



Ottawa Police Service Diversity Audit

November 20 2019



Diversity Audit process

- Research team
- Scope of the Audit
- Methodologies used and work completed

Some key findings and recommendations





Graybridge Malkam Team

Consulting team with many years of experience in equity, diversity and inclusion; selected through an open bidding process

<ul style="list-style-type: none">• Diversity and inclusion-related reviews (40+)	<ul style="list-style-type: none">• Collaborative team with complementary skills
<ul style="list-style-type: none">• Deep subject matter expertise	<ul style="list-style-type: none">• Facilitating engagement and dialogue
<ul style="list-style-type: none">• Experience with public safety organizations	<ul style="list-style-type: none">• Advanced research, analysis and report writing





Diversity Audit: Overview

- Strengths, weaknesses, and gaps for achieving EDI goals
- Quantitative and qualitative methods to examine and review organizational culture – various aspects of diversity
- Benchmarks and best practices





Diversity Audit: Phases

Early consultation with key contacts helped to shape the methodology

Consolidate Existing Insights

- *Document review*
- *Consultations with 35+ key contacts*

OPS Member & Community Inputs

- *Community input sessions*
- *In-depth interviews with OPS members*

Reporting

- *Updates and validation*
- *Report findings*





Key Information Sources

Policy / process review

- Gender Audit
- 150+ OPS documents
- 50+ fact-finding interviews with OPS 'process owners' and stakeholders
- Best practices; GDIB benchmark assessment

Representation of diversity

- OPS Census 2012 and 2017

Community perspectives

- Outreach Liaison Team report; 2018 Public Research
- 11 community insight sessions with 85 participants
- Interviews

OPS member perspectives

- Employee engagement survey (n=1170); census (n=1381)
- 50 interviews





Acknowledgments

Thank you to

- Community networks
- Stakeholders
- OPS subject matter experts and senior leaders
- OPS members





Areas of “Vital Recommendations”

10 “vital recommendations” in 7 themes (Executive Summary)

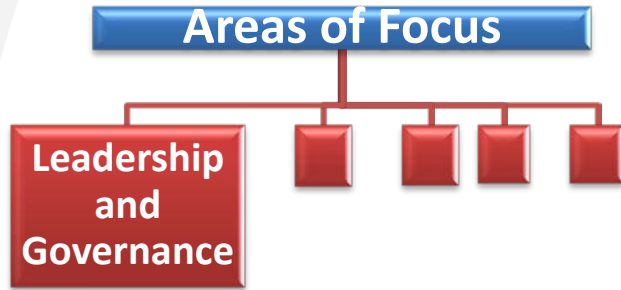
- Resolute leadership
- Inclusive hiring
- Inclusive careers
- Equitable workplace accommodation
- Psychological well-being
- Climate of openness and high standards
- Learning partnerships

IN TOTAL:
*97 targeted
recommended
actions within the
report*





Theme: Resolute Leadership



Key finding: Public commitment and OPS policies are strengths. They are weakened by inconsistent leadership and gaps in accountability.

- **Recommendation: *Resolute Leadership***

- OPS leaders must undertake an individual and collective commitment to provide consistent , visible leadership to EDI
 - High-impact and bold ‘intervention’ for senior OPS leaders
 - EDI accountabilities and performance objectives





Theme: Inclusive Hiring



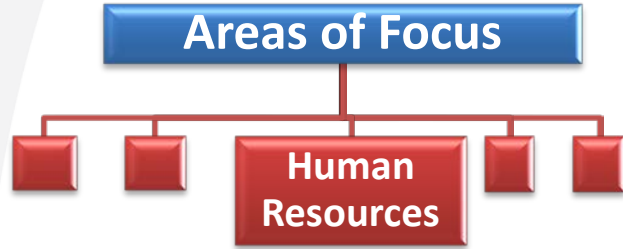
Key finding: Good efforts are under way to minimize barriers. Important concerns continue to exist in recruitment and hiring.

- **Recommendation: *Inclusive Hiring***
 - Immediate priority: overhaul the process for background checks
 - Explore and pilot innovative models for alternative entry paths





Theme: Inclusive Careers



Key finding: Good efforts are under way to minimize barriers to advancement. Results of unclear decision processes create ‘rumour and mistrust’.

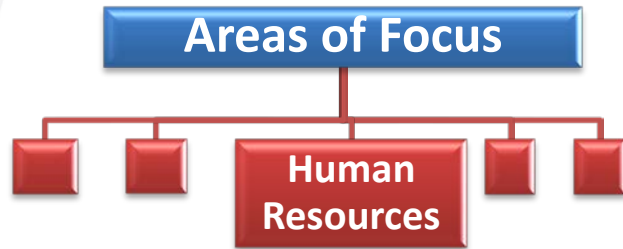
- **Recommendation: *Inclusive Careers***

- Redefine and modernize promotion criteria to explicitly value new skills.
- Formalize a career development program for members with diverse backgrounds.





Theme: Workplace Accommodation



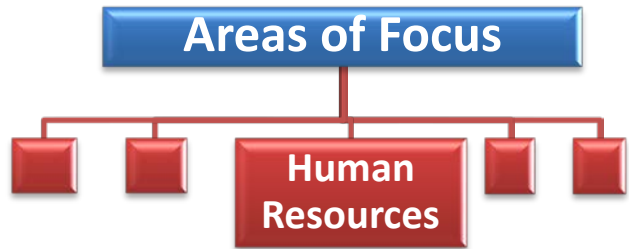
Key finding: There is poor understanding of ‘accommodation’; widespread doubts about the process; concerns about the impact. This is an area for immediate attention.

- **Recommendation: *Equitable workplace accommodation***
 - Overhaul and challenge the process of accommodating members who experience health-related restrictions. Innovative solutions; tough stands; assurance of dignity and empathy.





Theme: Psychological Well-being



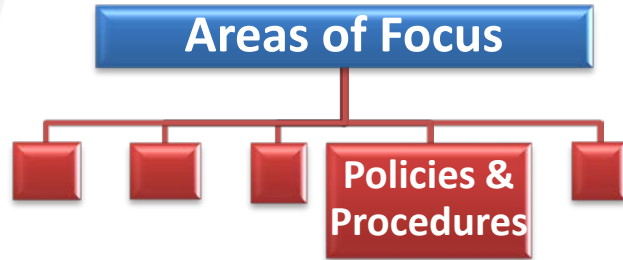
Key finding: Many health & wellness initiatives. Impact of absence is greater due to staff shortages. Psychological wellness is seen to be a root cause and critical issue.

- **Recommendation: *Psychological well-being***
 - Expand the use of successful prevention approaches; including EDI lens, timely support, balanced flexibility and reduced stigma.





Theme: Workplace Climate



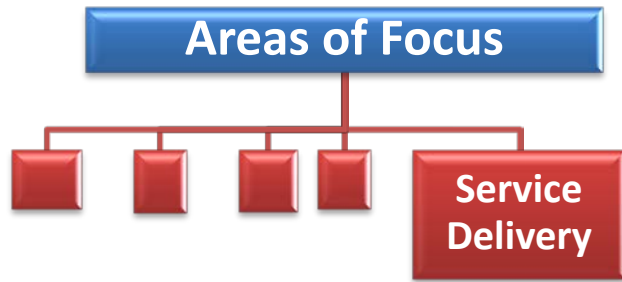
Key finding: Well designed programs. Training is in place. Gaps in day-to-day execution lead to negative experiences for many members from diverse backgrounds.

- **Recommendations: *Climate of openness and high standards***
 - Senior leadership should create a ‘culture of openness’ or ‘reflective practice’ for discussing difficult topics, challenging others’ thinking, and hearing feedback.
 - Equip supervisors with skills and willingness to call out and address poor performance.





Theme: Community engagement and partnerships



Key finding: Interest from many community groups. Frayed relationships lead to “Wait and see”. Challenged to find ways to meaningfully improve day-to-day experience.

- **Recommendation: *Learning partnerships***
 - Pilot partnership models with community groups and agencies to focus specifically on educating and skill-building for OPS members.





Conclusion

Many strengths in traditional policies and programs

Gaps in day-to-day execution and bold, innovative solutions

Signs of progress and positive momentum from “reactive” to “proactive”





Questions

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Thank you | Merci

