



7- POINT PLAN FOR ACTION—GENDER EQUITY STRATEGIC DIRECTION FOR CALGARY POLICE SERVICE

As part of the Commission's civilian oversight and governance role, we are focused on preserving the integrity of the Calgary Police Service and seeing that CPS upholds the trust and confidence from the community.

Our priority is to oversee the reforms underway at CPS to create an inclusive workplace with fair opportunities- one that is free of discrimination and reprisal. Achieving a **respectful, healthy workplace culture** also involves ensuring that CPS reflects the diversity of our community. All groups, regardless of gender, culture, sexual orientation, or age, must be well represented at CPS.

Our immediate focus is overseeing the reforms around gender equity, which involves ensuring that women and men are able to access and enjoy the same rewards, resources and opportunities. It is our responsibility to support progressive leadership at CPS, and to ensure that CPS has effective policies, procedures, and reporting practices in place.

We have outlined our priorities below with the expectation that these steps will help to:

- Remove the barriers to the full and equal participation in the workforce for both sworn and civilian members,
- Address discrimination on the basis of gender, particularly in relation to family responsibilities, and,
- Create the conditions where members, regardless of gender, have access to all ranks and leadership roles.

We expect CPS will report to the Commission on the priorities outlined in this document, provide an estimated target for completion of each item, and ensure adequate budget is allocated to address these priorities.

Address personal concerns and specific allegations

1. The Commission will work with CPS to establish an independent third party advocate to assist staff in reporting and addressing concerns in a confidential and/or anonymous manner.

Address systemic issues by considering the following actions:

2. Retain external expertise to address the recommendations outlined in the 2013 workplace review, including a process for meaningful audit and reporting. Provide report and recommendations to CPS and the Commission.

Examine, and report to the Commission, on the progress CPS is making in relation to:

3. Conducting a workforce census and analyzing data collected to determine the representation of employees protected by grounds of sex, family status, or both, at all levels and ranks.
4. Reviewing all written and unwritten promotion and job placement policies, practices and procedures to ensure that they do not discriminate on the basis of sex and/or family status.
5. Assessing whether perceived or actual gender bias, maternity, and parental leaves or family caregiving responsibilities may be impacting women's access to advancement opportunities.
6. Revising promotion and job placement policies, practices, and procedures and human rights accommodation policy to address sex and family status discrimination and accommodation. Include an update on the status of the flexible work policy.
7. Providing training to employees, in consultation with the Calgary Police Association, on the promotion and job placement policies, practices, and procedures, and human rights accommodation policy.

While the scope of this document is limited to gender equity, we know there is more work to do. Cultural change does not happen overnight. Building an inclusive workplace involves fostering the development of high professional standards that demonstrate the values of the organization.