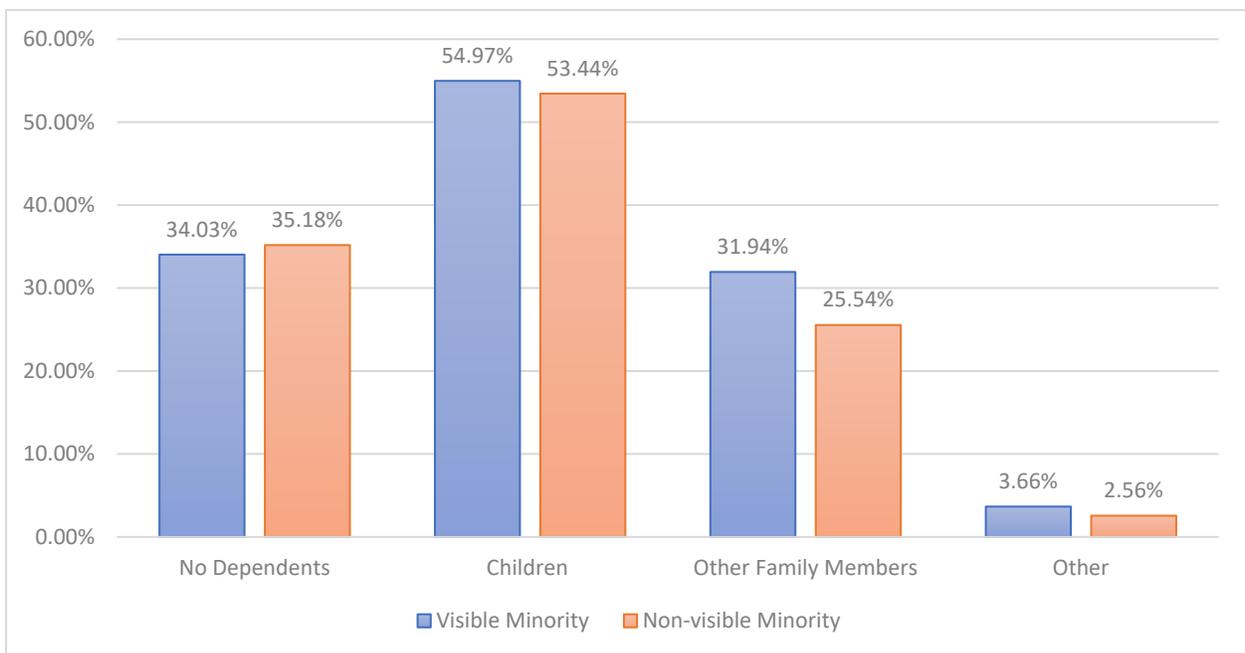
Figure 4-46 Dependent Care Responsibilities by Visible Minority Status (N=1,675)

The percentage of respondents both without dependents and with dependent care responsibilities is roughly equal across visible minority status. Of particular note, a slightly greater percentage of visible minority respondents provide care for other family members than non-visible minorities (32% vs 26%).
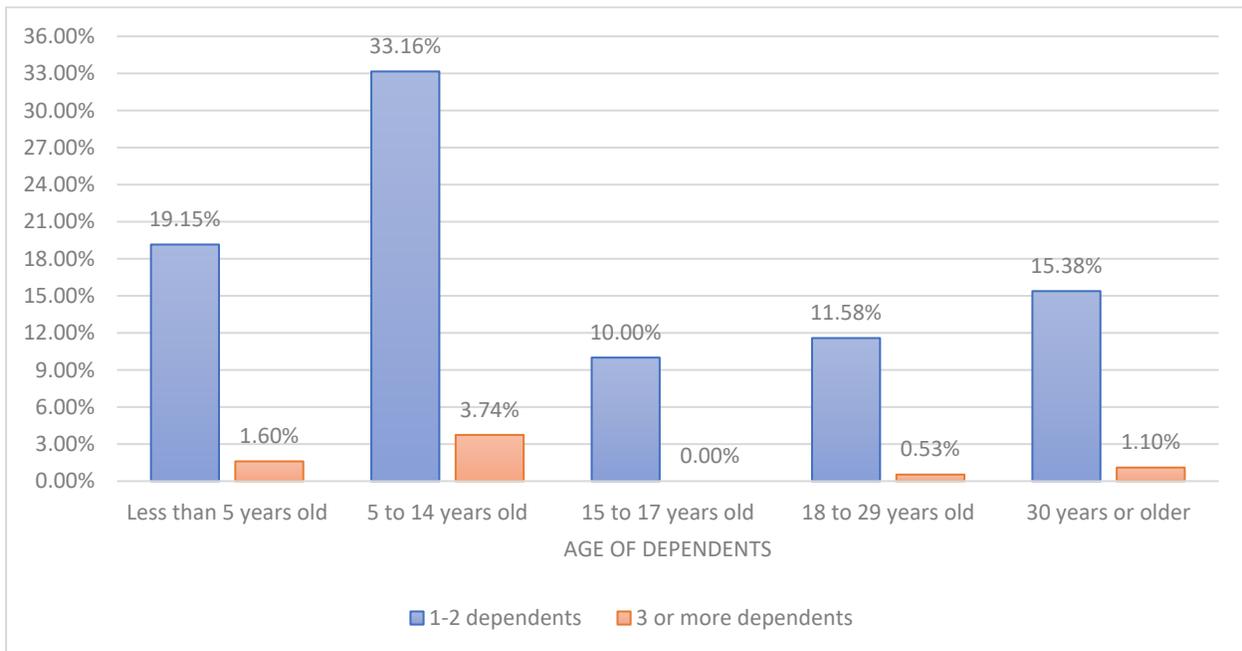
Figure 4-47 Number and Age of Dependents Among Members of a Visible Minority

Figures 5-47 and 5-48 display the breakdown of the number and ages of dependents across visible minority status. These results tell us that both visible minority and non-visible minority respondents have very similar family structures and dependent care responsibilities.
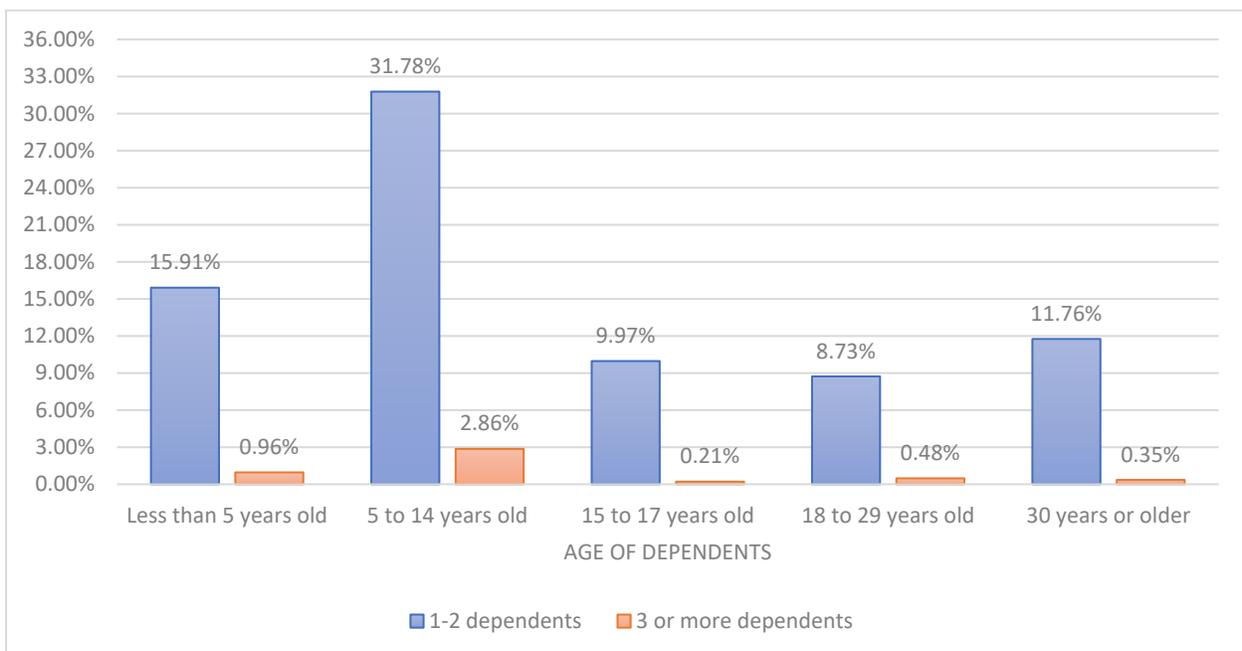
Figure 4-48 Number and Age of Dependents Among Non-visible Minority Respondents

In line with organizational trends, individuals within both groups report that children between the ages of 5 to 14 years old are where the majority of dependent care responsibilities lie.

Both visible minority and non-visible minority respondents indicate that they draw on several different sources of help for dependent care with most caregivers providing limited care for dependents. This is in line with the results according to organizational trends, and breakdowns across gender and age.

Figure 5-49, below, displays the breakdown of activities and responsibilities outside of work across visible minority status. A similar proportion of visible minority and non-visible minority respondents report engaging in family and household responsibilities, personal medical needs, hobbies and other activities including socializing, going to school, and other employment. Statistically significant and notable differences across visible minority status include both religious pursuits and volunteering where members of visible minorities more frequently indicated these were main activities compared to non-visible minority respondents. In addition, non-visible minority respondents were more likely to report engaging in physical fitness activities than visible minority respondents (63% vs. 51%).
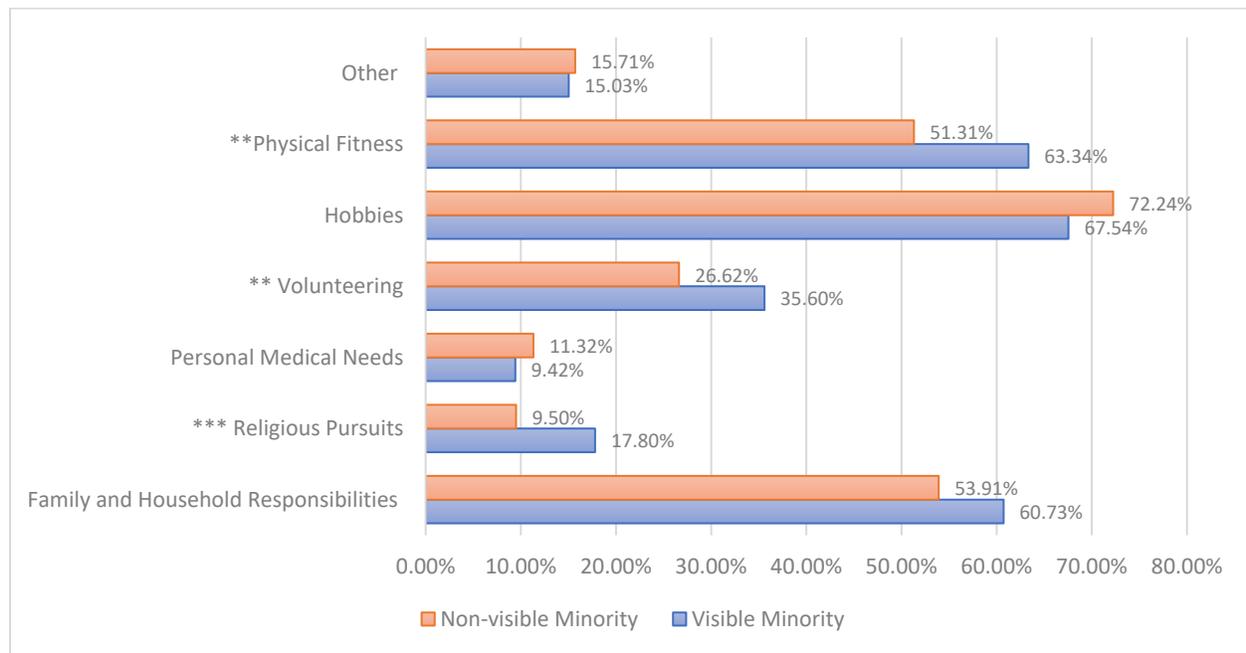
Figure 4-49 Activities and Responsibilities Outside of Work by Visible Minority Status (N=1,675)

The time spent on these various activities and responsibilities is roughly the same for both visible minority and non-visible minority respondents. In an average week, individuals across visible minority status report spending between 5 to 14 hours on childcare and housework, less than 5 hours on other dependent care, volunteering and physical activities.

4.4.5   What CPS Looks Like Across Visible Minority Status

4.4.6   Visible Minority Status and Workforce Demographics

There are very few demographic differences across visible minority status. Given this, only handful of figures are used to display the results of workforce demographics across visible minority status.

The breakdown of current marital status by visible minority status is proportionate as seen in Figure 5-50. There are no significant differences across marital status for members of visible minorities and non-visible minorities. In addition, respondents who identify as visible minorities are no more or less likely to have a partner or family who is also employed by CPS than non-visible minority respondents.
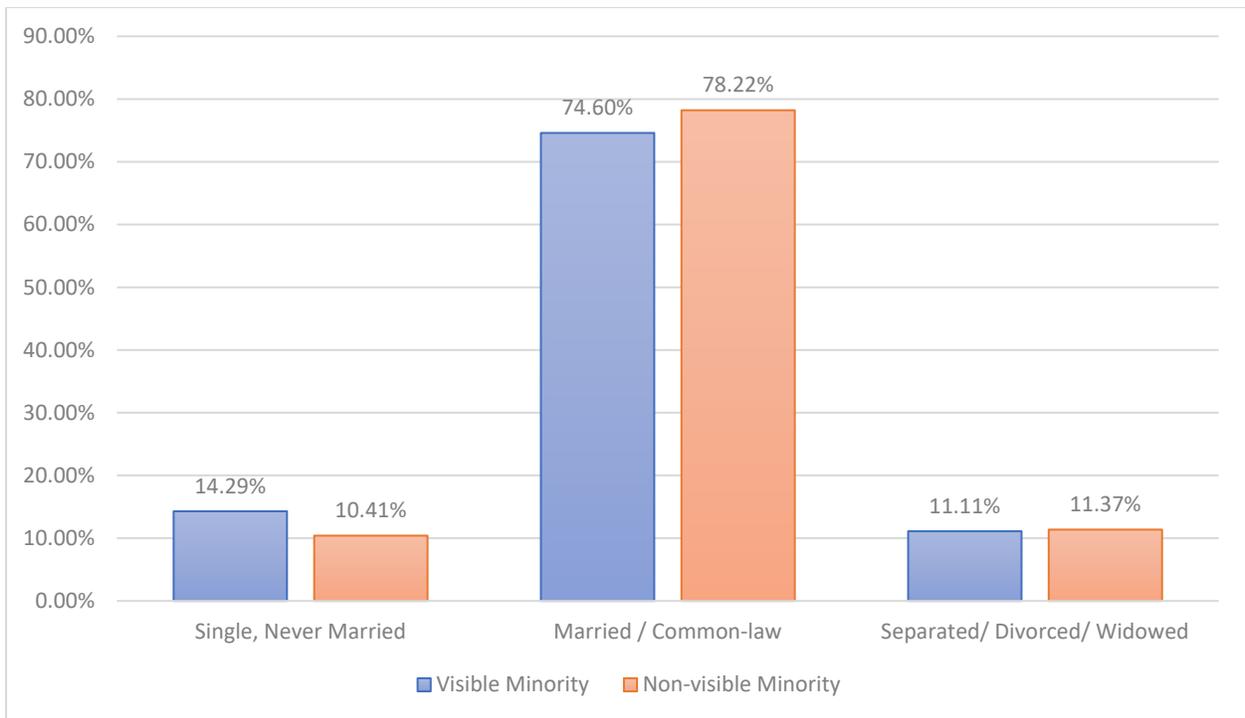
Figure 4-50 Marital Status by Visible Minority Status (N=1,649)

Respondents who considered themselves to be visible minorities have, on average, significantly higher levels of education than non-visible minority respondents[26]. They more frequently reported having at least come university compared to non-visible minorities who more frequently indicated having a non-university certificate.

A similar percentage of visible minority respondents as non-visible minority respondents indicated that they have attended school, college or university in the last 12 months. Furthermore, there are no significant differences in current field of study across visible minority status; enrollment matches organizational trends.

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[26]*** *p* < .001

5 Qualitative Analysis

Respondents had the opportunity to include any concerns, comments or questions at the end of the census questionnaire. This final section of the report includes a brief qualitative analysis of the comments that were included.

Of the 1, 811 individuals who completed in the survey, 8% left a response and 79% of these were valid responses (116/147).

These responses were grouped together thematically and will be discussed according to the general themes that emerged.

5.1.1 Relevance of Census (30% of total comments)

The most prevalent concerns were about the relevance of the census, particularly how it related to defining the organization. Typical responses include:

"I'm not quite sure what this survey will accomplish...........after answering all these question I wonder how this information is going to better support our respondents."

"It's nice to know "the breadth of experience, age, etc" but HOW will that better our recruiting strategies, HR processes, wellness initiatives etc. mentioned in the email."

"I fail to see how this survey will enhance who 'we' are at CPS."

"What is the point of this survey? Nothing will ever change here."

"I am not a demotivated respondent, in fact completely the opposite, but I am sick of survey after survey after survey. There is no accountability."

5.1.2 Organizational divides and gaps (19% of total comments)

The second most common form of comment related to divides respondents have experienced within the organization:

Organizational divides and gaps	Percentage (N=22)
Executive/Front-line	64%
Lack of career development for certain positions	23%
Racism	14%
Gender division	9%
Sworn/civilian	5%

"Until CPS is able to change the mentality from the top down regarding bullying of women, civilians and any minority in the service, nothing will change."

"The higher ups should already know that CPS has a diverse group of people working for them, and they should come up with how to best utilize their people - sworn and civilian."

"I am as motivated to serve and share the knowledge I have gained in XX [years] of policing and supervising. I sometimes feel that the service is not willing to hear and use our experience."

"I have experienced significant racism at work. I am concerned that this census will further hurt my career."

"I would like to see more male respondents in administration at CPS to obtain a better balance of genders."

5.1.3   Work Life Balance (16% of total comments)

Scheduling (55%) and unpaid work hours (45%) were the two main themes identified. Comments include:

"Clearly, this survey is used in part to determine the work/life balance of our members. My wife works full time in a demanding occupation, as do I. With our 2 children and their activities, we have virtually NO TIME for ourselves."

"I think it might have been useful to capture how many hours of unpaid overtime respondents are putting into CPS, as that likely accounts for a substantial portion of time for some people."

5.1.4   Positive feedback (5% of total comments)

Comments reflective of this feedback include:

"This is an important initiative to know if we are representative of the community we serve. Thank you."

"I'm glad to see the Calgary Police Service finally capturing this data, at least at an elementary level initially, to better understand the workforce."

5.1.5   Recommendations

Additional recommendations that were noteworthy include:

"Also, please explain the different Divisions. There have been so many structural changes in this organization in the past year that most of us have forgotten what division or section we are in."

"We never see our Superintendents."

"We can work harder than usual some of the time, but not all of the time, it takes a toll on our health. When …is the CPS going to realize this and ensure adequate staffing levels?"

"I believe that forcing members back to the street is not the best strategy in filling the front line ranks… I see good people being moved out of jobs they love and jobs they are extremely good at."

Calgary Police 2017 Workplace Census

Introduction: We are CPS. But what does that mean?   We are conducting a workplace census in order to understand who works here and how the organization can best support our people. The census allows for us to have a clear picture of who makes up our workplace.   Demographic information about your identity, your roles and responsibilities outside of work, and the time commitments you have, tells us more about the types of programs and supports you need as a CPS respondent.   The census also helps us answer the question of whether we are reflecting the community we serve.   Do we know the breadth of experience, age, education, cultural and ethnic diversity that exists within the organization? Perhaps anecdotally and in pockets of information such as age and gender, but with the census we will have a more accurate and comprehensive reflection.   An organizational census is the best way to provide reliable information that can factor into key decisions in the organization. From recruiting strategies, supports and programs through HR practices, wellness initiatives, and development of management and leadership approaches.   Introducing this census puts us in great company with other public and private organizations that also measure their impacts on community.   Many of you have said that when you see the words 'We are CPS' there needs to be more of an explanation of what that means. Well, let's start to find out!   The census has been designed by the University of Calgary's Haskayne School of Business, is confidential, and individual responses will only be viewed by them.   The census takes less than fifteen minutes and can be completed on desktop, tablet and mobile device.   If you have any questions related to the census or encounter technical difficulties while filling out the questionnaire, please contact Tamara Humphrey at tahumphr@ucalgary.ca.

Where You Work Within CPS

Q1. Are you a civilian or sworn member with Calgary Police Service (CPS)?
- ☐ Civilian
- ☐ Sworn

Q2. Are you a supervisor?
- ☐ Yes
- ☐ No

Q3. What is your current position with Calgary Police Service (CPS)?
- ☐ Constable
- ☐ Level 1 (Detective or Sergeant)
- ☐ Staff Sergeant
- ☐ Senior Officer
- ☐ Civilian Member
- ☐ Management Exempt
- ☐ Contractor
- ☐ Prefer not to answer

Q4. What is your primary work area?

- ☐ Office of the Chief
- ☐ Bureau of Corporate Support
- ☐ Bureau of Investigative Support
- ☐ Bureau of Operations
- ☐ Bureau of Community Support
- ☐ Not on the list
- ☐ Prefer not to answer

Q5. Which division do you work in?

- ☐ Ethics & Accountability Division
- ☐ Finance Division
- ☐ Psychological Services Division
- ☐ Strategic Services Division
- ☐ Information Management & Technology Division
- ☐ Employee Services Division
- ☐ Infrastructure Services Division
- ☐ Criminal Investigations Division
- ☐ Criminal Operations Technical Support Division
- ☐ Patrol Operations Division
- ☐ Real Time Operations Division/Strategic Intelligence Group
- ☐ Integrated Partnership Division
- ☐ Not on this list
- ☐ Prefer not to answer

Working at CPS

Q6. Are you working full-time or part-time

- ☐ Full-time
- ☐ Part-time
- ☐ Other: (Please specify) _____

Q7. Are you working on a permanent or contract basis?

- ☐ Permanent
- ☐ Contract/limited term
- ☐ Other arrangements

Q8. How long have you been employed by CPS?

▼ Less than 1 year ... Prefer not to answer

Q9. Excluding overtime, how many regular/required hours do you spend working for pay at CPS in an average week?

▼ None ... 75 hours or more

Q10. In an average week, how many hours of paid overtime do you work for CPS?

▼ None ... 75 hours or more

Q11. How long does it usually take you to get to work? (in minutes or hours)

Q12. How do you typically get to work? *(Check all that apply)*
- ☐ Vehicle
- ☐ Carpool
- ☐ Public Transit
- ☐ Bicycle
- ☐ Walking
- ☐ Other: (Please specify) _____

Q13. During your employment at CPS, have you taken a leave of absence for any of the following reasons? *(Check all that apply)*
- ☐ None
- ☐ Work-related illness or injury
- ☐ Non-work-related illness or disability
- ☐ Maternity or parental leave
- ☐ Caring for own children
- ☐ Caring for elder relative
- ☐ Other personal or family responsibilities
- ☐ Going to school
- ☐ Other: (Please specify) _____

Children and Other Dependents

Q14. For whom do you provide dependent care?
Dependent care is defined as the responsibility of providing services essential to the health, well-being, or activities of daily living for another individual? *(Check all that apply)*

- ☐ No dependent care responsibilities
- ☐ Children (Under 18 years old)
- ☐ Elderly parents

- ☐ Spouse
- ☐ An immediate family member (other than those indicated above)
- ☐ Friend
- ☐ Dependent with special needs
- ☐ Other: (Please specify) _____

Q15. How old are the dependents living with you?
(Check all that apply)

	Check all that apply	Number of dependents
No dependents live with me		
Younger than 5 years		
5 to 14 years		
15 to 17 years		
18 to 29 years		
30 years or older		

Q16. In the past 12 months, how often did someone else provide care for dependents while you were at work?
(Please select only one box for each category on the left)

	Never	Very Rarely	Rarely	Occasionally	Frequently	Always
Spouse/ex-spouse/partner/husband/wife						
Other relative						
Friend						
Nanny						
Sitter/neighbour						
Childcare facility						
Eldercare facility						
Other: (Please specify)						

Activities & Responsibilities Outside Work

Q17. How do you spend your time outside work? *(Check all that apply)*
- ☐ Caring for family members including young children or aging relatives
- ☐ Religious pursuits
- ☐ Personal medical needs
- ☐ Volunteering/community activities
- ☐ Hobbies
- ☐ Going to school
- ☐ Physical fitness
- ☐ Other: (Please specify) _____

Q18. Last week, how many hours did you spend doing the following unpaid activities?

	None	Less than 5 hours	5 to 14 hours	14 to 29 hours	30 to 59 hours	60 hours or more
A. Looking after children (e.g. feeding, bathing, playing, driving, helping)						
B. Other dependent care (e.g. physical and medical care, any time of assistance, spending time)						
C. Housework, yard work or home maintenance (e.g. meals, shopping, laundry, repairs, lawn, financial management)						
D. Volunteering (not CPS-related) (e.g. charitable organizations, religious institutions, coaching, fundraising, informal volunteer work)						
E. Volunteering on behalf of CPS						
F. Physical activities/sports/other extracurricular activities						

What CPS Looks Like

Q19. What is your age group?
- ☐ 24 years or younger
- ☐ 25 to 34 years
- ☐ 35 to 44 years
- ☐ 45 to 54 years
- ☐ 55 to 64 years
- ☐ 65 years or older

Q20. What is your marital status?
- ☐ Single, never married
- ☐ Legally married
- ☐ Common-law
- ☐ Separated
- ☐ Divorced
- ☐ Widowed
- ☐ Other
- ☐ Prefer not to answer

Q21. Is your partner also a member of CPS?
- ☐ Yes
- ☐ No

Q22. Are you related to someone else at CPS, other than a life partner?

- ☐ Yes
- ☐ No

Q23. What is your gender identity?

- ☐ Male
- ☐ Female
- ☐ Transgender/Genderqueer/Intersex
- ☐ Prefer not to answer

Q24. Do you consider yourself to be:

- ☐ Heterosexual
- ☐ Gay or lesbian
- ☐ Bisexual
- ☐ Two-spirit
- ☐ Queer
- ☐ Asexual
- ☐ Other
- ☐ Prefer not to answer

Q25. What is the highest level of education you have completed?

- ☐ Elementary school
- ☐ High school diploma or equivalency certificate
- ☐ Trade certificate or diploma
- ☐ Non-university certificate from a community college, technical institute, vocational college etc.
- ☐ Some university at the bachelor's level
- ☐ Bachelor's degree
- ☐ University degree above bachelor's level
- ☐ Masters degree
- ☐ Doctorate degree

Q26. In the past twelve months, did you attend a school, college, or university?

- ☐ No
- ☐ Yes, part-time
- ☐ Yes, full-time

Skip To: Q34 If Q26. In the past twelve months, did you attend a school, college, or university? = No

Q27. If you were enrolled in additional education, what was the field of study and/or name of the program?

_____

Q28. If you answered "yes" to either being enrolled part-time or full-time as a student in Question 26, when did you attend classes?
- ☐ During the day
- ☐ In the evening
- ☐ Online
- ☐ Other: (Please specify) _____

Q29. What kind of business, industry or service did you work in prior to joining CPS? *(Check all that apply)*
- ☐ Administrative/Clerical
- ☐ Armed Forces
- ☐ Construction/Labour
- ☐ Education
- ☐ Finance and Insurance
- ☐ Food preparation/Services
- ☐ Government
- ☐ Health
- ☐ Marketing and Sales
- ☐ Oil and Gas
- ☐ Other Police Agency
- ☐ Real Estate
- ☐ Retail
- ☐ Skilled Trades
- ☐ Other: (Please specify) _____

Q30. Please indicate the ethnic/cultural group(s) to which you consider yourself belonging to:
(Check all that apply)
- ☐ Canadian
- ☐ English
- ☐ French
- ☐ Aboriginal/First Nations/Indigenous
- ☐ American USA
- ☐ Arab
- ☐ Black
- ☐ British
- ☐ Chinese
- ☐ Dutch (Netherlands)
- ☐ Filipino
- ☐ French
- ☐ German
- ☐ Haitian
- ☐ Hungarian (Magyar)
- ☐ Inuk (Inuit)
- ☐ Irish
- ☐ Italian

- Jamaican
- Japanese
- Jewish
- Korean
- Latin American
- Lebanese
- Métis
- Pacific Islander
- Polish
- Portuguese
- Russian
- Scottish
- Somali
- South-Asian (e.g. East Indian, Pakistani, Sri Lankan, etc.)
- Southeast Asian (e.g. Cambodian, Laotian, Malaysian, Vietnamese, etc.)
- Spanish
- Ukrainian
- Vietnamese
- Welsh
- West Asian (e.g. Afghan, Iranian, etc.)
- If these categories do not adequately capture your membership, please indicate how you identify: _____

Q31. According to Statistics Canada (2015), **members of visible minorities** include persons who are non Caucasian in race or non-white in colour, other than those who report being Aboriginal/Indigenous. **Based on this definition, do you consider yourself to be a member of a visible minority?**
- Yes
- No

Q32. Are you a Canadian citizen?
- Yes
- No

Q33. Are you a landed immigrant?
A "**landed immigrant**" or **permanent resident** is a person who has been granted the right to live in Canada by immigration authorities.
- Yes
- No

Skip To: Q40 If Q33. Are you a landed immigrant? A "landed immigrant" or permanent resident is a person who has... = No

Q34. If you answered "yes" to question 33, when did you become a permanent resident?
- ☐ Before 1971
- ☐ 1971-1975
- ☐ 1976-1980
- ☐ 1981-1985
- ☐ 1986-1990
- ☐ 1991-1995
- ☐ 1996-2000
- ☐ 2001-2005
- ☐ 2006-2010
- ☐ 2011-2015
- ☐ 2015-2017

Q35. How long have you lived in Calgary?

▼ Less than 1 year ... More than 35 years

Q36. **Persons with disabilities** refers to persons who have difficulty or impairment due to a long-term condition (more than 6 months) or health problems that may include physical, mental, sensory, psychiatric, and/or learning impairments, but also experience activities.
Based on this definition, do you identify as a person with a disability?
- ☐ Yes
- ☐ No

Q37. What is your religious affiliation?
- ☐ No religion
- ☐ Anglican
- ☐ Baptist
- ☐ Buddhist
- ☐ Christian (not included elsewhere)
- ☐ Greek Orthodox
- ☐ Hindu
- ☐ Jewish
- ☐ Muslim
- ☐ Presbyterian
- ☐ Protestant
- ☐ Roman Catholic
- ☐ Sikh
- ☐ United Church
- ☐ Other: (Please specify) _____

Q38. What language(s) do you use on a regular basis in your job at CPS?
- ☐ English
- ☐ French
- ☐ Both English and French
- ☐ Other: (Please specify) _____

Q39. What language(s) can you speak well enough to conduct a conversation?
(Check all that apply)

	Check all that apply	Please specify
English only		
Both English and French		
Aboriginal languages (e.g. Algonquian, Athabaskan, Iroquoian)		
African languages (e.g. Somali, Bantu, Niger-Congo languages)		
Asiatic languages (e.g. Chinese, Japanese, Korean, Lao, Malay, Tagalog, Tamil, Vietnamese)		
European languages (e.g. Arabic, Croatian, Hebrew, Italian, Spanish, Polish, Greek, Turkish)		
Indo-Iranian languages (e.g. Bengali, Gujarati, Hindi, Kurdish, Punjabi, Urdu)		
Languages related to physical disabilities (e.g. Braille, Sign language)		
Other languages		

Q40. Have you ever used any of these languages in your job at CPS?*(Check all that apply)*

	Check all that apply	Please specify
Aboriginal languages (e.g. Algonquian, Athabaskan, Iroquoian)		
African languages (e.g. Somali, Bantu, Niger-Congo languages)		
Asiatic languages (e.g. Chinese, Japanese, Korean, Lao, Malay, Tagalog, Tamil, Vietnamese)		
European languages (e.g. Arabic, Croatian, Hebrew, Italian, Spanish, Polish, Greek, Turkish)		
Indo-Iranian languages (e.g. Bengali, Gujarati, Hindi, Kurdish, Punjabi, Urdu)		
Languages related to physical disabilities (e.g. Braille, Sign language)		
Other languages		
None of the above		

If you have any concerns, comments or questions, please feel free to include them in the space below.

You have reached the end of the census. Your responses will be recorded as soon as you click the right arrow key at the bottom of this page.