

Diversity & Inclusion Plan

Regina Fire & Protective Services



REGINA

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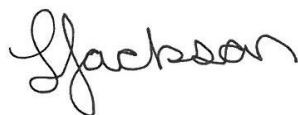
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DIVERSITY & INCLUSION MESSAGE FROM THE FIRE CHIEF

The City of Regina is committed to an inclusive and respectful workplace. Diversity is a key element in our Department for continual improvement. Investing in a diverse and inclusive workforce enables us to deliver better customer service, address challenges, enhance employee engagement and strengthen our ability to attract and retain talent. This plan will provide guidance towards updating our existing processes and aligning to best practices, while maintaining a high standard.

I would like to thank the Department Diversity and Inclusion Working Group for their commitment to this important work. They are dedicated to developing an organizational culture capable of attracting a talented workforce that is reflective of our growing and changing community. There will be many opportunities ahead to embrace an inclusive workforce that represents the people we serve.

A handwritten signature in black ink that reads "Jackson".

Layne Jackson
Fire Chief (Director)





Regina Professional Fire Fighters Association

MESSAGE FROM THE PRESIDENT, REGINA PROFESSIONAL FIRE FIGHTERS ASSOCIATION

October 15, 2021

Regina Professional Fire Fighters Association L181 is proud to work with Regina Fire & Protective Services to support initiatives developed by our own Diversity and Inclusion Working Group as they work to help members achieve that ideal within our fire department and community.

RPFFA is committed to promoting positive human relations in all aspects of the fire service. Every member of the association, regardless of race, color, creed, national origin, gender, sexual orientation or reason of disability, has the right to a safe and respectful workplace that fosters professional and personal balance.

Thank you to the Diversity and Inclusion Working Group and keep up the good work!

Sincerely,

Tyler Packham, President
RPFFA Local 181, IAFF

Tyler Packham • President
Aron Gidluck • Secretary
Tod Brown • 1st Vice President
Evan Chambers • Treasurer
Brian Seidlik • 2nd Vice President

EXECUTIVE SUMMARY

The case for workplace Diversity and Inclusion (D&I) goes far beyond social responsibility. It's not a fad, it continues to be a key focus for organizations, big and small, and has tangible and direct benefits. When you select employees from the largest and most diverse set of candidates you improve your odds of finding the best candidates. When your organization is known as respectful and inclusive, you naturally attract candidates with the right fit for the role. A diverse work force offers insights, experiences, and perspectives to meet the needs of a diverse community. Having more diverse voices in the room challenges everyone to think outside the box and come up with more creative ideas and problem solving.

The purpose of this plan is to highlight where we are as a department and an action plan with strategies (goals), tactics (objectives) and tasks and measurements to move us forward to a more Diverse and Inclusive workplace.

In researching other fire departments and other workplaces, there are some consistent messages and initiatives that have been successful and provide Nation-wide inclusion. This document is fluid leaving an opportunity to review, refresh and evaluate.

A video link regarding diversity and inclusion is provided below.

<https://www.youtube.com/watch?v=jD8tjhVO1Tc>

BUILDING THE D & I ARCHITECTURE: FIVE FUNDAMENTALS

1. Evidence Base

- Develop a deep understanding of the unique organizational needs and potential approaches – start with the “what” through measurement, then get the “why”

2. Champions

- Engage visible senior leadership commitment and council of champions at all levels.

3. Strategy

- Build the business case for D & I and align your D & I strategy with the overall business strategy.

4. Communication

- Use clear, effective communication around your D & I strategy and initiatives across all levels of the organization

5. Accountability

- Tie D & I outcomes to your organizations reward structure

PAINTING THE PICTURE OF DIVERSITY AND INCLUSION: WHAT IT IS, WHY WE NEED IT, SOME BACKGROUND AND HISTORY

There have been different movements in the past to “level the playing field” for visible minorities into underrepresented careers. There was Affirmative Action which still leaves some controversy in its wake. Employment Equity was used roughly for 20 years, to engage in more proactive employment practices for four designated groups: Females, Indigenous People, People Experiencing Disabilities and Visible Minorities. Statistics were used to see numbers of where an organization placed, but realized it’s not just the numbers, but the inclusion, the feeling of belonging was as important for retaining employees. Diversity and Inclusion has been the more encompassing phrase.

The civil rights movements during the sixties also played a huge role in the advancement of gender, class, and race equality. These moments in history helped lay the foundation for what would become the Employment Equity Act in 1986 (and later revised in 1995). The act is meant to encourage equal opportunities in the workplace for Females, Indigenous people, People Experiencing Disabilities and Visible Minorities. We've progressed from a time when policies on diversity, inclusion, and equality in the workplace didn't even exist to a time when these policies are important to a company's growth and success.

On December 14, 2017, our Regina Professional Fire Fighters Association Local 181 President, Kevin Tetlow, signed an agreement in the City of Regina Diversity and Inclusion Plan, stating that "The parties listed below recognize that the four groups designated by the Saskatchewan Human Rights Commission (Female, Indigenous People, Persons Experiencing Disabilities, and Visible Minorities) are currently under-represented in the work force of the City of Regina. It continues to say that "the parties are committed to working together in a manner that fosters fairness and equity; consistency of approach; mutual respect and dignity; open communication; and trust to participate in the development and implementation of a Diversity and Inclusion Strategy. Inclusion matters.

SUCCESSFUL TACTICS THAT HAVE MOVED INCLUSION FORWARD

- **Have successful true champions at the table, especially in senior roles**
- **Educate executives and providing them with "aha" moments**
- **Focus on the positive impacts of D & I as motivation for leadership and public perceptions**
- **Build corporate strategies for intentional talent management**
- **Implement both awareness efforts and strategies for action**
- **Reshape the dialogue around the "why" to move organizations beyond compliance and "box checking"**
- **Ensure it is not all about the numbers and that we are not conflating diversity with inclusion**

In Cincinnati, Ohio, the Fire Department and the Union are committed to ensuring that diversity is promoted, valued and supported within the Fire Department, as they believe there is a direct relationship between the human composition of these institutions and the attitudes and image regarding the City of Cincinnati. The City of Cincinnati and the Local Union recognize the intrinsic value and social benefit of racially and gender balanced public service and urge the continued commitment to pursuing this balance wherever possible.

Solving the issue of diversity doesn't guarantee an inclusive culture. Diversity is about whom you hire, but inclusiveness is about a work environment of trust and involvement.

The important thing to remember is that worthwhile change always takes time. “We’re talking about a cultural and societal change in many of these situations, so they don’t happen in a vacuum and they don’t happen in one day,” says Dr. Ron Ophir, assistant professor at the School of Human Resource Management at York University. When working towards positive change, all we can do is take it one victory at a time. “Diversity refers to the idea that we see real or perceived differences between people based on certain characteristics. They can be demographic characteristics, or they can be more functional. It’s very broad, while inclusion is about how different people feel that they belong, and whether they have a voice that is a full part of an organization.”

For the purposes of this report, we will use the terms “diversity and inclusion” (D & I) to mean different things. Many of the published articles and thought leadership pieces available to practitioners appear to treat the terms as synonymous. The distinctions between the terms, however, are substantial and important.

To connect a commitment to a more diverse workplace, an organization’s strategy requires a wide range of associated actions, systems and behaviors. Recruiting, interviewing, employee and manager training and education all must connect to support effective efforts to make a workplace more “diverse.”

Inclusion is a different concept, but it requires a similar strategic framing of the effort to succeed. As stated above, it’s possible to achieve diversity without achieving inclusion. Employees must believe they matter to leadership, and that requires a related but different set of actions, systems and behaviors. For instance, employees tend to be highly engaged when inclusiveness reaches them on two fundamental levels: employees need to believe that they matter as a person to leadership, and employees must believe that their opinions are heard and are important to management.

EQUITY (Inclusion)

What is the difference between the three images?



In the first image, three boys of different heights are standing on boxes of the same height to help them look over a wooden fence to watch a ball game, but the shortest boy cannot see over the fence. It is assumed that everyone will benefit from the same supports.



They are being treated equally.

In the second image, the tallest boy has no box, the second tallest boy has one box and the shortest boy has two boxes to stand on, so that they all can see over the fence at the same height. They are given different supports to make it possible for them to have equal access to the game.



They are being treated equitably.

In the third image, the fence has been changed to a see-through fence. All three can see the game without any supports or accommodations because the cause of the inequity was addressed.

The systemic barrier has been removed.

Equity is treating everyone fairly by acknowledging their unique situation and addressing systemic barriers. The aim of equity is to ensure that everyone has access to equal results and benefits.

DIVERSITY AND INCLUSION FRAMEWORKS FROM OTHER ORGANIZATIONS

International Association of Fire Fighters (IAFF)

The IAFF builds relationships in the community, sets up conflict resolution, expands involvement and opportunities for women and minorities to reduce barriers to involvement, and increases empowerment and interpersonal skills for everyone.

Canadian Association of Fire Chiefs

The Canadian Association of Fire Chiefs has three key priorities:

- 1) Mental Health
- 2) Prevention
- 3) Diversity and Inclusion

City of Regina

The City of Regina has a corporate four-year Diversity and Inclusion Plan with three main goals:

- 1) Representation
- 2) Inclusion
- 3) Education

City of Regina Diversity and Inclusion goals are:

- Reflect the cultural diversity of the community we serve
- Foster a workplace with an inclusive environment
- Educate employees about the value and importance of diversity and inclusion
-

The Directive from The Diversity and Inclusion Committee is to build relationships with organizations to remain competitive in our recruitment efforts and strengthen our ability to attract and retain talent.

	Totals	Female	Indigenous People	People Experiencing Disabilities	Visible Minorities
SHRC targets		47%	14%	22.2%	19%
Canada Census 2016 (Regina)	211,780	51%	10%	12%	19%
City of Regina Corporation Nov 2019	2823	27.8%	7.7%	6.3%	10.9%
RFPS Suppression and Rescue Nov 2019	253	.4%	7.5%	2%	1%
Department totals Nov 2019	301	6%	7.6%	2.7%	1.3%

SHRC – Saskatchewan Human Rights Commission

These statistics, as listed in the chart on the last page, indicate that RFPS employment diversity falls significantly below the SHRC targets and Regina census data, particularly for females.

United Kingdom Military

“As well as the clear moral case for action, the UK military supports diversity and inclusion as critical to its ability to safeguard the nation’s security, stability and prosperity. It further supports the notion that a diverse and inclusive organization is a stronger, healthier and more resilient organization, and defines its success as an organization as dependent on its ability to harness the diversity of thought, skills and talents within society. We will only meet current and future security challenges and threats if we draw on and encourage the different strengths and perspectives of Service personnel and civil servants throughout Defense.”

Secretary of State Gavin Williamson UK

“We have also removed historic institutional barriers to increasing diversity throughout the organization, such as opening all combat roles in the Armed Forces to women for the first time and changing legislation to enable more flexible working for Service Personnel.”

Nick Carter, Chief of Defense staff UK

Regina Fire & Protective Services is a paramilitary organization with many similarities in structure, culture and operations to military organizations. Much like military groups, fire departments have formed distinctive cultural characteristics as a direct result of the need for such teams to be prepared to perform high-risk, highly interdependent frontline operations:

“The military’s deliberately powerful socialization system and processes create and reinforce a “tight culture” in which in-groups undoubtedly develop. One of the intended consequences of these socializing influences is the development of the cohesive, highly motivated groups deemed necessary for group survival and successful missions. One unintended – often negative – result is the emergence of norms, values, and stereotypes that exclude the “not like us” groups. To some extent, the internal policy debates...revolve around how militaries might maintain an intentional socialization regime – to optimize “requisite” group characteristics – in a way that brings other social and cultural groups into the mainstream by incorporating essential aspects of them.”

1 Frankin Pinch, ed. et al., Challenge and Change in the Military: Gender and Diversity Issues, second printing (Winnipeg: Canadian Forces Leadership Institute, 2006),

Canadian Fire Departments

Saskatoon, Saskatchewan

In 2016, Saskatoon Fire Department's (SFD) Fire Chief Morgan Hackl approached the City of Saskatoon Diversity and Inclusion Coordinator. Together they developed a plan that started with a review of their recruitment and attraction process for unconscious bias, and outdated requirements for firefighting positions. They introduced diversity and inclusion training with Senior Leadership, the Officer Training Program, and firefighters in the stations. They felt education was the key to the changes they were proposing.

They developed an Information and Discussion Evening for Females, and the Saskatoon Fire Department Cadet Program. The Cadet Program is designed to bring together high school students from different backgrounds to learn about SFD and to learn many life skills needed to become career firefighters. **Edmonton, AB** also has a Cadet Program.

Surrey, British Columbia

For several decades, Surrey Fire Services has been involved in recruitment efforts to diversify its career firefighters. Unfortunately, these efforts were not reflected in the numbers successfully hired. They regrouped with the first step being a review of the environment in which they were operating and getting feedback from existing female firefighters. From the review, they determined their recruitment strategy as the following:

1. Promote career firefighting option for females earlier before they made career choices;
2. Provide more opportunities for women to explore firefighting as a career; and
3. Provide mentoring to assist females through the application process.

They developed a one-day workshop for women outlining the application process as well as the practical and physical components, with female firefighters on site to answer questions.

Calgary, Alberta

In 2015, the Calgary Fire Department felt that diversity was incredibly important in attracting and retaining high-quality employees and maintaining a cooperative and respectful workplace.

Diversity and inclusion was a high priority for the City of Calgary's management and business units. They recognized they hadn't been tracking diversity information for their employees. They started with a survey of all employees and the number one suggestion was an aggressive training program to promote an understanding of what diversity and inclusion means to the Department. They recognized they needed to be more pro-actively visible in the community to be effective with diverse groups

They hosted Female Information Nights. During the evening, they reviewed the application process and provided the opportunity to experience firefighter practical evolutions and speak with Calgary female firefighters. They also started a mentorship program partnering a new female recruit with another female in the first few months on the job.

Ottawa, Ontario

In 2013 The City of Ottawa made diversity and inclusion a high priority and developed the Equity and Inclusion Lens Handbook. From this Handbook, Ottawa Fire Services developed their own strategies. The Ottawa Fire Services embarked on a recruitment campaign designed to create a list of potential candidates that more accurately reflected their community. They expanded their recruitment into the City's ethnic communities and partnered with LASI (Local Agencies Serving Immigrants) and other agencies that deal directly with culturally diverse communities. Ottawa Fire Services has worked to increase the numbers of candidates applying from designated groups "(e.g. females, visible minorities, aboriginals, persons experiencing disabilities and gay, lesbian, bisexual and transgender)."

Ottawa Fire Services, in partnership with Fire Service Women Ontario, developed Camp Female Firefighters in Training (FFIT) program. This weeklong camp features auto extrication, high rise and aerial operations, search and rescue, and ends with fighting simulated fires. **Halifax Regional Fire Department** offers a similar camp called Camp Courage.

Richmond, British Columbia

There was a time when Richmond's fire department was mired in controversy after serious allegations of sexism and discrimination from women who walked off the job and even filed lawsuits. But now, it's become an industry leader in diversifying its workforce and adopting a ground-breaking approach to identifying top firefighting talent.

Richmond Fire Rescue radically changed its hiring practices. As a result, 17 per cent of new hires since 2007 are female and 27 per cent are visible minorities. When asked about the dark chapter in the Department's history, Fire Chief Wilkinson insisted there is zero tolerance for discrimination of any kind. He credited a mix of education and disciplinary action for the changes in atmosphere and attitude in his fire halls.

In 2019, *Canada's Best Diversity Employers*, recognized Ottawa, Saskatoon, Surrey, and Edmonton as four of seven municipalities for their exceptional workplace diversity and inclusiveness programs. The others recognized were Toronto, Vancouver, and the Regional Municipality of York.

The strategic goals cited by other fire department survey participants include the following:

- Train all employees and every level of leadership. The training that many people need will vary from person to person and organization to organization. An excellent place to start is with emotional intelligence (EQ). EQ is a program for increasing your emotional intelligence using the four core EQ skills – self-awareness, self-management, social awareness, and relationship management - to achieve your fullest potential. Improved mastery of this competency is possible, and improved mastery of EQ will improve a wide range of performance areas across your entire organization. Additionally, improved EQ can serve as a great starting point for true inclusiveness throughout your organization. Other topics could include “Unconscious Bias” training across your entire organization - along with manager and supervisory skills, listening skills, problem solving, and verbal communications.
- Focus on developing reliable data and systematic methods for collecting data. There are many outstanding solutions on the market that can assist with diversity and inclusion program collection and data analysis. For example, data that could be collected could be the following: the number of applications, percentage that are self-declared of our target group, and number of our target groups hired. The outcome of measuring a diversity and inclusion program will only be as accurate as the data being measured - so ensuring you have the right tools in place for this key step in the process is critical.

REGINA FIRE & PROTECTIVE SERVICES

History of the Diversity and Inclusion Working Group

- Formed with Senior Management and the Association -
April 2019
- First Meeting -
November 2019
- Research and analysis of data based on other Canadian Fire Departments and other organizations plans -
Begins March 2020
- Draft of Regina Fire & Protection Diversity and Inclusion Plan
Completed May 2020
- Plan adopted by Diversity & Inclusion Working Group -
March 2021

Diversity and Inclusion Goals

As a result of research into Regina's community demographics and successful diversity and inclusion initiatives from other organizations, the following four designated underrepresented groups are recommended as diversity target groups for hiring into Regina & Protective Services (RFPS) positions: Females, Indigenous People, Persons Experiencing Disabilities, and Visible Minorities

In addition, the primary perception among the community is that the members of Regina Fire & Protective Services fight fires. Yet, that is less than half of the service levels delivered by the Department to the community. As members of the Department increase the work being done to promote Diversity and Inclusion, they can also educate the public about the variety of services the Department provides in order to inform potential applicants about the variety and diversity of careers that are available.

Goals

1. RFPS' commitment to work towards a representative workforce reflecting the community we serve.
2. To have 25 more female candidates apply for firefighter positions by 2025.
3. To have 13 more Indigenous People candidates apply for firefighter positions by 2025.
4. To have 13 more Visible Minority candidates apply for firefighter positions by 2025.

Note: Female, Indigenous People and Visible Minorities are underrepresented in firefighter positions.

Note: All numbers are based on current recruiting statistics and information gathered by the Department D & I Committee.

Based on research, the following four objectives to meet the above goals have been identified and will be the foundation of the RFPS Action Plan: Strengthening Competencies, Enhancing Community Partnerships, Recruitment/Application/Retention, Collecting Information and Measuring Progress. Refer to the RFPS Action Plan pgs.18-24

1. Strengthen Competencies

Taking a collaborative approach with City of Regina Human Resources and RFPS Senior Leadership Team to strengthen the Department strategies for D & I, that are meaningful and respectful while not compromising performance standards of the department and its services.

2. Enhance Community Partnerships

Increase RFPS community presence to promote Diversity and Inclusion.

3. Recruitment/Application/Retention

Use effective methods to promote job opportunities within RFPS to attract diverse candidates. When the department integrates D & I in hiring practices and policies it increases diverse skills and perspectives in the workplace. An example of the Camp FIIT is in the link provided.

<https://www.youtube.com/watch?v=MV7GXOBzEnM>

4. Collection of Information and Measuring Progress

Using existing programs to develop a framework to measure the success of the RFPS D & I plan.

Training Opportunities

The following training opportunities are available to Committee Members and can be extended to the rest of the Department:

The Canadian Diversity Initiative

Online training courses:

- **Respect and Inclusion in the Workplace**
- **LGBT+ Diversity and Inclusion Training for Workplaces**
- **Canadian Indigenous Culture Training: The Truth and Reconciliation Edition**
- **Unconscious Bias**
- **Emotional Intelligence**

Canadian Centre for Diversity & Inclusion

Provides free webinars, articles, annual conference, YouTube videos, and other training opportunities.

University of Regina

- **Positive Space Workshop** through the University of Regina PRIDE. A five-hour session covering how and why to build positive and inclusive spaces for the LGBTQ+ community, sex and gender, sexuality and romantically, language and terminology, and working in solidarity with the LGBTQ+ community and ally ship.
- **Reconciliation – Colonialism 4 Seasons for Reconciliation**
Andrea Cazabon at the University of Regina

Private Consultants

- **Nancy Mark - Worldskills** (613)721-5135 SFD worked with Nancy to determine best training for their Department. She completed a Train the Trainer Program so they could continue training throughout the Department.
- **Intercultural Development Inventory**
- **Indigenous Awareness/Reconciliation Training- John Logimodiere**
This is a two-part training program. The first part focuses on Indigenous history and the second focused on reconciliation. (D & I Working group to be completed by June 2021)

City of Regina Diversity and Inclusion Advisory Group

- **Cultural Competency**
- **Diversity Training** – in process of being revamped

Existing Community Partnerships

Current RFPS Community Partnerships

Regina Fire & Protective Services currently provides several career-based opportunities for students to explore a possible career in the fire service. These opportunities are provided through both outreach initiatives and firefighter directed skills-building activities.

Campus Regina Public and Riffel High School Fire Science Class and Emergency Services Class

We provide in-class presentations: Public Education, Fire Investigation and Station crew Q & A. We host an interactive firefighting skills day at a Fire Station. We also participate in a tri-agency vehicle extrication demonstration at Riffel High school two times a year. These activities form the basis of a fire academy program.

Regina District Industry Education Council (RDIEC) – Effective long-term sustainable partnership between industry and education.

We have an interactive firefighting skills day at a Fire Station. In the past, we provided a full day of firefighting skills, public education, and special skills and demonstrations – a mini fire academy.

Stepping Stones - is a province wide career fair for High School Indigenous students.

We set up a booth and provide an interactive display that features a fire truck tour and gear used for students to put on as well as a competitive race to save Sparky the dog, and a demonstration provided by a specialty team. There were many females that were interested in trying on the gear and felt empowered “I could do this.”

Saskatchewan Polytechnic - two courses offered for females: Mind over Metal and Girl Exploring Trades and Technologies (GETT)

One female firefighter has attended these programs on her own time or if it worked when she was on shift. She presented a Fire Extinguisher Power Point and demonstration in Mind over Metal. She also did a PowerPoint Presentation from Public Education about our Department and spoke in GETT about being a female firefighter in an underrepresented occupation.

Business Professional Women Regina - Career Evening

Our two female firefighters have attended this evening event on their time and on shift. They present with EMS, RPS, RCMP, and Canadian Military.

National Indigenous People's Day

5. We have participated in this annual event with a fire truck and crew and interact with the families who attend.

*****A very important note to expanding or enhancing services within in our community is that we keep in mind sustainability. If we make a commitment, we need to honor that commitment, and an inherent***

expectation of continued programming.

Application and Hiring Process

Over the last six years, the Department has received on average 50 applications, demonstrating that our application pool is getting smaller. In the 1995 hiring, over 450 applications were received, at a time when candidates were trained by our Training Division. When we deepen our application pool, we will provide more opportunity to hire the best available candidates. Also, at the rate our community demographics are changing it would be beneficial to reach out to various groups to fill positions.

The RFPS Workforce Development Coordinator contacts applicants up to three times throughout the application process. She offers assistance if they are having problems understanding any part of the application process. She gives constant reminders regarding the next stage of the application process. She explains the physical process and suggests they attend the Human Performance Lab at the University of Regina if they want further training assistance. She also has joined the interview team. The Workplace Development Coordinator has the most insight to our candidates, having been through the process with them.

REGINA FIRE & PROTECTIVE SERVICES DIVERSITY AND INCLUSION ACTION PLAN

1) STRENGTHEN COMPETENCIES

Taking a collaborative approach with City of Regina Human Resources and RFPS Senior Leadership Team to strengthen the Department strategies for D & I, that are meaningful and respectful while not compromising performance standards of the department and its services.

- **Develop Communication strategies that support and promote Diversity and Inclusion in RFPS**
- **Provide ongoing learning opportunities for employees to ensure an understanding of working in a diverse and inclusive workplace**

ACTION	TASKS	TIMELINE	RESPONSIBILITY
Obtain endorsement of plan from Senior Leadership of RFPS	Present and walk through plan with Senior Leadership	Spring 2021	D & I Working Group
Obtain written message of support from the Fire Chief and Association President	Request and receive letters to be placed in D & I Plan	April 2020	D & I Working Group
Training for D & I Working Group	Prioritize available training opportunities	2021	D & I Working Group
Training for RFPS members Preparing the Department for diversity and accepting inclusion	Determine the applicable training and timing Find the appropriate trainer Develop ongoing key messages	2021 2021 2021	D & I Working Group
Prepare key messaging for roll out of the D & I program	Develop an internal communications strategy beginning with a memo that explains the rationale of the program, and an avenue to respond to employee concerns Presentation by committee members to employees (Focus Groups)	2021 2021	D & I Working Group with Senior Leadership
Investigate opportunities for Indigenous cultural learning and to understand and appreciate Indigenous peoples, histories, and cultures.	Develop a list of cultural awareness trainers in the community	2021	D & I Working Group
Review Accreditation D & I Recommendations	Research and develop strategies to accomplish goals	2021	D & I Working Group

Prepare D & I slide	To be used in Public Education presentations along with our presentation.	March 2021	Marianne
Develop Presentation for Recruits and OTP Program	To provide awareness at the beginning of your career and reinforce as we become officers in understanding their roles in D & I	Spring 2021	Marianne & James (Recruit) D & I working Group

2. ENHANCE COMMUNITY PARTNERSHIPS

Increase RFPS community presence to promote Diversity and Inclusion

- Collaborate with existing partnerships and develop new relationships to promote RFPS and the D & I program to targeted groups
- Identify opportunities for increased education and awareness for RFPS

ACTION	TASKS	TIMELINE	RESPONSIBILITY
Identify targeted community events for RFPS to attend	Tap into City of Regina D & I calendar Research and produce a calendar fitting our target groups	2021	D & I Working Group
Enhance Promotion of our department through social media	Have a regular twitter feed, and other social media to promote RFPS and D & I program Establish a public noticeboard to promote our relationships within the community Explore social media for events RFPS can attend as promotional opportunities Increase social media presence to align more closely with Regina Police Service social media presence Calendar promoting RFPS (research if viable)	2021 2021	FAST
Establish and maintain relationships with organizations that represent diverse groups e.g. Regina District Industrial Education Council (RDIEC), Saskatchewan Indian Institute of Technology (SIIT), Regina Open Door Society	Develop a list of organizations related to our target audiences Build relationships with targeted organizations and develop guiding principles for future engagement Pilot project of relationship building e.g. monthly visits with a crew	2021	D & I Working Group
Enhance relationships with four school divisions (Catholic, Public, Prairie Valley, and File Hills Qu'Appelle)	Develop a list of guidance counsellors to develop relationships to help target students who would be interested in firefighting. Make them aware of upcoming D & I projects. Reach out for projects (e.g. Riffel Emergency partnership)	April 2020 2021	Marianne
Attend career fairs	Make template for setting up career fairs	March 2020	Marianne

	Develop a poster promoting what we do and the diversity we support Build on the existing static display with Public Education	2021 2021	
Build on existing programs to enhance RFPS involvement	Campus Regina Public School Fire Science Class Contact with instructor of Fire Science class to negotiate partnering with program. For example, teaching Fire Behavior using our new prop. Having a crew work with the students throughout the program. Develop mentoring system for females, indigenous people, and visible minorities.	Fall 2021	DIWG
	Riffel High School Emergency Services class Contact the Instructor to negotiate partnering during fire classes.	Fall 2021	DIWG
	RDIEC Set up Fire Academy and have them attend	2021	DIWG
	Stepping Stones Promote our Fire Academy	2021	DIWG
	Saskatchewan Polytechnic- Mind over Matter and Girls Exploring Trades and Technologies (GETT) Continue to work on this project Due to COVID 19 the program is cancelled but requested an online information zoom class with RFPS, EMS and POLICE	June 2020 March 2021	Marianne
	National Indigenous Peoples Day Partner with organizing group to be more actively involved	June 2021	DIWG with D & I Coordinator
Build and maintain relationships with Female organizations	Identify and develop a listing of female organizations that we can build relationships and share information about our programs	April 2020	Marianne
Build and maintain relationships with Indigenous organizations	Identify, develop and implement an engagement plan to work with Indigenous Stakeholders in the community Identify opportunities to connect with Indigenous Elders and Traditional Knowledge Keepers (National Indigenous Fire Safety Council) (Saskatchewan Indian Institute of Technology)	Fall 2021	DIWG

Reflect on best practices and identify gaps and opportunities to support future inclusion of cultural considerations	Review existing relationships with Indigenous and cultural organizations and consider ways to strengthen these relationships or to develop and maintain new relationships	2021	DIWG
Develop Mentoring Program	Determine the logistics and build an outline for a mentorship program	Fall 2021	DIWG

3. RECRUITMENT/APPLICATION/RETENTION

Use effective methods to promote job opportunities within RFPS to attract diverse candidates. When the Department integrates Diversity and Inclusion in our hiring practices and policies, it increases diverse skills and perspectives in the workplace.

- Expand involvement and opportunities for Female, Indigenous people, and Visible Minorities potential candidates
- Reduce barriers for diverse populations to apply to RFPS

ACTION	TASKS	TIMELINE	RESPONSIBILITY
Revamp Department website to represent D & I and promote our department and the application process to the community	Research other Fire Department websites that have recruitment and application processes in place	2021	FAST
Develop an invitation for application/job bulletin that supports D & I	<p>Insert a departmental diversity and inclusion statement written in clear language to all job postings to visibly show the department supports diversity and inclusion</p> <p>Contact past applicants who have self-declared in the four identified groups and invite them to apply. Ask for feedback on how fluid was the application process</p>	<p>2021</p> <p>2021</p>	Human Resources and Workplace Development Coordinator
Use effective methods to promote job opportunities	Increase the methods used to promote job opportunities to a diverse population. We presently send out a bulletin to HR and we put an ad in the Leader Post	2021	DIWG and Workplace Development Coordinator
Review our recruitment and hiring processes	Evaluate our hiring processes for unconscious biases (judgements and behaviors towards other that we are not aware of)	Fall 2021	DIWG & WDC
Operational Ride a long	Check into legalities of conducting operational ride along with the applicants to firefighter positions.	2021	DIWG
Investigate policies that support Females, Indigenous People and Visible Minorities	<p>Develop a pregnancy and maternity policy</p> <p>Develop a policy that supports different cultural holidays</p>	2021	DIWG

Host focused recruitment events	Plan a female only information night that provides opportunity for women to explore a career in firefighting, ask questions about the application process and try physical aspects of firefighting testing in an inclusive environment Plan same event for Indigenous People and Visible Minorities	Fall 2021 2022	DIWG
Develop a tool to recruit females	Develop a power point presentation on Females in Firefighting targeting grades 7,8,9 in the school divisions Develop a calendar of events that will identify large groups of females to promote our department Target women's sport organizations to invite to Fire Academy	Fall 2021	DIWG
Develop a Fire Academy Day	Have strategic targeted planning for advertisement Host at the ETC Building on established programs – see community outreach background below	2022	DIWG
Develop a tri services D & I outreach event	Build relationships with EMS and POLICE to host an event	2021-22	DIWG

Community Outreach

We currently provide career-oriented community outreach in two streams:

Promotional Activities aimed at enhancing the relationship between Regina Fire & Protective Services, its members and the community we serve by attending events which allow our members to interact with Regina residents in order to promote the department and its services

Skills Training aimed at providing students with opportunities to learn about and practice skills specific to a career in firefighting. The current skills-based activities are offered to students from Campus Regina Public, Riffel Highschool, the RDIEC and the Mind Over Metal and the Girls Exploring Trades and Technologies programs at Saskatchewan Polytechnic. Together, these activities provide the basis for a day-long Fire Academy at the department's Education & Training Centre.

Augmented by a **Marketing Strategy** directed toward encouraging applications from the three identified target groups, namely Female, Indigenous people, and Visible Minority candidates, and a **Mentorship Strategy** designed to support and encourage candidates, a Regina Fire & Protective Services Fire Academy would be a key element in this plan's goal of increasing specific diversity among applicants to both the Fire Colleges and firefighter positions within the department.

4. COLLECTION OF INFORMATION AND MEASURING PROGRESS

Using existing programs to develop a framework to measure the success of the RFPS D & I plan.

- Define resources required to evaluate the actions of our D & I plan

ACTION	TASKS	TIMELINE	RESPONSIBILITY
Develop RFPS D & I Plan	Finalize D & I plan Meet bimonthly to provide updates and feedback Ensure everyone has an equal opportunity to be involved Implement the D& I plan	June 2020 Bimonthly Ongoing Ongoing	D & I Working Group
Support the Diversity and Inclusion Action Plan	Define resource needs for action plan development and implementation Define and develop systems to track, measure and report on action plan activities every four months Work with Workplace Development Coordinator to track applications and declared target groups	April 2020 2021	Marianne DIWG Workplace Development Coordinator
Collaborate with other fire departments that have successfully made D & I a priority and showed positive results	Make contact with other fire depts Maintain contact as their plans evolve to evaluate successes and lessons learned	April 2020 ongoing	Marianne
Review Action Plan	Review, refresh, update annually	ongoing	
Build relationship with Fire Colleges	Make contact with Fire Colleges and request opportunity to do presentations to promote RFPS	2021	DIWG
Report Action Plan achievements and challenges	Provide regular updates to Senior Leadership Team and Department Management and the Association Executive	ongoing	Chair of DIWG
Designate a D & I Coordinator	Have D & I Working group and Department Management choose a candidate to keep D & I initiatives on task	2021	DIWG and Department Management
Prepare a Business Plan	Prioritize action plan tasks and do cost breakdown	Spring 2021	DIWG
Process for keeping records of events	Determine what system would work best? FDM and how?	Spring 2021	DIWG
Process for events	Who will reach out? How many events? Process for platoons	Spring 2021	

