



EDMONTON POLICE SERVICE

REPORT TO THE EDMONTON POLICE COMMISSION

DATE: May 19, 2022

SUBJECT: Equity, Diversity, and Inclusion (EDI) Framework

RECOMMENDATION(S):

1. That this report be approved as presented.

BACKGROUND:

February 10, 2022, the EPS, Director of Audit and Risk proposed that the external EDI engagement be removed from the annual audit workplan with the following explanation.

1. EPS is in the earlier stages of maturity in terms of EDI so an audit at this stage would be disruptive to the Service and would not add a lot of value;
2. EPS believes it has the requisite resources and skillsets internally to build an execute on the EDI roadmap. Advisory services from an external consultant would not add value and would also be disruptive to the work currently underway; and
3. In the interim, it was recommended that the EPS provides EPC with formal reporting on the EDI roadmap/framework and status updates on progress.

February 18, 2022 Chief's Committee was updated on discussions with the Edmonton Police Commission (EPC) in relation to an Equity, Diversity and Inclusion external audit engagement that the Audit and Risk Branch had initially planned to undertake in 2022.

Equity, Inclusion and Human Rights Branch has completed the EDI Framework for the review and approval of the Edmonton Police Commission.

The Edmonton Police Service recognizes that it cannot simply rely on its diversity if it does not support equity and inclusion. To address this involves creating a multifaceted approach that seeks to grow diverse talents to create a culture of belonging.

The Equity, Diversity, and Inclusion Framework will enable all employees to meaningfully engage in measurable change contributing to the EPS' vision of becoming a forward-thinking policing agency, which strengthens public trust by addressing crime, harm, and disorder.

While this document outlines key focus areas and measures, an implementation action plan will follow to identify progress, reaffirm the EPS' ongoing commitment, and identify other opportunities to cultivate and promote a diverse, inclusive, and equitable culture.

COMMENTS:

The Equity, Diversity, and Inclusion Framework impacts the entire organization, including both sworn and civilian employees, and in all capacities, and is driven by the EPS' vision, mission, and goals. Reporting for progress, implementation status, accountability, and other logistics will be made in partnership with the EPS Chief's Equity, Diversity, and Inclusion (EDI) Committee, Employee Resource Groups (ERGs), and the Equity, Inclusion, and Human Rights (EIHR) Branch.

DISCUSSION:

The EPS is proud to support the diversity of all Edmontonians and strives to provide service that is effective and responsive to all community needs, particularly those who are marginalized and/or underserved. Undoubtedly, this work is essential, as countless studies and business reports affirm how an organizational culture of belonging cultivates talent acquisition and retention, improves employee performance and productivity, and promotes success through innovation, adaptability, and creativity.¹

To support this, the Equity, Diversity, and Inclusion Framework was developed in alignment with Goal Four of the EPS Strategic Plan (2020-2022) aimed to *Grow Diverse Talents*, and establish an inclusive organization that achieves the following selection of outcomes:

- EPS has a diverse workforce to be more effective
- EPS has a range of perspectives that allow it to continuously adapt to a changing environment
- EPS members feel valued, respected, and rewarded for the work that they do driving employee satisfaction, productivity, and retention

In alignment with the *Alberta Human Rights Act* and to affirm our commitment to upholding the principles of equity, diversity, and inclusion, the following conceptual definitions from the *EPS Equitable, Diverse, and Inclusive Workplace Policy* will be used and referenced throughout the framework. This will ensure this work is embedded in all areas and practices:

Equity

Acknowledging that people have diverse needs to achieve a common outcome. Equity involves examining and recognizing the root causes of inequality and removing systemic barriers to ensure each person can access the opportunities, network, resources and supports they need. Equity is distinct from equality, which involves treating each person the same regardless of their diverse needs.

Diversity

The range of human difference, experiences and perspectives. Diversity includes the protected grounds listed in the Alberta Human Rights Act, and also includes (but is not limited to) differences in personality, thoughts, life experiences, learning styles, working styles and viewpoints.

Inclusion

Valuing and embracing diversity to ensure the active participation and contribution of all

¹¹ Art of Inclusion: Diversity and Inclusion Framework (2020). City of Edmonton. (2019)

individuals and groups. Inclusive environments welcome and embrace differences, while viewing them as strengths in creating an innovative and forward-thinking organization and community.

ADDITIONAL INFORMATION ATTACHED:

1. Attachment 1 - EDI Framework

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Reviewed By: Lori Lorenz, Executive Director, Value and Impact Division
Enyinnah Okere, Chief Operations Officer, Community Safety and Well-being Bureau

Approved By:

Chief of Police: _____
Dale McFee

Date: _____



EDMONTON
POLICE
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*Equity, Diversity, and
Inclusion Framework
(2022)*

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Land Acknowledgement (PLACEHOLDER)

Edmonton Police Service is located in amiskwaciwâskahikan (Beaver Hills) on Treaty 6 territory and Métis Region 4. Edmonton Police Service recognizes that the relationships between policing and Indigenous communities is complex and requires considerable work to address. On the path towards reconciliation, it is essential to acknowledge the truth of our placement on the land which the signing of the treaties are responsible for. Without this understanding and agreement of land sharing, Canada would not exist as it does today. In recognition of the commitment between the Crown and sovereign Indigenous communities, the Edmonton Police Service would like to acknowledge the people and the agreement of Treaty 6 signatories, home to centuries of Indigenous Peoples, including but not limited to the Cree, Dene, Anishinaabe, Blackfoot, Papaschase, Nakota Sioux, Mohawk and the Métis Peoples. As we are all Canadians, we are all Treaty people.

Scope

Having a strong, respectful internal culture can positively impact our relationship with the public, the wellbeing of our employees, and our success as a police service. It enables an open and responsive organization where all staff members are given equal opportunities to thrive, which will thereby positively impact services delivered to communities and stakeholders.

We are committed to creating a diverse, yet inclusive and equitable culture that reflects the communities we serve, where all employees feel a sense of belonging and can meaningfully contribute to achieving the Edmonton Police Service's (EPS) vision: the creation of a forward-thinking police service that strengthens public trust by addressing crime, harm, and disorder.

To accomplish this, the Equity, Diversity, and Inclusion Framework advocates for the following key areas of focus to foster an organizational culture of belonging:

1. **Talent Recruitment, Promotion, and Retention**, to seek, attract and promote organizational diversity and inclusion of all employees
2. **Education, Training, and Allyship Development**, to increase organizational understanding and practice of equity, diversity, and inclusion
3. **Culture of Practice**, to create avenues to promote implementation and sustainability of equity and inclusion initiatives

These key focus areas were chosen for their potential to create fundamental action and transformative impact that will meaningfully support the EPS in achieving its equity, diversity, and inclusion targets across the organization. To further build momentum, the framework and its indicators for progress will be aligned with several organizational strategies, including, but not limited to, the Human Resources Strategy (2021-2024), the Leadership Framework, the Commitment to Action, as well as the upcoming Indigenous Framework and Public Engagement Strategy.

Background

The EPS is proud to support the diversity of all Edmontonians and strives to provide service that is effective and responsive to all community needs, particularly those who are marginalized and/or underserved. Undoubtedly, this work is essential, as countless studies and business reports affirm how an organizational culture of belonging cultivates talent acquisition and retention, improves employee performance and productivity, and promotes success through innovation, adaptability, and creativity.¹

To support this, the Equity, Diversity, and Inclusion Framework was developed in alignment with Goal Four of the [EPS Strategic Plan \(2020-2022\)](#) aimed to *Grow Diverse Talents*, and establish an inclusive organization that achieves the following selection of outcomes:

- EPS has a diverse workforce to be more effective
- EPS has a range of perspectives that allow it to continuously adapt to a changing environment
- EPS members feel valued, respected, and rewarded for the work that they do driving employee satisfaction, productivity, and retention

In alignment with the *Alberta Human Rights Act* and to affirm our commitment to upholding the principles of equity, diversity, and inclusion, the following conceptual definitions from the *EPS Equitable, Diverse, and Inclusive Workplace Policy* (see *Appendix A*) will be used and referenced throughout the framework. This will ensure this work is embedded in all areas and practices:

- **Equity**
Acknowledging that people have diverse needs to achieve a common outcome. Equity involves examining and recognizing the root causes of inequality and removing systemic barriers to ensure each person can access the opportunities, network, resources and supports they need. Equity is distinct from equality, which involves treating each person the same regardless of their diverse needs.
- **Diversity**
The range of human difference, experiences and perspectives. Diversity includes the protected grounds listed in the *Alberta Human Rights Act*, and also includes (but is not limited to) differences in personality, thoughts, life experiences, learning styles, working styles and viewpoints.
- **Inclusion**
Valuing and embracing diversity to ensure the active participation and contribution of all individuals and groups. Inclusive environments welcome and embrace differences, while

¹ Art of Inclusion: Diversity and Inclusion Framework (2020). City of Edmonton. (2019)

viewing them as strengths in creating an innovative and forward-thinking organization and community.

While the EPS has previously engaged proactively to address issues of inequity, current best practices recommend the need for a multi-faceted approach to promote an inclusive organization. As such, the framework intends to strengthen the foundations of an organizational culture of belonging by building off community-identified recommendations from previous internal reports, including:

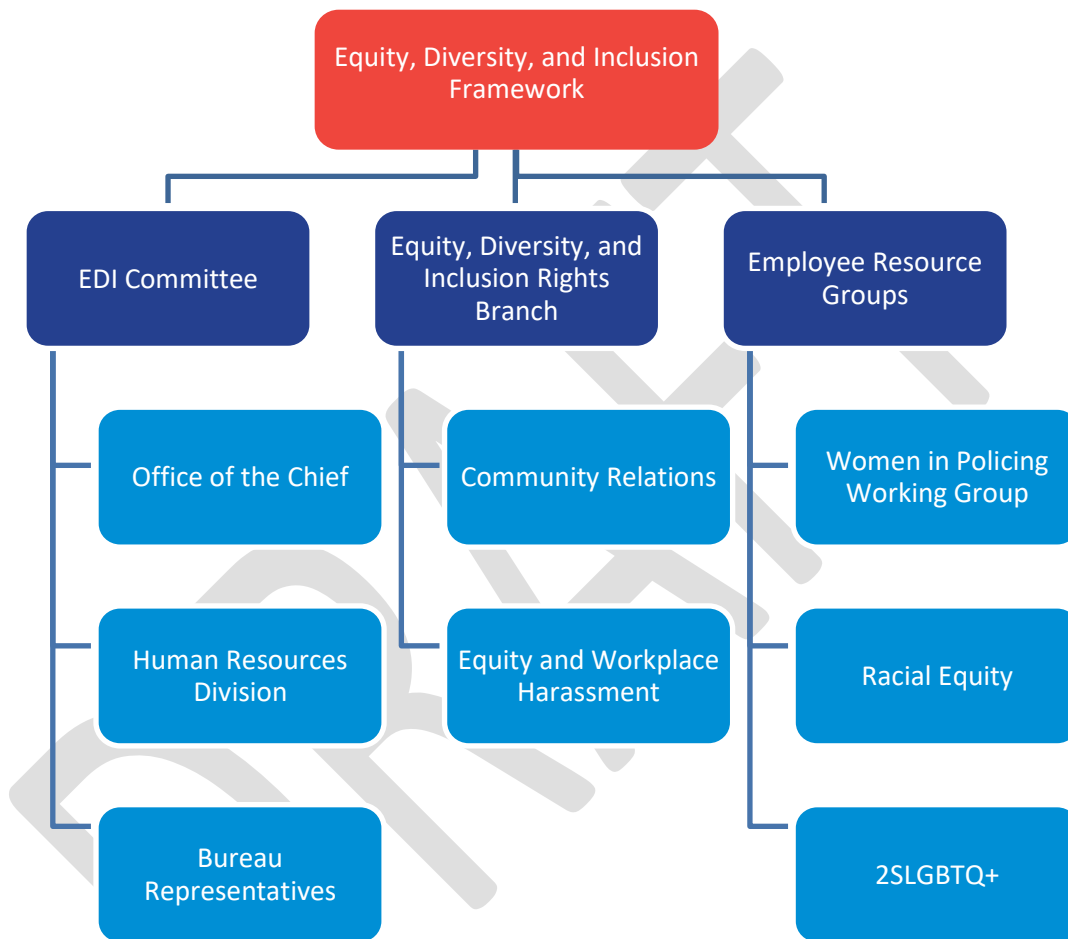
- Framework for Building Police Legitimacy in Edmonton's Emerging Communities (2016)
- Career Advancement of Women and Other Underrepresented Groups (2017)
- Indigenous Community Engagement Strategy (2018)
- Promotion Process Equity Audit (2018)
- Equity Review of the Edmonton Police Service Selection, Training, and Field Development Processes for New Recruits (2019)
- LGBTQ2S+ Final Report & Project Continuity Plan (2020)
- EDI Leadership Committee & Broken Dreams Broken Lives Recommendations (2020)
- Systemic Review of issues facing Indigenous Peoples and Response Action Plan (2020)
- Commitment to Action Community Feedback Report (2021)

These reports were made in consultation with internal and external stakeholders representing diverse and underserved populations in Edmonton, including racialized, women, 2SLGBTQ+, Indigenous, newcomer, and other marginalized communities.

Moreover, a gap analysis of the previous strategies, plans, and frameworks has outlined the need for equity, diversity, and inclusion training, inclusive leadership, community-specific recruitment campaigns, culture and systems change, more accountability measures, as well as stakeholder and public engagement. This has led to the creation and modernization of policies, programs, and procedures to help shape our work environment through the development and implementation of the initiatives, including, but not limited to:

- Gender-Based Analysis Plus/Modern Policing Analysis Training (2018)
- 2SLGBTQ+ Acceptance Training (2018)
- Managing Unconscious Bias eLearning (2020)
- Pregnancy and Parental Leave Equity Review (2020)
- Community Policing Modules (2020)
- Inclusive Language Guide (2021)
- Revamped Recruit Marketing Strategy (2021)
- Experiential Learning Shifts (2021)
- Eagle Feather Affirmations – eLearning (2021)
- Interview Panel Training – Bias Awareness in the Promotions Process (2022)
- Hate Crimes eLearning (2022)

The Equity, Diversity, and Inclusion Framework impacts the entire organization, including both sworn and civilian employees, and in all capacities, and is driven by the EPS' vision, mission, and goals. Reporting for progress, implementation status, accountability, and other logistics will be made in partnership with the EPS Chief's Equity, Diversity, and Inclusion (EDI) Committee, Employee Resource Groups (ERGs), and the Equity, Inclusion, and Human Rights (EIHR) Branch.



In summary, our hope is for the Equity, Diversity, and Inclusion Framework to unify existing initiatives and collective efforts, and ultimately create opportunity and traction around Goal Four of the EPS Strategic Plan to *Grow Diverse Talents* within the EPS and foster an organizational culture of belonging.

Overview

To support the organizational change efforts, the following key focus areas have been prioritized to meaningfully support the EPS in achieving its equity, diversity, and inclusion targets across the organization:

1. Talent Recruitment, Promotion, and Retention

Seek, attract, and promote organizational diversity and inclusion of all employees

Organizational Activities

- Review the hiring, selection, onboarding, and promotion process to identify barriers affecting candidates
- Develop targeted recruitment and outreach strategies to attract prospective sworn and civilian candidates
- Supervisors, interview panel members, and other hiring personnel participate in ongoing equity, diversity, and inclusion training including unconscious bias, anti-racism, inclusive language, accessibility, history of oppression, etc.
- Collect identity-based data to measure and monitor equity-related matters in all areas to measure and address trends in organizational programs, policies, and procedures
- Review collective bargaining agreements to identify barriers affecting current and prospective employees within hiring and selection processes
- Create retention practices to mitigate barriers experienced by employees

Indicators of Progress

- Total number of applications received
- Employees report feelings of belonging, support, and employee satisfaction
- Representation of diversity within management and senior leadership
- Attrition rate of sworn and civilian employees
- Employee demographics are representative of Edmonton's diversity in all sections of the organization
- Proportion of sworn and civilian employees

2. Education, Training, and Allyship Development

Increase organizational understanding and practice of equity, diversity, and inclusion

Organizational Activities

- Create and promote accessible EDI resources (workshops, eLearning modules, monthly newsletter, intranet posts, etc.) on topics including: cultivating inclusion, impacts of privilege, equity vs. equality, understanding systemic racism, allyship, disability advocacy, etc.
- Conduct a needs assessment to determine needs, interest, and opportunities for position-specific EDI training (e.g. operations, investigations, administration)
- In consultation with Indigenous community partners, create and mandate ongoing Indigenous worldviews and reconciliation curriculum through in-class, experiential, online, and other learning opportunities
- Develop a curriculum of ongoing accessibility, allyship, anti-oppression, addressing systemic barriers, Indigenous Truth and Reconciliation, and cultural awareness training specific to various groups, including:
 - Supervisors (including Temporary Acting roles)
 - Human Resources Division (e.g. Employee and Organizational Wellness, Police Training, Employee Services and Recruitment)
 - Governance (e.g. Executive Leadership Committee, Edmonton Police Commission)
 - External Stakeholders (e.g. CSU 52, Edmonton Police Association, Edmonton Police Foundation)
- Evaluate current processes in employee training, including creation of curriculum design, member participation, and course offerings using EDI principles

Indicators of Progress

- Number of training hours in EDI training courses
- Number of EDI training courses and learning opportunities offered
- Employees report feelings of belonging, support, and employee satisfaction
- Proportion of the service who has participated in EDI training courses
- EDI principles are embedded in training and course development, content, and delivery processes

3. Culture of Practice

Create avenues to promote implementation and sustainability of equity and inclusion initiatives

Organizational Activities

- Review the implementation, scope, and impact of the Equitable, Diverse and Inclusive Workplace and the Harassment in the Workplace Policy
- Create an annual EDI progress report, tracking achievements, systemic barriers, impact, areas of focus, trends, status updates, etc.
- Implement Gender-Based Analysis Plus (GBA+) into the development of and revisions made in organizational policies, practices, and programs
- Identify barriers for employees to come forward with harassment, discrimination, and other equity-related concerns
- Establish a community of organizational champions and area-specific committees who empower employees to meet, discuss, and advocate on allyship best practices, challenges, and facilitate EDI training

Indicators for Progress

- Employees report feelings of belonging, support, and employee satisfaction
- Proportion of policies, procedures, and practices reviewed with a GBA+ lens
- Number of actions implemented from strategies identifying opportunities for EDI
- Total number of equity-related complaints
- Median time to address equity-related complaints

Conclusion

The Edmonton Police Service recognizes that it cannot simply rely on its diversity if it does not support equity and inclusion. To address this involves creating a multifaceted approach that seeks to grow diverse talents to create a culture of belonging.

The Equity, Diversity, and Inclusion Framework will enable all employees to meaningfully engage in measurable change contributing to the EPS' vision of becoming a forward-thinking policing agency, which strengthens public trust by addressing crime, harm, and disorder.

While this document outlines key focus areas and measures, an implementation action plan will follow to identify progress, reaffirm the EPS' ongoing commitment, and identify other opportunities to cultivate and promote a diverse, inclusive, and equitable culture.

DRAFT

Appendix

A: HR26PO - Equitable, Diverse, and Inclusive Workplace Policy

Policy Number:

HR26PO

Alberta Policing Standard:

PA 3.7

Policy Statement Purpose:

To affirm the commitment of the EPS to upholding the principles, policies and practices of equity, diversity, inclusion and human rights. This policy applies to all EPS employees, contractors, and volunteers.

Statement of Principle:

The EPS is committed to cultivating a diverse, inclusive and equitable work environment in which all civilian and sworn employees, contractors and volunteers can contribute meaningfully to the creation of a forward-thinking police service which strengthens public trust by addressing crime, harm and disorder. This commitment is aligned with requirements set out in the Alberta Human Rights Act.

Definitions:

Definitions listed in this section apply to this document only with no implied or intended organization-wide or EPS Policy and Procedure Manual wide use.

- Diversity – The range of human difference, experiences and perspectives. Diversity includes the protected grounds listed in the Alberta Human Rights Act, and also includes (but is not limited to) differences in personality, thoughts, life experiences, learning styles, working styles and viewpoints.
- Equity – Acknowledging that people have diverse needs to achieve a common outcome. Equity involves examining and recognizing the root causes of inequality and removing systemic barriers to ensure each person can access the opportunities, network, resources and supports they need. Equity is distinct from equality, which involves treating each person the same regardless of their diverse needs.
- Inclusion – Valuing and embracing diversity to ensure the active participation and contribution of all individuals and groups. Inclusive environments welcome and embrace differences, while viewing them as strengths in creating an innovative and forward-thinking organization and community.

- Reconciliation – An inclusive process that requires involved parties coming together for the restoration of healthy and respectful relationships.
- Treaty Acknowledgement – Treaties signed between the Crown and Indigenous nations to speak to the continuation of sharing of resources, protection and healthy relationships. Acknowledging the Treaty and people whose land we occupy is an important step in addressing truth and reconciliation efforts.

Policy Statement:

- A. The EPS affirms its support for and adherence to the principles of equity and fairness embodied in the Alberta Human Rights Act.
- B. The EPS encourages and supports individual and collaborative efforts to identify and address inequities and welcomes and enables the contributions of all voices as the EPS engages diverse ideas, knowledge, and perspectives in the pursuit of becoming a leading partner in building community safety.
- C. Diversity and inclusion are key conditions for organizational growth and innovation. The EPS will meet its goal of being a forward-thinking police service which strengthens public trust by leveraging the greater variety of unique talents that are found in a workforce made up of people with diverse backgrounds.
- D. The EPS strives to foster a culture that encourages EPS employees, contractors and volunteers to bring their authentic selves, thoughts and perspectives to the workplace.
- E. Reconciliation and policing means a commitment to understanding and addressing the harm that has negatively impacted diverse communities' interactions with the EPS. Reconciliation efforts can be made by organizations and individuals.
- F. The EPS commits to the importance of Treaty relationships by recognizing the traditional lands of Indigenous Peoples and the role the EPS and criminal justice system plays in addressing systemic oppression of Indigenous Peoples.
- G. The EPS recognizes that there is potential for inadvertent workplace bias and inequity, on a case-by-case basis or at a systemic level within any workplace. All employees, supervisors and management have a role in preventing, recognizing, acknowledging, and addressing potential biased practices within the Service. Complaints of individual or systemic discrimination will be addressed in accordance with HR27PO Harassment in the Workplace Policy and HR27-1PR Harassment in the Workplace Procedure.

Equity, Diversity, and Inclusion Framework

Edmonton Police Commission

June 16, 2022

Equity, Inclusion, and Human Rights Branch
Value and Impact Division
Edmonton Police Service



Objectives

- Background
- Scope
- Key Areas of Focus
- Next Steps



Background

Timeline

- In February 2022, a motion was passed by the Edmonton Police Commission that the EPS provides a formal report outlining current and future initiatives for Equity, Diversity, and Inclusion within the police service.
- The Equity, Diversity, and Inclusion Framework, which includes key areas of focus to support this work is now complete for review and approval of the Edmonton Police Commission.

Scope

The Equity, Diversity, and Inclusion Framework advocates for the following key areas of focus to foster an organizational culture of belonging:

1. **Talent Recruitment, Promotion, and Retention**, to seek, attract and promote organizational diversity and inclusion of all employees
2. **Education, Training, and Allyship Development**, to increase organizational understanding and practice of equity, diversity, and inclusion
3. **Culture of Practice**, to create avenues to promote implementation and sustainability of equity and inclusion initiatives

Scope (cont.)

The Equity, Diversity, and Inclusion Framework impacts the entire organization, including both sworn and civilian employees, and in all capacities, and is driven by the EPS' vision, mission, and goals.

- Reporting for progress, implementation status, accountability, and other logistics will be made in partnership with the EPS Chief's Equity, Diversity, and Inclusion (EDI) Committee, Employee Resource Groups (ERGs), and the Equity, Inclusion, and Human Rights (EIHR) Branch.



1. Talent Recruitment, Promotion, and Retention

Goal: Seek, attract, and promote organizational diversity and inclusion of all employees

Examples:

- Recruit Selection Marketing Strategy
- Inclusive Promotions Process

Indicators of Progress

- Total number of applications received
- Employees report feelings of belonging, support, and employee satisfaction
- Representation of diversity within management and senior leadership
- Attrition rate of sworn and civilian employees
- Employee demographics are representative of Edmonton's diversity in all sections of the organization
- Proportion of sworn and civilian employees

2. Education, Training, and Allyship Development

Goal: Increase organizational understanding and practice of equity, diversity, and inclusion

Examples:

- Community Symposiums
- Interpreter & Translator Training

Indicators of Progress

- Number of training hours in EDI training courses
- Number of EDI training courses and learning opportunities offered
- Employees report feelings of belonging, support, and employee satisfaction
- Proportion of the service who has participated in EDI training courses
- EDI principles are embedded in training and course development, content, and delivery processes

3. Culture of Practice

Goal: Create avenues to promote implementation and sustainability of equity and inclusion initiatives

Examples:

- Inclusive Language Guide
- Pregnancy and Parental Leave Equity Review

Indicators of Progress

- Employees report feelings of belonging, support, and employee satisfaction
- Proportion of policies, procedures, and practices reviewed with a GBA+ lens
- Number of actions implemented from strategies identifying opportunities for EDI
- Total number of equity-related complaints
- Median time to address equity-related complaints

Next Steps

Upon approval of the EDI Framework:

- A formalized implementation plan will be created with measurements of success within each key area of focus
- Implementation plan to be reported back to the Commission
- Annual updates to Commission on status of implementation
- An external EDI audit is tentatively scheduled for 2024

THANK YOU

