



Anti-Racism Task Force

**Refining IRCC's Anti-Racism
Strategy**

EXCOM - January 19, 2022

Objectives

1. **Taking Stock:** On progress and common challenges faced by IRCC and the Federal Government of Canada.
2. **Where we want to go:** Position all IRCC sectors to strengthen and build on our Anti-Racism (AR) Strategy, including stakeholder engagement.
3. **Ministerial AR Reporting:** Update EXCOM members on the upcoming quarterly reporting.



Context

- In order to not lose momentum and harness the efforts made in the last year, the ARTF is guiding the department to strengthen and build on the current Anti-Racism strategy by June 2022.
- This comes at a time where new mandate letters are urging organizations to “continue to address the profound systemic inequities and disparities that remain present in the core fabric of our society including our core institution”.
- The Deputies and the Task Force have also aligned our efforts with other forward leaning departments including Department of National Defense (DND), Global Affairs Canada (GAC), and Department of Justice (DoJ). Through these engagements and the response to the Clerk’s Call to Action from all federal institutions, we have discussed the following:
 - Common themes and approaches that institutions have used
 - Key accomplishments by department
 - Proposed joint AR initiatives
 - Maturity models to track organizational progress (Annex B and C)

Taking Stock : Sample of AR Initiatives by Sector

Corporate Services

- CSS all-staff on “Turning White Fragility into White Humility”
- Mentorship/Sponsorship Plus Program
- New IRCC Representation Baselines
- McKinsey Leadership Development Program
- EX-01 Talent Bank

Strategic and Program Policy

- Research using race-based lens on the high human capital immigration model, programs and policies
- Disaggregated Data and Analytics Framework
- Racial Equity, Diversity Inclusion (REDI) assessment of the Citizenship Program

Settlement and Integration

- Data collection on racial composition of Service Provider Organization (SPO) boards and executives, and strengthened capacity building for racially and culturally competent service delivery in future
- Funding for anti-racism initiatives underway (e.g. SDI, Indigenous-newcomer relations), and guidance for projects (e.g. LIPs and RIFs) that anti-racism initiatives are acceptable within the scope of their existing work.
- Analysis of disaggregated race data on newcomer outcomes to help inform where service improvements may be needed.

Chief Financial Officer and Comptroller

- Diversity and inclusion requirements for procurement contracts, ex: Digital Platform Modernization
- External recruitment campaigns for Indigenous and racialized employees

Chief Information Officer and TDSS

- Participation in IT apprenticeship program working group to increase employment opportunities in IT for Indigenous Peoples
- New version of the Facial Recognition system algorithm to reduce recognition error rates across demographic groups
- Improvement of Canadian Immigration Biometric Identification System (CIBIDS) to reduce bias based on age, ethnicity, sex, etc.

Communications

- AR section in the Afternoon Wrap Newsletter and DEI content on Connexion
- AR surveys and focus groups results on Connexion.

Operations

- Monitor and report on the Service Delivery and EXCOM AR commitments
- Strategies to increase EE representation
- People management initiatives, including a career boot camp and “Joyful Conversation” program to help employees maintain their second language skills.

Taking Stock: Outside of IRCC

Government-Wide

(Responses to Clerk's Call to Action)

- Early to talk about results; responses to Clerk's Call to Action display momentum
- Enhanced Senior Management engagement with Diversity Employee Networks; in some cases additional funding
- Targeted recruitment initiatives to address gaps in representation
- Additional training: unconscious bias, creating safe spaces and anti-racism
- Set-up of new structures (approx. 20 anti-racism secretariats) or additional funding to existing structures
- New ADM Federal Advisory Committee on Disaggregated Data (chaired by StatsCan)

GAC, DND, DoJ, IRCC

(Common Initiatives)

- Development of an anti-racism framework which uses common approaches and targeted actions
- Establishment of new benchmarks for representation at all levels using Labour Market Availability
- Career Development (sponsorship, targeted recruitment) and Training Initiatives
- Partnerships: As a four department team, we act as a sounding board to central agencies and support other Anti-Racism Secretariats

Taking Stock: Common Challenges

Deeply engrained mindsets/socialization and power imbalances entrenched within the hierarchy challenges the Federal Public Service's ability to instill and reinforce anti-racism values.

Government-Wide

- Lack of institutional accountability and transparency
- Concerns of compliance with PS regulations and lack of disaggregated data leading to risk-aversion
- Organizational commitment/actions not permeating to working level employees leading to skepticism
- Lack of dedicated resources to do the work

GAC, DND, DoJ

- Push back due to legal & media risk on anti-racism work
- Difficulty measuring progress of anti-racism efforts (KPIs / some aspects are harder to measure)
- Lack of support for employees who have lived through trauma and for managers who need help navigating these issues

IRCC-specific

- Unevenness in the approach used to review policies and programs through an AR lens
- Unevenness in stakeholder engagement / resource capacity
- Constant shift of departmental priorities (Afghanistan, COVID, 401K) challenging the pace of change in integrating anti-racism
- Data gaps (collection of disaggregated data, including race-based data) and alignment with inter-departmental committee work chaired by Statistics Canada

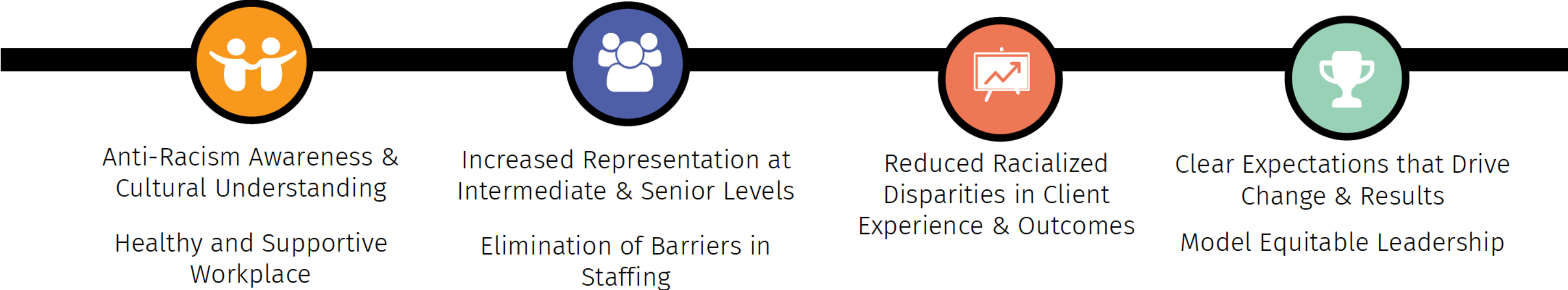
Our Current Anti-Racism Strategy

Objectives:



*We need **diverse** perspectives to create a **strategy** and **action plan** that is responsive to our deficiencies, embraced by our employees, & leads to sustainable **change & results**.*

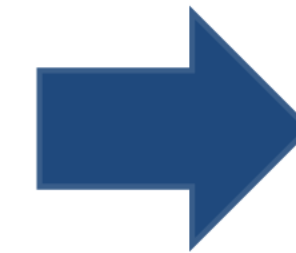
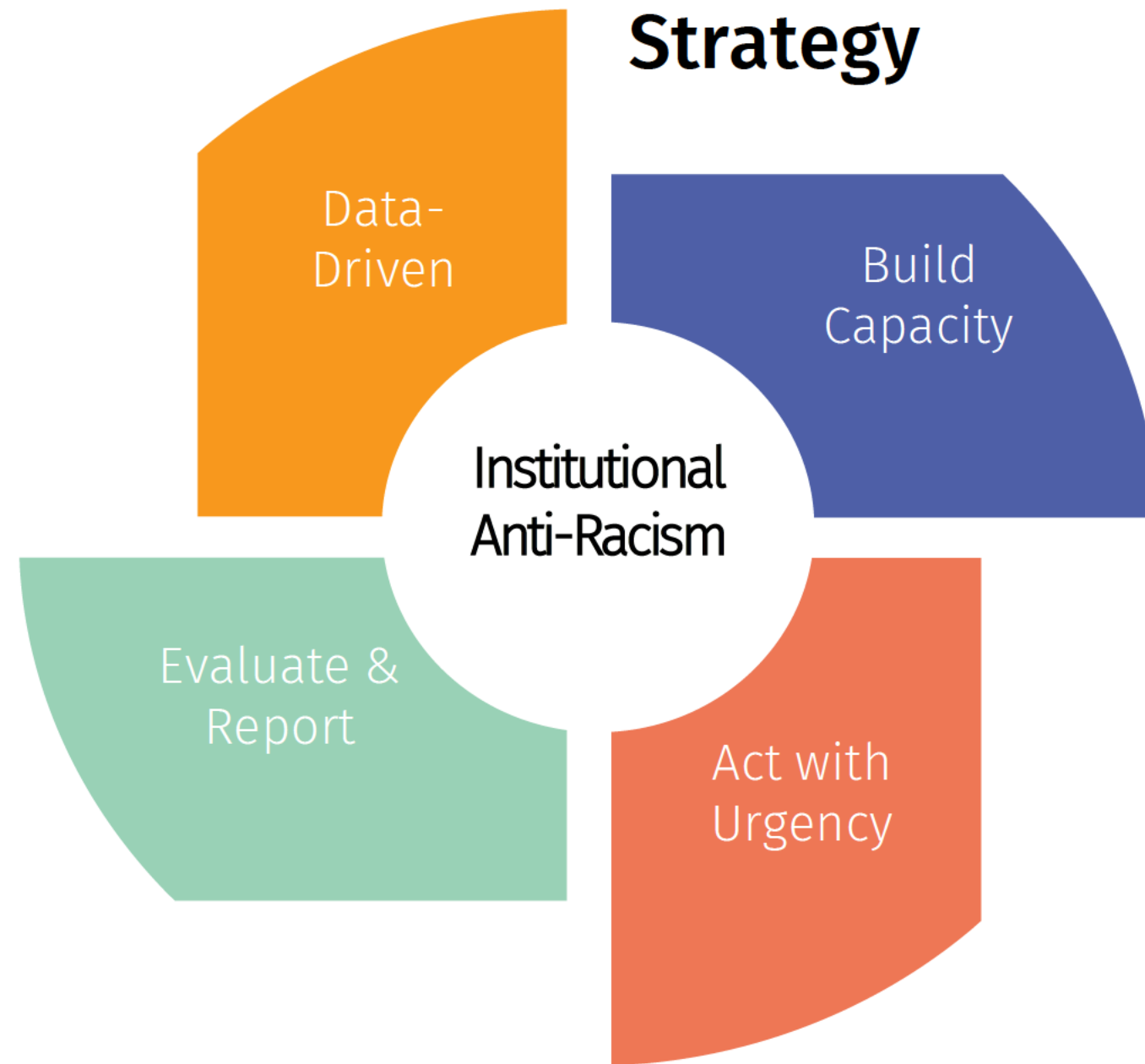
Outcomes:



Anti-Racism (AR) Strategy and Action Plan

“It is essential that Canadians in every region of the country see themselves reflected in our Government’s priorities and our work. As Minister, I expect you to include and collaborate with various communities, and actively seek out and incorporate in your work, the diverse views of Canadians.”

- IRCC Mandate Letter (2021)



Action Plans



- Targets
- Actions
- Timelines
- Leads
- Indicators / Metrics
- Reporting
- Resource needs

Accountability
Change Management through Trust Building
Invest Time & Resource

Proposed Outline for IRCC's AR Strategy

"We believe that addressing the legacy of racism requires sustained action, and is **every** employee's responsibility."

- IRCC's Commitment to Anti-Racism

Vision

- Anti-racist institution
- Racial equity for all: Indigenous, Black, and all racialized groups
- Deliver on IRCC mandate - "stronger Canada"

Premise

- Generational work
- Actions today will shape future immigration outcomes in Canada
- Equity: focus resources on most adversely impacted groups
- Intersectional

Scope / Focus

- Covers a 5-year period (capturing actions from 2021 to 2026)
- Both Internal (People Management) and External (Policy, Programs, Service Delivery)

Approach

- Systems change
- Multi-prong: top-down, middle, bottom-up
- Collaborative: eliminate silos
- Iterative: Start where we're at, reflect, learn & adjust as we go.
- Tailored: To the unique needs of various groups
- Be courageous. Build trust.
- Embed institutionally for real change over time.

Actions

- Past Examples: IRCC AR Value Statement, DM Commitments + PCO Letter, ADM/Sector Commitments
- Future Actions: Sector Action Plans

Accountability

- IRCC AR Results & Departmental Transparency Framework
- Logic Model & Key Performance Indicators
- Internal Audit

Inputs Needed to Refresh the AR Strategy

Results & Transparency Framework

- Embedding Anti-Racism in existing performance management tools (i.e. Departmental Plan, Departmental Results Report, Departmental Results Framework, MAF, PMAs, Audit Framework, Evaluations, etc.)
- IRCC AR Results & Departmental Transparency Framework (Logic model and KPIs)

Anti-Racism Task Force (ARTF) Recommendations

- Anti-Racism Advisory Board (internal to IRCC)
- ARTF Sub-Committees

Existing Examples

- Collab with other Federal AR Secretariats
- AR Strategies from other levels of government and other sectors

IRCC Sector Actions

- Anti-Racism Sector Commitments
- Sector Action Plans
- AR working groups with AR Sector Leads (TBD)

External Stakeholders

- Key NGOs
- Academics, Lawyers and Consultants
- Advisory Groups (i.e Youth Advisory Group)
- Clients

Internal Stakeholders

- Employee & DEI Networks
- Unions
- Business Lines



Employee Engagement
Make development process & product visible to all IRCC employees to build awareness, buy-in, adoption where each employee is motivated to take action to advance Department's AR goals

Proposed Timelines

*Additional checkpoints will be scheduled throughout this period

Road to a Stronger AR Strategy

**Phase 1:
Plan, Consult & Align
Feb 2022**

- Sectors and ARTF have engaged stakeholders on AR strategy and action plans
- Sectors have developed, socialized, and finalized action plans

**Phase 2:
Consolidate & Revise
April 2022**

- ARTF updates the strategy based on phase 1 inputs and with support from sectors
- Comms have polished the draft and provided visual design

**Phase 3:
Approvals and Release
June 2022**

- Governance: Strategy is approved by ARTF Advisory Board, DG Feeder Committees, Joint IMC-CFC, ADMOS & EXCOM
- Strategy 2.0 is published internally and externally

**Phase 4: Implement, Engage & Mid-Point Evaluation
June 2022 – July 2024**

- Sectors continue to implement action plans / engage stakeholders
- Sectors conduct / report on mid-point evaluation of the strategy
- ARTF off-ramps in 2024

**Phase 5:
Mainstream Anti-Racism
Jul 2024 – Mar 2026**

- Sectors conduct / report on end-point evaluation of the strategy
- Sectors create and continue to implement future iterations of the strategy
- Anti-Racism work is mainstreamed across IRCC

What do we need from you?

How will we support you?



- ADMs and their offices to work with their AR sector leads (Annex A) to finalize an Action Plan specific to their sector by **Feb 2022**. These must align to your [Anti-Racism Sector Commitments](#) and with each other's Plans.
- Identify critical internal and external stakeholders you need to engage to: (a) finalize your Action Plans by Feb 2022, and (b) as you implement yours in the next 5 years.
- The Action Plan must comprise of ongoing opportunities to engage internal and external stakeholders on IRCC's AR Strategy and Action Plans – this fulfills [our promise of transparency](#) and it is critical to maintaining trust.



- Primary role will be to knit all the pieces together in a comprehensive story
- Curate collaboration among Anti-Racism Sector Leads through regular meetings and informal interactions
- ARTF will provide customizable engagement tools to help Sectors and AR leads to prepare for internal/external outreach
- ARTF will lead a segment of internal engagements (i.e. DEI Employee Networks, Champions, Middle Managers, Functional Communities and National Unions)
- Share best practices from other government departments and other sectors
- Work areas of the department to put greater focus on measurement of progress

Upcoming Ministerial Reporting

Sectors will be asked to provide quarterly reports on actions to support Anti-Racism; current tracker is in development.

Ministerial and DM Reporting
Starting in February 2022

- Quarterly Tracker outlining top departmental actions to address systemic racism such as actions by sector, progress on representation at all levels / qualitative survey data when available
- ARTF and ADMs to continue regular reporting through bilats with DMs and Governance



Questions

1

- What areas of our proposed strategy do you see as the biggest challenge for the department and your sector?
- How can the ARTF and other sectors help you?

2

- What role should the Minister play to help the department listen and engage with external stakeholders?
- If so, what are the upcoming engagement touch-points that we can proactively use?

3

- Are we comfortable with the proposed timelines?

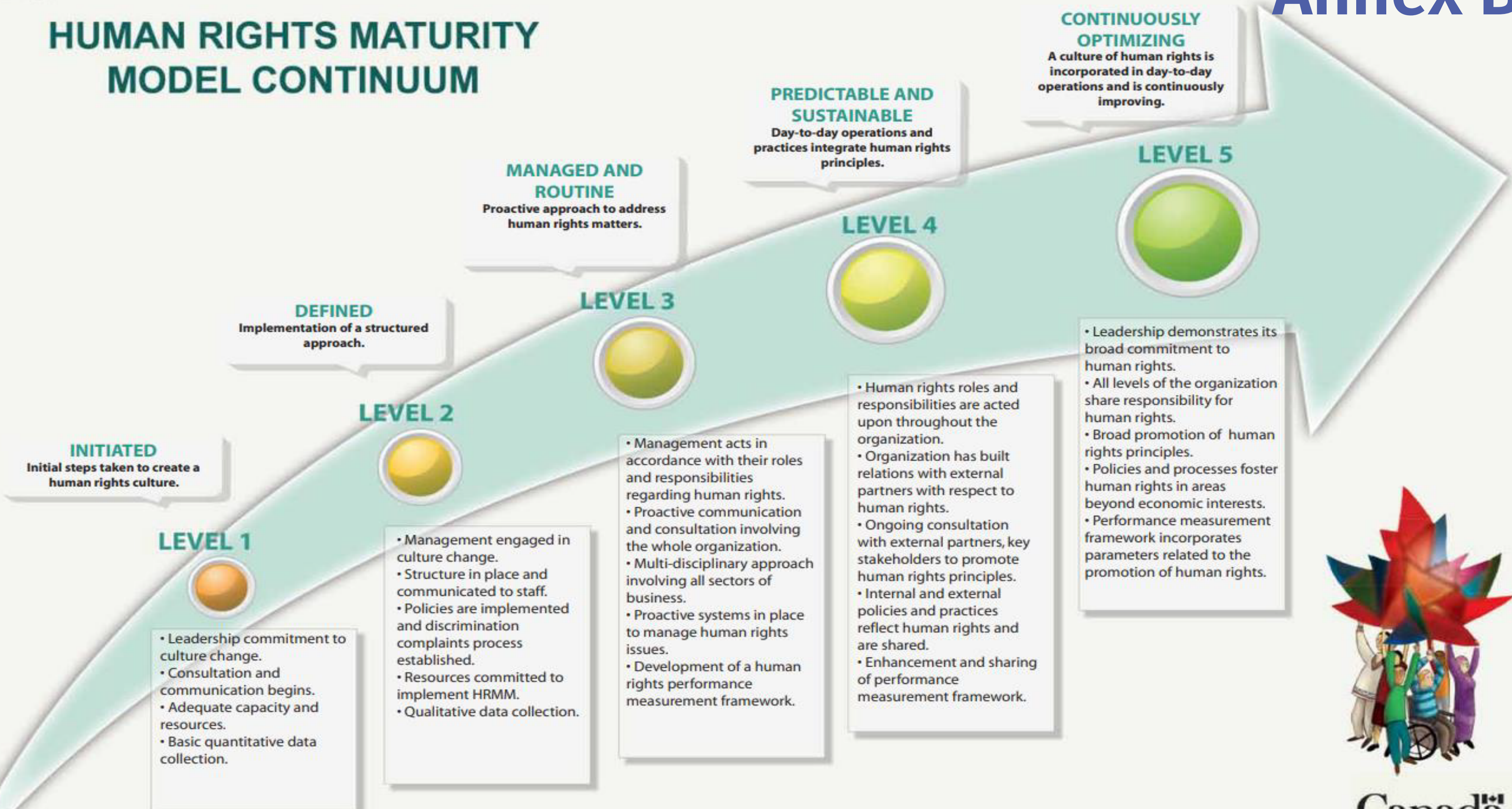
Annex A: Sector Leads

Sector	Sector AR Lead
CSS	[Redacted]
CIO and TDSS	
CFO and Comptroller General	
SIS	
SPP	
Operations	
DMO-COVID Reintegration	
DMO Communications	
DMO-Chief Audit Executive	
DMO Senior General Counsel	





HUMAN RIGHTS MATURITY MODEL CONTINUUM



Continuum on Becoming an Anti-Racist, Multicultural Institution

MONOCULTURAL		MULTICULTURAL		ANTI-RACIST		ANTI-RACIST MULTICULTURAL	
Racial and Cultural Differences Seen as Defects		Tolerant of Racial and Cultural Differences		Racial and Cultural Differences Seen as Assets			
<p>1. Exclusive A Segregated Institution</p> <ul style="list-style-type: none"> • Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos and Asian Americans • Intentionally and publicly enforces the racist status quo throughout institution • Institutionalization of racism includes formal policies and practices, teachings and decision-making on all levels • Usually has similar intentional policies and practices toward other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc. 	<p>2. Passive A “Club” Institution</p> <ul style="list-style-type: none"> • Tolerant of a limited number of People of Color with “proper” perspective and credentials • May still secretly limit or exclude People of Color in contradiction to public policies • Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings and decision-making on all levels of institutional life • Often declares, “We don’t have a problem.” 	<p>3. Symbolic Change A Multicultural Institution</p> <ul style="list-style-type: none"> • Makes official policy pronouncements regarding multicultural diversity • Sees itself as “non-racist” institution with open doors to People of Color • Carries out intentional inclusiveness efforts, recruiting “someone of color” on committees or office staff • Expanding view of diversity includes other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc. <p>But . . .</p> <ul style="list-style-type: none"> • “Not those who make waves” • Little or no contextual change in culture, policies and decision-making • Is still relatively unaware of continuing patterns of privilege, paternalism and control 	<p>4. Identity Change An Anti-Racist Institution</p> <ul style="list-style-type: none"> • Growing understanding of racism as barrier to effective diversity • Develops analysis of systemic racism • Sponsors programs of anti-racism training • New consciousness of institutionalized white power and privilege • Develops intentional identity as an “anti-racist” institution • Begins to develop accountability to racially oppressed communities • Increasing commitment to dismantle racism and eliminate inherent white advantage <p>But . . .</p> <ul style="list-style-type: none"> • Institutional structures and culture that maintain white power and privilege still intact and relatively untouched 	<p>5. Structural Change A Transforming Institution</p> <ul style="list-style-type: none"> • Commits to process of intentional institutional restructuring, based on anti-racist analysis and identity • Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles • Implements structures, policies and practices with inclusive decision-making and other forms of power sharing on all levels of the institution’s life and work • Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities • Anti-racist multicultural diversity becomes an institutionalized asset • Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments 	<p>6. Fully Inclusive A Transformed Institution in a Transformed Society</p> <ul style="list-style-type: none"> • Future vision of an institution and wider community that has overcome systemic racism • Institution’s life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices • Full participation in decisions that shape the institution, and inclusion of diverse cultures, lifestyles and interests • A sense of restored community and mutual caring • Allies with others in combating all forms of social oppression <p>© By Crossroads Ministry: Adapted from original concept by Baily Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding.</p>		

Annex D – Action Plan Template (with example)

Each sector would have a table specific to them

Commitment	Key Leads	Supporting Units	Initiatives	Timelines	Key Performance Indicators
1) Actively promote anti-racism, communicate expectations and outcomes to generate positive change in the culture of IRCC.	ARTF	IDOL BEN Comms ...	1. Black History Month, etc. 2. Trust Circles 3. Embedding Anti-Racism in existing performance management tools 4.	Phase 1: • Jan – March 2022: item 1 • March – June 2022: item 2 Phase 2: Phase 3 ...	1. Survey sentiment shifts 2. # of discrimination complaints/cases decreases 3. Career trajectory equalizes between groups 4. ...
2) Proactively engage in dialogue that normalizes discussions on racism and systemic barriers.
...