**Promotion Strategies Checklist**

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| **Considerations for promoting women within your fire service.** | |
| * Have you begun leadership training as a component of firefighter skills development rather than relying on ‘acting up’ on the job? |  |
| * Have your officers received team-building training as part of their leadership development training? |  |
| * Have your department members received communications, conflict resolution and anti-harassment training as part of their leadership development training? |  |
| * + Review and update anti-harassment training ensuring it addresses issues of gender inequality as well as racism, homophobia and transphobia. |  |
| * + Make harassment training more relevant to firefighting and done by firefighters in sessions that include leadership. |  |
| * + Address why certain behaviors and actions are harmful to individuals and the entire fire service. |  |
| * Have you offered your female employees networking opportunities to develop their skills? |  |
| * Has your fire service invested in its female employees through strong mentoring programs? |  |
| * Has your fire service provided female employees opportunities to network with other women outside your fire service? |  |
| * Has your fire service invested in its female employees through strong mentoring programs that don’t end at hiring or begin at promotion? |  |
| * Has your fire service ensured its mentoring program has been established with standards and criteria for mentees and mentors?   + Mentors must maintain confidentiality, exhibit trustworthy behavior, be effective communicators and listeners, and provide constructive feedback.   + Mentoring can be informal or formal, and your fire department may wish to enroll mentors in accredited mentor training programs. |  |
| * Has your fire service established onboarding programs to integrate new recruits into the workplace fire culture by providing the tools and information to become a productive member of the crew and department?   + Provide new recruits with an information on their rights, and responsibilities to the service and their community as well as information on harassment |  |
| * Has your fire serviced established an ongoing framework for reassessing promotional processes?   + Evolve assessment framework to predict leadership potential and future job performance   + Make promotional processes transparent and measurable (e.g knowledge, skills, abilities) that are standardized, objective, quantifiable, vetted, and will adhere to professional and legal standards.   + It is highly advisable that fire departments develop personnel assessment tools collaboratively with its human resources and legal divisions to ensure compliance with labour laws. |  |
| * Does your fire service require mandatory certification and higher-level educational qualifications for all senior leadership? |  |
| * Does your fire service clearly define succession planning and leadership programs and courses? |  |
| * Does your fire service provide increased support for Fire Service Women Ontario and other equity-focused organizations in the fire service? |  |
| * Does your fire service actively support research that helps to measure, understand, and address why women and members from other underrepresented groups fail to reach their potential or leave the fire service? |  |
| * Does your fire service understand, and make efforts to identify barriers that prevent women’s advancement in the fire service?   + Are women overlooked as mentees?   + Are women in your fire service promoted but not supported in these new positions?   + Do promoted women become targets of unfair criticism and prejudice? |  |
| * *List other benefits here* |  |
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| *COMMENTS: Use this space to include any findings or additional information to assist with developing your promotion strategy including training and development, and mentoring programs.* | |