**Steps to Creating Change:**

**Including Women in the Fire Service**

**Step 5 – Continuous Improvement**

## **The Final Step – Continuous Improvement**

Based on your Plan’s performance, improvement may be necessary and should be identified during the performance step.

## **Benchmark considerations:**

Again, these will be dependent on the objectives set in your plan, however they are useful when considering a plan forward and against any baseline data.

1. Lead. Lead by example, starting from the top (aka walk the talk)
2. Recruit. Ensure that firefighter recruitment processes and pathways are barrier free.
3. Hire. Ensure that hiring processes are fair, equitable, valid, and reliable.
4. Develop. Ensure all firefighters have equal access to training opportunities (e.g., work on a squad) and fire stations (e.g., are women only placed in stations where there are appropriate facilities?).
5. Identify. Recognize when an employee is affected by lack of diversity policies or programming and create an action plan to reach a solution.
6. Promote. Those who are promoted (especially at the senior management level) must hold the right competencies. Enable mechanisms to ensure there is a system to manage checks and balances. Invest in leadership training during the promotional process.
7. Accommodate. Have accommodation frameworks in place.
8. Uphold. Understand legislation and enforce legislation and follow best practices. Better yet: create even better practices to set the bar higher.
9. Educate. Provide training opportunities and programs in areas such as bias training, officer development (including conflict prevention and conflict resolution).

## **Plan Adjustment**

Once the Performance Analysis is complete, create a plan adjustment.

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| PERFORMANCE MEASUREMENT |
| Objectives | Traffic Light | Outcomes  |
| 1. Hire three (3) new firefighters; one (1) woman.
 |  | Hired (1) woman on Aug 15, 2022Did not hire any other new members |
| 1. Update diversion and inclusion policies …
 |  | Did not have resources |
| 1. Run a recruitment campaign …
 |  | Recruitment campaign initiated and run through the months of November and December of 2020. |
| CORE VALUES |  | 1 | 2 | 3 | Comments |
| People: |  |  | x |  | Policy and training require revision |
| Culture: |  | x |  |  | Increased positive feedback from community |
| Diversity:  |  | x |  |  | Hired 16 new members, of which ten (10) were from underrepresented groups |
| OVERALL RATION |  |  |
| 1 – Exceeds Expectations |  |
| 2 – Meets Expectations | X |
| 3 – Does Not Meet Expectations |  |
| PLAN ADJUSTMENT |
| 1. Evaluate selection process
 |  | Work with Leadership and HR to examine hiring policies / strategy to ensure targets met |
| 1. Prioritize policies to be updated
 |  | Create a comprehensive list of policies and identify which ones can be modified in 2020 |
| 1. Update recruitment campaign
 |  | Work with HR in directing other venues for recruitment campaigns |