

**Report to / Rapport au:**

**OTTAWA POLICE SERVICES BOARD  
LA COMMISSION DE SERVICES POLICIERS D'OTTAWA**

**17 December 2018 / 17 décembre 2018**

**Submitted by / Soumis par:**

**Chief of Police, Ottawa Police Service / Chef de police, Service de police d'Ottawa**

**Contact Person / Personne ressource:**

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**SUBJECT: OTTAWA POLICE SERVICE- EQUITABLE WORK ENVIRONMENT  
POLICY**

**OBJET: POLITIQUE SUR L'ÉQUITÉ EN MILIEU DE TRAVAIL DU SERVICE DE  
POLICE D'OTTAWA**

**REPORT RECOMMENDATIONS<sup>b</sup>**

**That the Ottawa Police Services Board receive this report for information.**

**RECOMMANDATIONS DU RAPPORT**

**Que la Commission de services policiers d'Ottawa prenne connaissance du  
présent rapport à titre d'information.**

**BACKGROUND**

On August 16, 2012, a human rights application was filed with the Human Rights Tribunal of Ontario (HRTO) by a female OPS officer against the Ottawa Police Services Board (the "Board") alleging discrimination in employment on the basis of sex and family status. The Ontario Human Rights Commission (the "Commission") intervened as a party under section 37 of the *Human Rights Code*.

As part of the settlement reached through the Commission, the OPS agreed to undertake a series of actions to address problems related to gender within the organization:

*Phase I:* Analyze the OPS 2012 Workforce Census to determine representation by gender and/or family status.

*Phase II: Conduct a Gender Audit*

*Phase III: Develop new and/or amended policies or procedures that relate to job placement and promotions, including a draft human rights accommodation policy.*

*Phase IV: Implement policies and undertake training related to Phase III results.*

The OPS agreed to report the results of the review at each stage to the Commission, the complainant and the Ottawa Police Association.

The OPS concluded its obligations under the Minutes of Settlement in accordance with the prescribed deadlines. Out of the deliverables of the Minutes of Settlement, the OPS developed and approved the Equitable Work Environment Policy.

The Equitable Work Environment Policy reaffirmed the OPS' commitment to providing an environment that is inclusive and that is free of barriers based on age, race, ancestry, place of origin, colour, ethnic origin, citizenship, creed, sex (including pregnancy), gender identity, gender expression, sexual orientation, record of offences, marital status, family status, and disability as stipulated in the Ontario Human Rights Code (the "Code").

The Equitable Work Environment policy established the following parenthod statement that has guided the equity, diversity and inclusion (EDI) work at OPS thus far.

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

The Equitable Work Environment policy commits the OPS to removing barriers that cause discrimination in the employment relationship by identifying and eliminating discriminatory policies and practices, remedying the effects of discrimination. This includes all stages of the employment relationship, including hiring and recruitment, designing job responsibilities, competitions, promotions, job placements, and training.

The Equitable Work Environment policy also establishes the requirement for regular audits and reviews to measure the performance of the Equitable Work Environment policy and to monitor and evaluate progress toward achieving equality goals. The policy also establishes a requirement for the Chief of Police to report to the Ottawa Police Services Board on an annual basis with respect to these audits and reviews.

The OPS established a temporary position, the Program Manager, Equitable Work Environment, to continue the work of the Gender Equity Project and to champion and entrench the EDI work into OPS operations throughout 2018.

This report to the Ottawa Police Services Board, will outline the activities of the Equitable Work Environment Office in 2018 and an update on some of the initiatives conducted as part of the Gender Equity Project.

## **DISCUSSION**

This EDI work is critical to the operational success of the OPS. This work goes beyond hiring diverse candidates. It ensures that we create the supports necessary to retain all talent. The OPS continues to strive to support these employees so that they can better perform their duties and we can more effectively utilize these human resources to their potential by ensuring equal access to opportunities for all employees.

This EDI work is the right thing to do, in line with the legislation and will ensure that we have the best candidates to serve the Ottawa community.

## **HUMAN RESOURCE MANAGEMENT**

The Equitable Work Environment policy outlines that merit and equity are the cornerstones of Human Resource Management at the OPS. As a result, many of the activities conducted in 2018 focused on human resources practices and embedding the EDI principles into those practices. Below are some of the highlights of the 2018 initiatives.

Stemming from the work completed as part of the Minutes of Settlement, the Equitable Work Environment Office has continued to support Sworn Transfer and Promotions in their EDI initiatives including sustaining programs such as the independent facilitators, self-identification, bias-neutral review of interview questions, diverse representation on panels, and the gender demographic review in selection.

One of the major accomplishments of the Equitable Work Environment Office in 2018 was the completion of a *bona fide* occupational requirement review of all sworn job descriptions. It was identified throughout the course of the Gender Equity Project that certain sworn job descriptions may have had inflated job requirements that were creating systemic barriers to employee movement and access to opportunity. As a result, the organization committed to reviewing all of the sworn job descriptions through a *bona fide* occupational requirement lens to assess the validity of the job requirements.

The three overriding objectives for the BFOR Project, of equal priority were:

- Ensure qualified candidates;
- Service to the community will not be compromised;
- Remove or justify systemic barriers.

This work was done through the Equitable Work Environment Office in conjunction with two operational subject matter experts and the Ottawa Police Association as well as the operational stakeholders and business owners. In total, 196 sworn job descriptions were reviewed through the BFOR lens. Every job description was amended in some way, universal language was applied and consistency was established among like positions. The review also removed barriers in the education and experience requirements while ensuring that the standard of performance was not impacted by these changes. The job description review concluded in November 2018 and has ensured confidence in the sworn job descriptions by ensuring only quantifiable qualifications are listed and systemic barriers were removed. This will allow greater access to opportunity for those qualified candidates.

### **FAMILY STATUS ACCOMMODATIONS**

The Equitable Work Environment policy also establishes the governance for all accommodations at the OPS including disability, family status, sex (including pregnancy) and gender, gender identity and gender expression. Formal medical accommodations are reported to the Ottawa Police Services Board via other quarterly and annual reports. In 2019, efforts will be made to align this reporting with the Equitable Work Environment policy reporting.

In 2017, there were four requests for family status accommodation. Three were approved and one was withdrawn by the employee. In 2018, there were fifteen requests. Below is the breakdown of these requests.

Year	Total Cases	Cases Approved by OPS	Cases Denied by OPS	Cases Withdrawn by the Employee	Cases Outstanding
2017	4	3	0	1	0
2018 YTD	15	6	2	5	2

Most cases of family status stem from an employee's child or dependent care responsibilities. A few cases stem from custody and court orders by which employees are required to abide.

In 2019, with the formalized family status accommodation process in place, these types of accommodations will return to their business owners in the People and Culture Directorate.

## **INTERNAL ADVISORY FUNCTION**

The Equitable Work Environment Office provided an internal advisory function on matters relating to human rights to various sections across the OPS such as Outreach and Recruiting, Labour Relations, Wellness, Office of Respect, Conduct and Values as well as a various sections within Frontline Operations and Criminal Investigations.

The Equitable Work Environment Office also provided support to the Planning, Performance and Analytics Directorate in the execution of the 2017 Census and the Employee Engagement Survey ensuring that the organization collected relevant data to support continued demographic audits and collected such data in a manner consistent with the Ontario Human Rights Code.

Also, the Equitable Work Environment Office was appointed to the Community Equity Council which provides the new framework between the Ottawa Police Service and Indigenous, racialized and Faith-Based communities in Ottawa. This will assist the OPS in understanding the intersection between internal and external EDI related matters and will assist in building trust and confidence in both the internal community of employees and the greater external community.

## **EDUCATION AND AWARENESS**

The OPS has been working with the Centre for Intercultural Learning at Global Affairs Canada to develop a training program in accordance with Phase IV of the Minutes of Settlement.

In August 2018, the OPS held a two-day train the trainer session for approximately 25 staff which covered human rights, Gender Based Analysis Plus (GBA+) and bias awareness.

The OPS has also been implementing bias-awareness training as part of all of our major human resource management functions such as promotion and transfer. Any employee participating in the administration any of these processes is required to complete the training before they can participate.

For 2019, the OPS will continue its partnership with the Centre for Intercultural Learning to develop a two-part education curriculum that will be mandatory for all employees, sworn and civilian.

The program is anticipated to launch in early 2019 and is designed to educate all OPS members about human rights, GBA+, bias, and the new OPS policies and procedures. There will also be a focus on accommodations, employee rights and employer

obligations under the Ontario Human Rights Code. An overview of the mandatory training:

**Module 1** will focus on bias, and will help participants understand the difference between biases and stereotypes, identify their own personal biases and develop strategies to overcome workplace issues related to bias.

**Module 2** will educate participants about the Gender Based Analysis Plus (GBA+) model and help them challenge their assumptions about gender.

**Module 3** will provide an explanation of the new OPS policies and procedures on Transfer, Promotion and Equitable Work Environment, using scenarios to illustrate when the various anti-discrimination and accommodation procedures and processes would apply.

## **NEXT STEPS**

In 2019, the Equitable Work Environment Office will be aligned with other EDI initiatives under the Deputy Chief, Investigations and Support. This will allow for greater cross-functional collaboration across work in this space, particularly the work being done on the OPS Diversity Audit and the Multi Year Action Plan for Bias Neutral Policing.

Throughout 2019, there will be continued work on the development of the EDI Office and the entrenchment of this EDI work into the culture and operations of the OPS.

## **FINANCIAL IMPLICATIONS**

Costs related to the Equitable Work Environment Office totalled

## **CONCLUSION**

As the OPS concluded its work on Gender Equity Project, it began to transition the project into a sustainable OPS program. In 2018, the OPS continued its work on gender equity and transitioned the initiatives of the project to the proper operational business owners. The Equitable Work Environment Office ensured the continuous improvement and sustainability of the equity initiatives throughout 2018. Through the work completed thus far, and the continued development of the Equity, Diversity and Inclusion Office, the OPS continues to make progress toward its ultimate goal of enhancing the culture around EDI within the OPS.