



# Ottawa Police Service Diversity Audit





# 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





# 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

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## Representation of diversity

- OPS Census 2012 and 2017

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## Community perspectives

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

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## OPS member perspectives

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





# Areas of “Vital Recommendations”

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

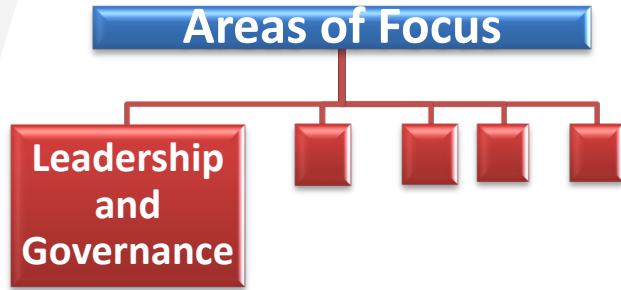
- Resolute leadership
- Inclusive hiring
- Inclusive careers
- Equitable workplace accommodation
- Psychological well-being
- Climate of openness and high standards
- Learning partnerships

***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.

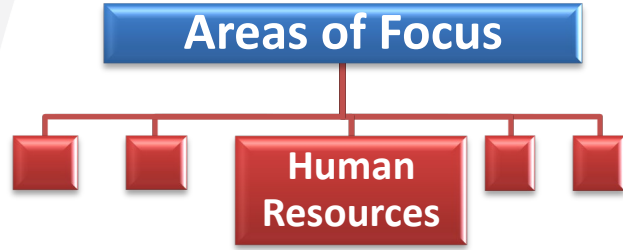
- **Recommendation: *Resolute Leadership***

- 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’.

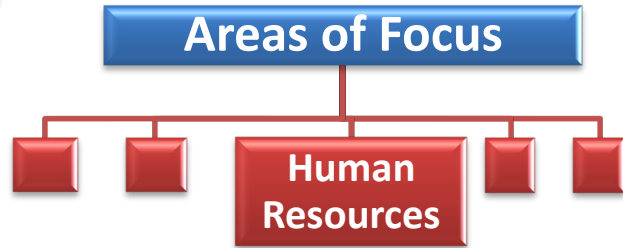
- **Recommendation: *Inclusive Careers***

- 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.

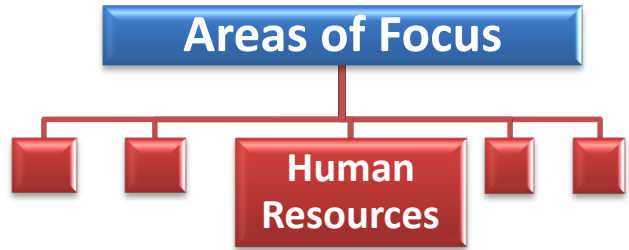
- **Recommendation: *Equitable workplace accommodation***
  - Overhaul and challenge the process of accommodating members who experience health-related restrictions. Innovative solutions; tough stands; assurance of dignity and empathy.







# Theme: Psychological Well-being



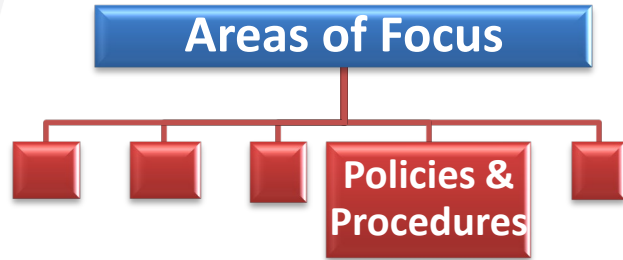
**Key finding:** Many health & wellness initiatives. Impact of absence is greater due to staff shortages. Psychological wellness is seen to be a root cause and critical issue.

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





# Theme: Workplace Climate



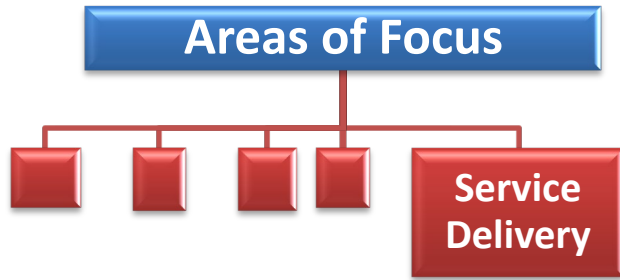
**Key finding:** Well designed programs. Training is in place. Gaps in day-to-day execution lead to negative experiences for many members from diverse backgrounds.

- **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”





# Thank you

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