


CITY OF CALGARY  
**RECEIVED**  
IN COUNCIL CHAMBER

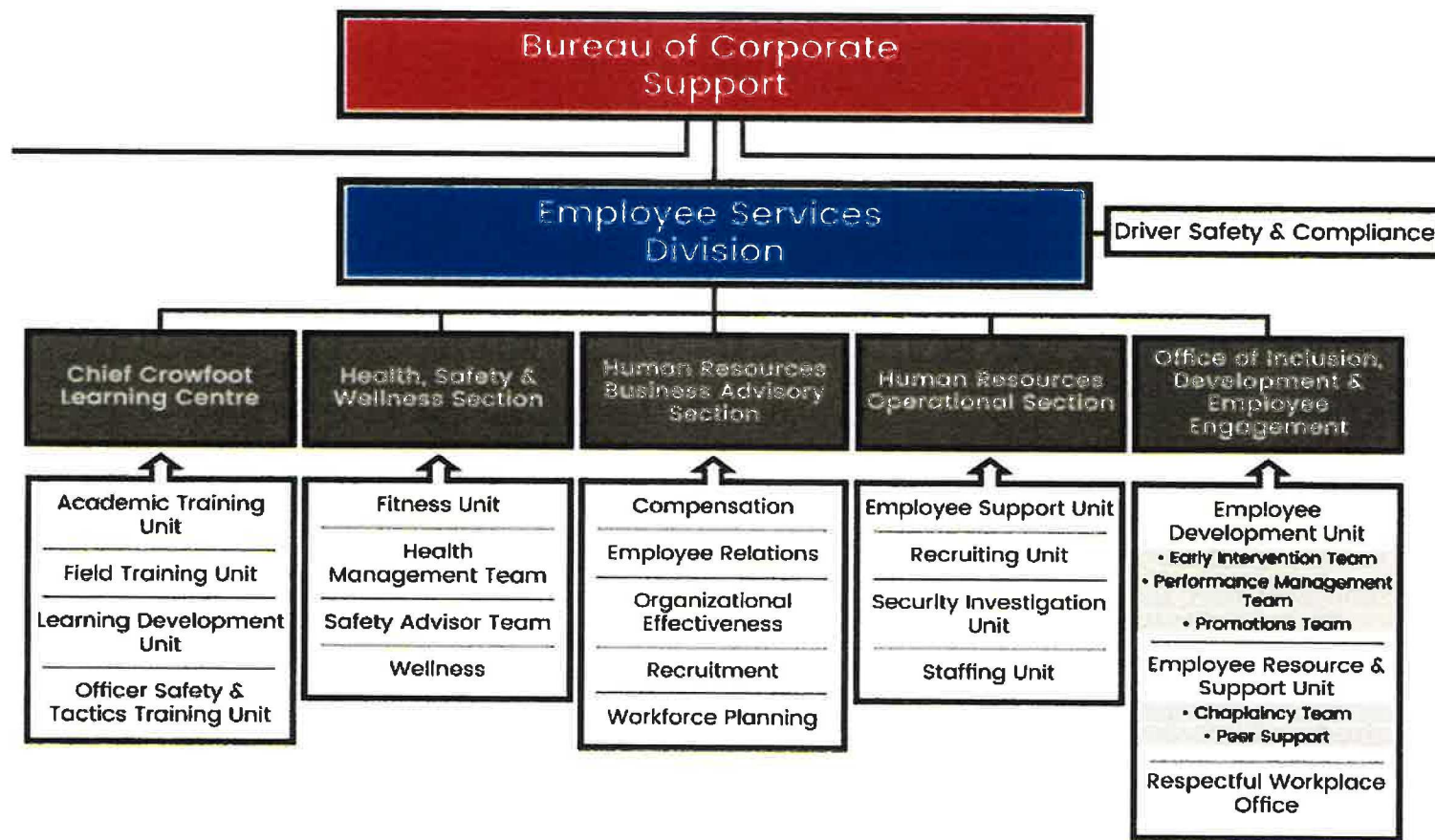
DEC 19 2016

ITEM: 10.6 Distribution  
C2016-0959  
CITY CLERK'S DEPARTMENT



# REPORT TO CALGARY CITY COUNCIL DECEMBER 19, 2016

# EMPLOYEE SERVICES DIVISION



# ADDRESSING WORKPLACE RESPECT CONCERNS

## Mechanisms to report concerns

- Professional Standards Section
- Calgary Police Commission
- Union Representatives:
  - Calgary Police Association
  - CUPE Local 37 / 38
- Human Resources (sworn & civilian)
- Direct Supervisor
- Respectful Workplace Office
- Peer to Peer
- Human Rights Tribunal

## Supports available to employees

- Peer Support
- Chaplaincy Program
- Psychological Services
- Human Resources (sworn & civilian)
- Health, Safety & Wellness Programs
  - Array of wellness resources and training, including R2MR, which supports and builds resiliency
- Homewood Health





# EMPLOYEE SERVICES WORK TO DATE

## TIMELINE

**2009**

Report engaged employees to envision characteristics of a respectful workplace

**2010**

Respect Matters policy, training & program developed

**2013**

Workplace Review — focus on practices & processes in the HR Section. Employee feedback gathered including ideas for improvement

**2014**

- Promotion Process Review
- Leave Coordinator hired
- Development of Flexible Work Program
- University of Calgary partnership on Cultural Change & Gender Diversity in the Workplace
- First Gender Perception Survey
- Creation of Office of Inclusion Development & Employee Engagement

**2015**

- Hired an additional civilian HR consultant — supporting HR leadership
- Unconscious Bias Training for promotion boards, competition boards & recruiters
- Second Gender Perception Survey

**2016**

- Hiring of Respectful Workplace Advisor
- Senior leadership participation the Alberta Women in Policing Group
- Catalyst Member — best practices & resources
- Third Gender Perception Survey later this year
- Hiring Employee Engagement Specialist



# EMPLOYEE SERVICES WORK TO DATE

## RECRUITMENT EFFORTS

- Initiatives focus on not just diversity in gender, but a workforce that represents the community we serve
- Women in Policing conferences — 2012 & 2015
- Fitness & health programs to assist applicants
- Mentorship from female officers
- Cadet Programs & YouthLink
- Best practices & consultation with Alberta law enforcement agencies
- Development of online application process

**83%** increase in  
female officers  
from 2006-2016

---



# EMPLOYEE SERVICES WORK TO DATE

## PROMOTION PROCESS

- Ensuring diversity on promotion boards
- Independent monitor assigned to promotion boards
  - ensuring consistency & fairness in scoring
- Training on “Implicit Bias” for each board member
- Applying Diversity, Inclusion & Respect competencies
  - 1/3 of candidate’s overall promotion score attributed to diversity, inclusion & respect
  - Interview, Work History (Supervisor) & Peer/Subordinate Review



# EMPLOYEE SERVICES WORK TO DATE

## PERFORMANCE MANAGEMENT SYSTEM

- “Accountability through Engagement” — a key mandate of Chief Chaffin
- Assessment compliance rates on the rise

25% 2015

81% 2016

- Complete Review of the Performance Management System
  - Increase the discipline of performance management through Supervisory Training
  - Five step process
  - Setting expectations and goals
  - Establishing feedback norms





# EMPLOYEE SERVICES WORK TO DATE

## TRAINING & DEVELOPMENT

- Leadership Development Programs
- Supervisor Development Program
- Industry standard programs
- Catalyst group
- Health, Safety & Wellness
  - Road to Mental Readiness
  - Wellness Framework





# RESPECTFUL WORKPLACE OFFICE

## RECOMMENDATIONS UNDER REVIEW

- Direct report to Office of the Chief to enhance the level of independence
  - Confidentiality of the process
  - Increase employee confidence
  - Strengthen fairness & reduction of interferences (real or perceived)
  - Monthly & quarterly reporting to Chief & Calgary Police Commission
- Clarify purpose, scope & responsibilities of all work areas related to respect concerns
- Review resourcing & staffing
- Alignment & involvement with The City of Calgary Whistleblower Program



# OFFICE OF INCLUSION DEVELOPMENT & EMPLOYEE ENGAGEMENT

## VISION STATEMENT

Facilitating practices that empower all CPS employees to bring their best selves to a healthy & productive workplace.

Our Guiding Values are:

- Fairness
- Empowerment
- Collaboration
- Proactive
- Resilience
- Learning
- Self-awareness



# OFFICE OF INCLUSION DEVELOPMENT & EMPLOYEE ENGAGEMENT

## IMPLEMENTING THE VISION

- Increasing Awareness
- Facilitating Service-wide Discussions
- Affirming Inclusion
- Supporting under-represented groups
- Providing an integrated approach



# ACTION PLAN

## IMPLEMENTING THE VISION

- Undertake a CPS culture review with assistance from the University of Calgary
- Conduct a Workplace Census
- Engage a third party consultant to review all Human Resource policy, procedures & practice
- Continue partnership with University of Calgary & Gender@Work
- Continue ongoing work with Catalyst to identify best practices & training opportunities
- Continue evolving Respectful Workplace program & policy





# ACTION PLAN

## IMPLEMENTING THE VISION

- Examine the GBA + framework for possible implementation
- Undertake review of the Promotions Process
- Develop Diversity Recruiting Strategy
- Develop overall Employee Engagement Strategy
- Continue Police Act reforms to address bullying, harassment & discrimination
- Build an Accountability Strategy
- Continue to implement Flex-Work policy
- Increase & enhance training



# OFFICE OF INCLUSION, DEVELOPMENT & EMPLOYEE ENGAGEMENT

## 2016 ACCOMPLISHMENTS

presentations on impact of rumour & gossip in the workplace

unconscious bias competencies training

service-wide gender perception survey

Respectful Workplace Advisor hired

AACP - Standing Sub-Committee on Diversity & Inclusion

Catalyst member organization

performance management & assessment information sessions

re-design of Investigative Development Program

policy review

HR Consultant - Employee Engagement Specialist hired

one-on-one promotional coaching sessions

speaker series

suicide awareness conference

The City of Calgary Diversity & Inclusion Conference

psychological first aid training for Peer Support members

Respectful Workplace Office policy under final legal review

OIDE webiste

