



EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: 2018MAR12

SUBJECT: Career development and advancement for women and other underrepresented groups

RECOMMENDATION(S):

That this report be received for information.

INTRODUCTION:

Achieving gender equality, valuing diversity and human rights, and practicing inclusion is important to the Edmonton Police Service (EPS). Over the past ten years the organization has made great strides in these areas through implementing various initiatives, programs, and policies to advance and embed equity, diversity and human rights (EDHR). This report will provide information and update the Edmonton Police Commission (EPC) on the work being done within the EPS related to EDHR integration and the development and advancement of women and other underrepresented groups.

BACKGROUND:

In the fall/winter of 2017, the Edmonton Police Service (EPS) Equity, Diversity and Human Rights Strategic Advisor prepared a report on "Career development and advancement for women and other underrepresented groups." The report consisted of an extensive literature review identifying six key themes that related to challenges and barriers for career development and advancement, a current state and gap analysis of what EPS is already doing and should be doing to continue the advancement of women and other underrepresented groups, and a proposed action plan for the way forward.

In December 2017, the report was approved by Chief's Committee with direction to prepare a presentation for the Edmonton Police Commission (EPC) for the March 22, 2018 meeting.

COMMENTS / DISCUSSION:

Attached is the PowerPoint presentation and executive summary of the "Career development and advancement for women and other underrepresented groups" report. In addition to discussing the findings of the report, information on the evolution of

Equity, Diversity and Human Rights in EPS will also be included in the presentation to provide historical background, context and awareness for this work.

CONCLUSION:

This presentation of the ongoing work within EPS related to EDHR is being provided to the EPC for information and awareness.

ADDITIONAL INFORMATION ATTACHED:

- Attachment 1 – Career development and advancement for women and other underrepresented groups, executive summary
- Attachment 2 – Career development and advancement for women and other underrepresented groups, PowerPoint presentation for EPC

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Chief of Police: _____

Date: _____

MAR 14 2018



**Edmonton Police Service:
Career development and advancement of women and other
underrepresented groups: Executive Summary
November 2017**

<p>Edmonton Police Service 9620 103 A Ave NW Edmonton, AB</p>	<p>Owner: Office of Strategy Management Prepared by: Natasha Goudar, Strategic Advisor Equity, Diversity and Human Rights</p>
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Executive Summary

The Edmonton Police Service (EPS) recognizes the need to move forward more substantially on equity and inclusion integration into the organization's culture, policies and practices.

Research shows that having fair and equitable access to career development and advancement for women and other underrepresented groups is good for business, good for employee engagement, good for increasing trust with the community and good for police operations. Achieving gender equality, valuing diversity and practicing inclusion is important to the Edmonton Police Service and the organization has made great strides through implementing various initiatives, programs, and policies, as outlined in the attached June 2017 report on *Equity and Inclusion Policies and Practices*.

Continuing to be committed to achieving equality for all employees within the EPS helps the organization achieve its vision of making Edmonton the safest major city in Canada and to be a recognized leader in policing. It must also be recognized that these issues are not a "special interest group issue" or "women's issue, but rather an organizational imperative that benefits all employees, the EPS as a whole and the community it serves.

There is extensive literature that investigates the barriers to career development and increasing career advancement for women. The literature focussed on career development and advancement for other underrepresented groups is more limited, however, themes are similar and therefore this report suggests that the information can be applied to other underrepresented groups in general; with the understanding that while there are many similarities, each group still has individual and diverse experiences and needs (i.e. barriers based on gender, and/or race, and/or ability, and/or age, etc.).

Despite ongoing barriers and challenges women and other underrepresented groups face related to career development and advancement in policing, they have come a long way to achieving equality in the workplace. This report builds on the Edmonton Police Service's report on *Equity and Inclusion Policies and Practices*, completed in June 2017 (attached) which provides an overview of the EPS policies, procedures, practices and initiatives as they relate to existing equity and inclusion.

Following a review of the literature, 6 key themes were identified related to achieving equality and equity in career development and the advancement of women and other underrepresented groups. They include:

1. Organizational culture
2. Flexible work practices
3. Impact of biases and stereotypes
4. Employment systems (policies and practices)
5. Internalized factors
6. Discrimination, sexual harassment, and bullying

It should be noted that this report will not advocate for the representation and progression of women or other underrepresented groups through critical mass theory

(numbers or quotas). “While the theory of critical mass suggests that changes to culture are most likely to be enabled when minority groups achieve a presence of around 35%” (Silvestri, 2017, p. 292), there are damaging effects from these positions which take the focus away from more meaningful explorations of various other aspects to police culture, policies and practices that might hinder underrepresented groups participation and progression.

Current demographics of the Edmonton Police Service show that:

- 35% of EPS employees are female and 65% are male;
- 21% of sworn membership is female with the majority of them in the Constable rank;
- 65% of civilian employees are female, 35% are male.

With regards to other diversity demographics, the 2016 EPS Employee Engagement survey shows that:

- 8% of employees identified as having Aboriginal Status;
- 14% identified as Visible Minority;
- 3% identified as a Person with a Disability; and
- 3% identified as a Sexual Minority.

Following the literature review, and overview of EPS demographics, Part III includes a discussion on other relevant programs, policies and initiatives in relation to the 6 themes that were not included in the June 2017 report on *Equity and Inclusion Policies and Practices*.

Part IV provides a summary of the literature and current policies, practices and initiatives in EPS. An action plan for 2018-2020 is provided in Part V. The action plan will focus specifically on achieving gender equality in career development and advancement as the literature provides more in-depth research and analysis on the topic of gender equality. It is also understood that by focussing on achieving equality for one underrepresented group there will be positive impacts on achieving equality for other underrepresented groups. Ensuring that an intersectional lens is applied throughout the implementation of the action plan will also increase benefits for all underrepresented groups.



Career Development and Advancement for Women & Underrepresented Groups

Presented for Information
Edmonton Police Commission
March 22, 2018
Natasha Goudar, Strategic Advisor
Equity, Diversity and Human Rights



“The system is perfectly designed for the
results it achieves”

Dr. Don Berwick



Evolution of Equity, Diversity and Human Rights





Relevant Issues

- Diverse police services are vital
 - to accurately reflect the make-up of the community, and
 - To draw upon a variety of skills and experiences;
- Equality in the workplace has been found to:
 - increase productivity,
 - improve outcomes for the next generation, and
 - make institutions more representative of its citizens; and
- More women in leadership roles provides more motivation for women to succeed (Broderick, 2016, p. 6).



Gender Diverse Organizations

- Attract and retain the best possible talent and potential the labour market has to offer;
- Give rise to enhanced performance and productivity particularly in a changing environment; and
- Produce a diversity of thought, ideas and, as a result, better decision-making (Broderick, 2016, p. 6).



Embedding Equity, Diversity and Human Rights Internally



Fair & Equitable Policing Policy

Bias Awareness and Management Procedure



Embedding Equity, Diversity and Human Rights Externally



Fair & Equitable Policing Policy

Bias Awareness and Management Procedure



Themes uncovered by the report

1. Organizational culture
2. Flexible work practices
3. Impact of biases and stereotypes
4. Employment systems (policies and practices)
5. Internalized factors
6. Discrimination, sexual harassment, and bullying



Selected areas of focus

Internalized factors

- Confidence gap
- Lateral violence
- Combining work and home

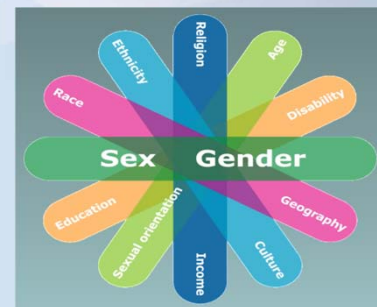
Impact of biases and stereotypes

- 'ideal' police worker
- Women and leadership
- Internalized perceptions and stereotype threat
- Gender neutral and meritocratic



Next Steps: Action plan

1. Create Equity & Inclusion Leadership and Working Groups
2. Develop and implement proactive plan for preventing instances of workplace harassment and discrimination
3. Integrate Gender-Based Analysis Plus into EPS polices, practices and programs
4. Evaluate current options and needs for flexible work while considering operational need and resources
5. Support leadership development of women (IAWP, mentorship and sponsorship)





Questions?