



# Anti-Racism Task Force

Evidence Supporting  
Results from Employee  
Anti-Racism Survey

April 28, 2021

# Peeling back the layers...

## Context

- IRCC Anti-Racism Employee Survey results completed in November 2020 highlighted major concerns primarily in areas related to:
  - **Limited Career Opportunities**
  - **Trust in Senior Management**
  - **Systemic Bias/Inclusivity**
- The survey also pointed out that Indigenous employees, racialized employees and other equity-seeking groups experience discrimination in the workplace – and that many non-employment equity employees are unaware or in denial.

## Purpose

- Today, we will **delve deeper into the issues** reported by IRCC employees in the Anti-Racism Survey.
- We will break down these issues by using the following **additional evidence**:
  - A range of people management data
  - A third party report from Pollara Strategic Insights – based on anonymous focus group discussions held in March 2021 with 55 IRCC employees.



Our efforts to **build a baseline** of where we are today and to **inform decision-making** for an equitable future

# In a nutshell, the evidence shows...



## Anti-Racism Survey

Main challenges:

- Limited career opportunities
- Systemic bias
- Trust in senior management

Racialized employees prefer strong measures to increase representation and address issues as they arise, while Non-racialized prefer education-based solutions

Disproportionate mental health impacts on racialized staff



## Employee Focus Group

Overwhelming responses of employees that believe racism exists across all of IRCC

Lots of concerns expressed about employee wellbeing & impacts on career development of Indigenous and racialized people

Challenges with our foreign operations: Few racialized staff as FS, often posted in developing regions, employees abroad feel there is no protection or process for them



## People Management Data

Strong evidence which validates issues raised in the survey and focus groups.

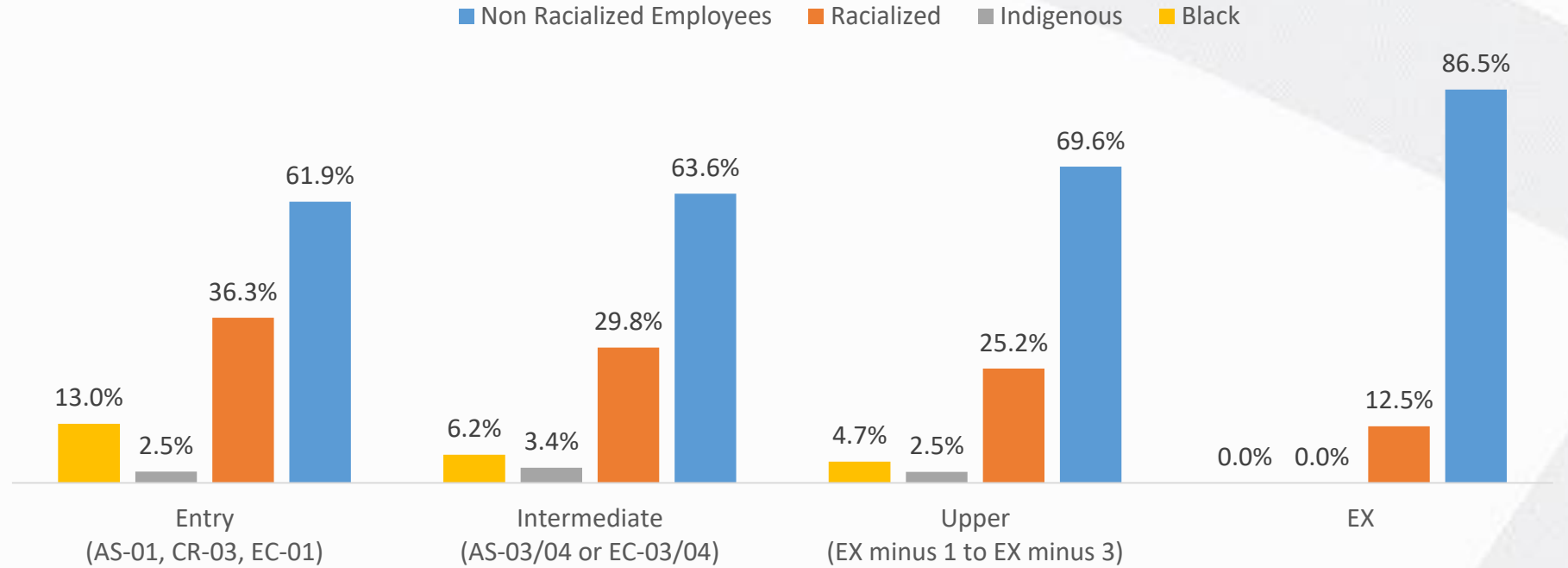
Racialized employees experience negative impacts from the beginning to end of their career. This is true for the majority of data indicators.

Language training does not appear to be a discriminating element to our workforce but perception of bias is present.

# Issue: Career Opportunities...

## Representation in the IRCC Ranks

### Representation (%) by Career Level



#### The trends above indicate:

- A very steep upwards trend of representation for non-racialized staff as this group progress from entry to EX roles.
- Black: **(-100%)** decrease from Entry to EX roles
- Racialized **(-65.6%)** decrease from Entry to EX roles
- Non-Racialized **(+39.7%)** increase from Entry to EX roles

**Note:** Data does not add up to 100% because the black group are also included in the racialized category.

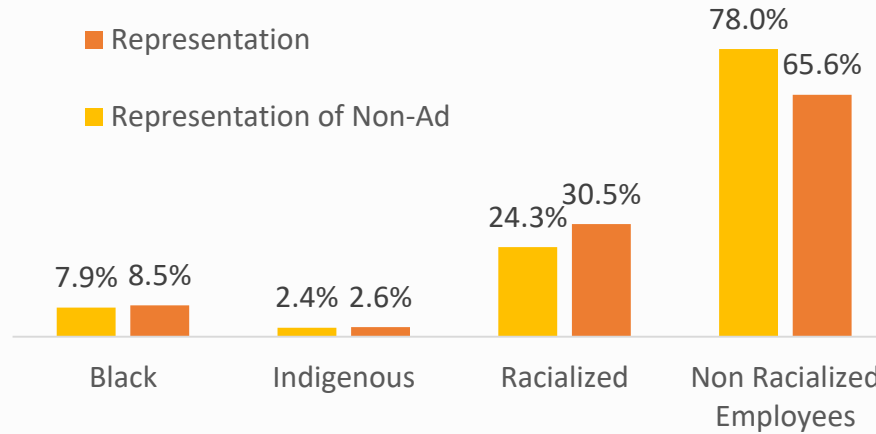
**Note:** Due to data privacy, we are unable to report data when the count in a group is < 5.

**Note:** Data as of June 2020

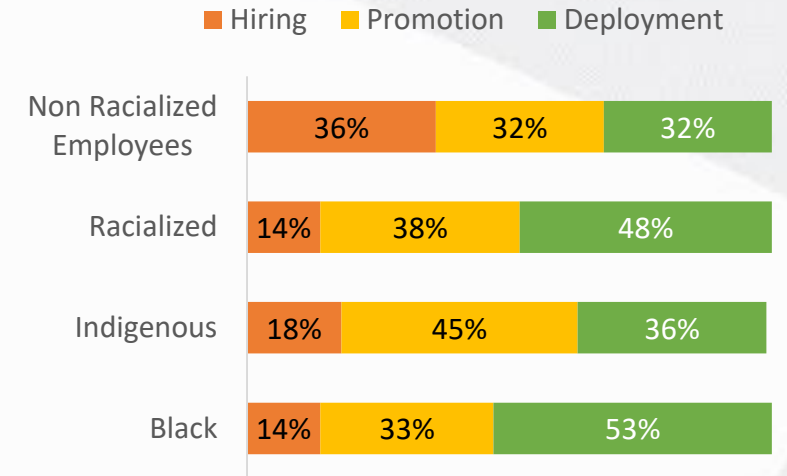
# Issue: Career Opportunities...

## Analysis of Hiring Mechanisms

### Proportion of Non-Advertised Appointments (%)



### Appointment Breakdown by Type



### The data above indicates:

- Non-racialized employees are the only group that have a higher representation of non-advertised appointments compared to their proportional level at IRCC
- Analyzing appointment breakdowns by type, we notice:
  - **Black and racialized** employees have the highest rate of **deployment at level**, compared to all other groups

**Note:** Data does not add up to 100% because the black group are also included in the racialized category.

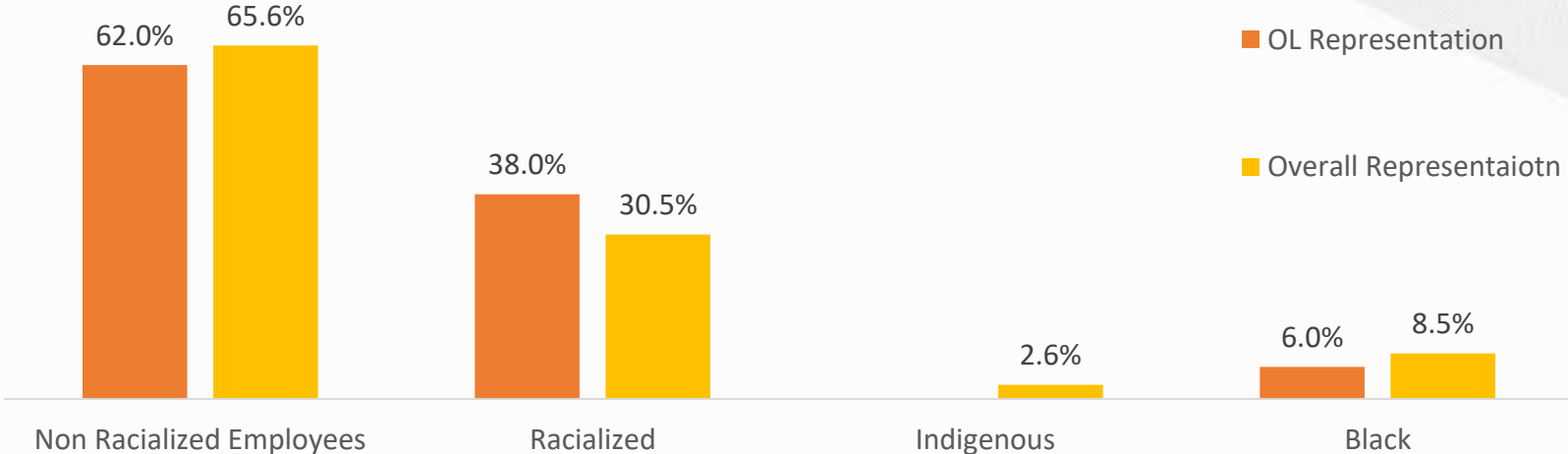
**Note:** Representation data as of June 2020

**Note:** Breakdown data from April 2012-June 2020

# Issue: Career Opportunities...

## Access to Language Training

### Proportion of Employees Received Language Training in Comparison to their Representation (%)



#### The data above indicates:

- No bias in IRCC’s model for providing language training to our staff.
- In fact, racialized employees have a slightly higher representation level when analyzed proportionally.
- Survey and Focus Group Results does point to a perception that access to language training is biased or that further analysis is required by Sector/Branch.

**Note:** Data does not add up to 100% because the black group are also included in the racialized category.

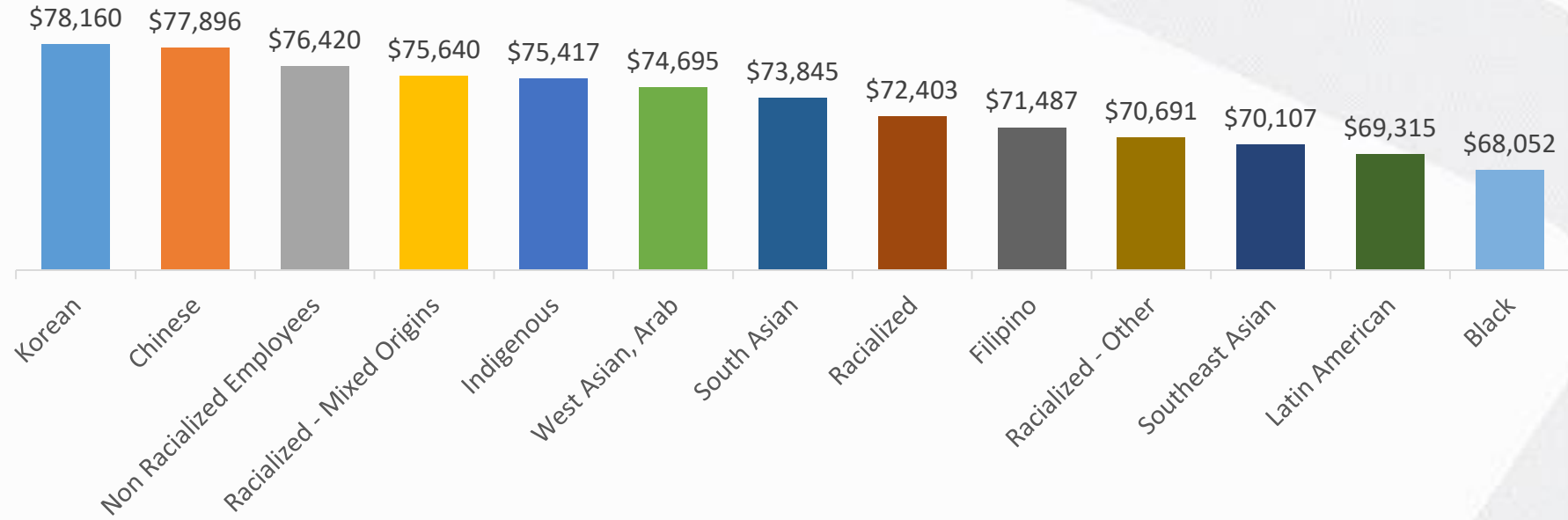
**Note:** Data from 2020/2021



# Issue: Systemic Bias...

## Earning Power

### Average Salary (\$) by Racial or Ethnic Group



- **The salary data above highlights:**

- Korean, Chinese & Non-Racialized employees make among the most salary earnings
- Black employees earn the least salary. This group makes \$0.89 per dollar compared to the Non-Racialized Group.
- This is quite striking due to the fact that black employees represent the largest sub-group within the racialized category. South Asians were the second largest group and make approximately \$5,800 more per year.

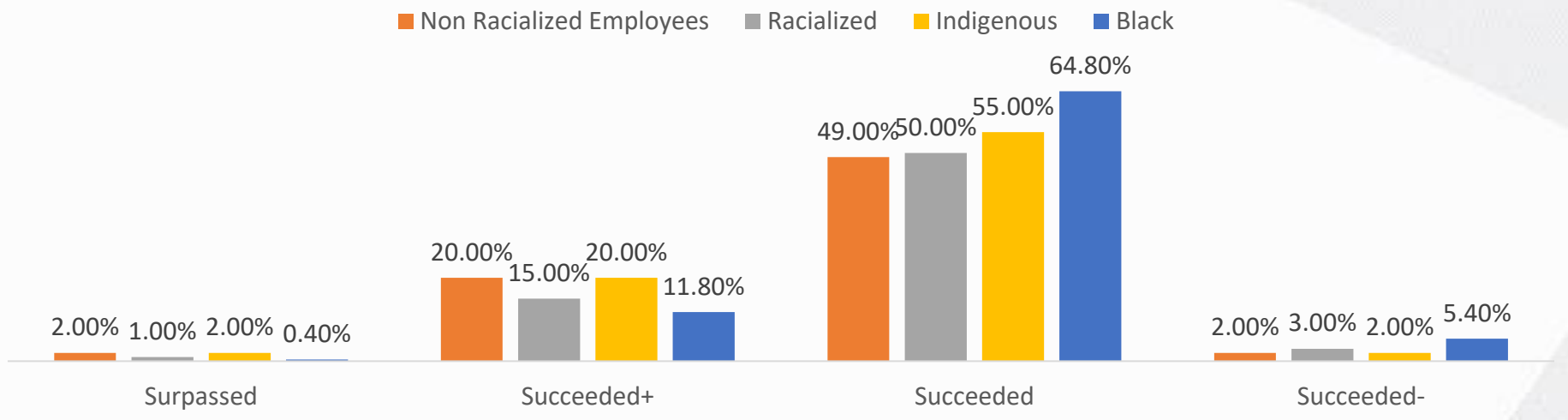
- **Department Average Salary:** \$75,170

**Note:** Data as of March 2021

# Issue: Systemic Bias...

## Performance Management

### Distribution of Performance Ratings



- **The performance management data above highlights:**
  - Black employees are **2.7 times** more likely to receive a “Succeeded-” than non-racialized employees.
  - Similarly black employees are **5 times** less likely to receive “Surpassed” than non-racialized employees

**Note:** Data from FY 2017-2020

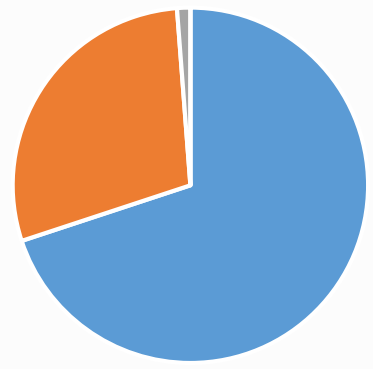


# Issue: Systemic Bias...

## Employment Tenure

### Black

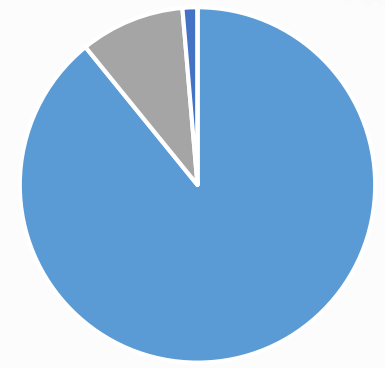
% by Employment Type



- Indeterminate (69.93%)
- Term (28.86%)
- Casual (1.21%)
- Other (0%)

### Indigenous

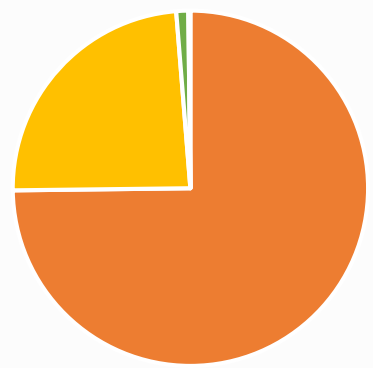
% by Employment Type



- Indeterminate (89.14%)
- Term (9.5%)
- Casual (1.36%)
- Other (0%)

### Racialized

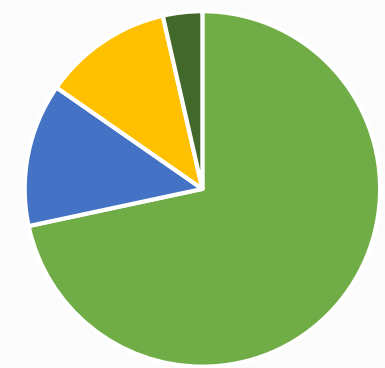
% by Employment Type



- Indeterminate (74.81%)
- Term (23.91%)
- Casual (1.09%)
- Other (0.19%)

### Non-Racialized

% by Employment Type



- Indeterminate (71.65%)
- Term (13.02%)
- Casual (11.75%)
- Other (3.58%)

**Note:** Data from February 12, 2021

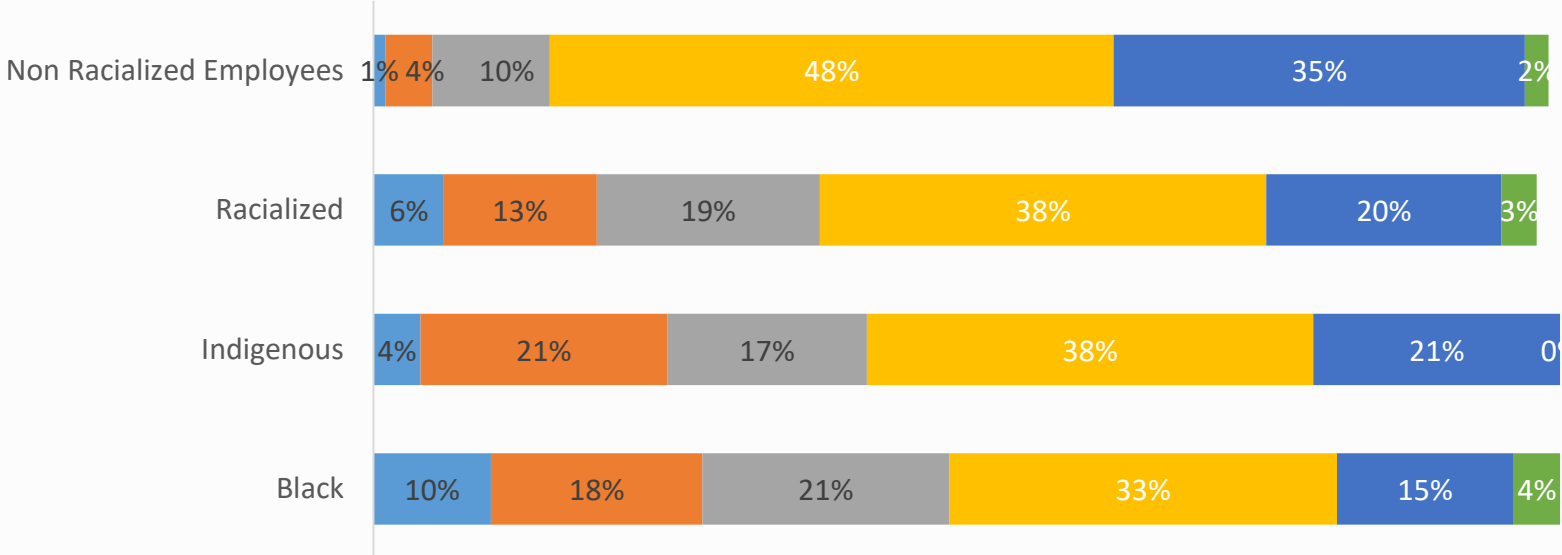
# Issue: Trust in Management

## How our staff feel..

### Anti-Racism Survey Question

I am confident in IRCC's leadership to create a workplace that is free of discrimination

Strongly Disagree Disagree Neutral Agree Strongly Agree Don't Know



- **The data above highlights:**
  - **Black** – 28% are not confident in senior leadership
  - **Racialized** – 19% are not confident in senior leadership
  - **Non-Racialized** – 5% are not confident in senior leadership

# Issue: Trust in Management

## What our staff have said...

### Employee Focus Group Results

#### Belief in the commitment to anti-racism?

- The **vast majority** of participants are skeptical.
- Lack of belief there is a real commitment at the ADM level.

#### Reasons for being skeptical:

- Racism and profiling are inherent in immigration policy
- This is a deeply rooted issue in our organizational culture.
- Resources and initiatives deployed so far are temporary, insufficient and very poorly funded.
- A lack of racial diversity in management, with no incentive to counter that
- Major issues with reporting racism
- High risk of reprisals

# Issue: Trust in Management

## What our staff have said...

### Employee Focus Group Results

#### How management handles racism in the workplace?

- Only 2 out of 60 participants mentioned positive examples

#### Reasons for being skeptical:

- The Office of Conflict Resolution has no power to act
- Lack of process or guidelines for management to deal with racism
- Management often reacts defensively
- Complainants are not given any feedback/closure on how the situation was dealt with
- Lack of consequences for racism or racist behaviour at IRCC.
- IRCC is an “old-boys network” with many “protected people”
- No one to turn to if the problem is with management

# Key Organizational Commitments



Deputy Minister

[DM Commitments on D&I](#)



Assistant Deputy Ministers

[Sector-Specific Commitments](#)



Anti-Racism Task Force

[Annual Work Plan](#)



“You can’t go back and change the beginning, but you can start where you are and change the ending”

– C.S. Lewis



Executives & Middle Managers

Action Plans



Employees

Working Groups / Initiating Actions

# 2021-22 Anti-Racism Task Force (ARTF) Priorities

## Priority 1: Leadership Development Initiatives

### Leadership at All Levels

- 1.1 AR Training for Middle Managers Pilot (with goal of having it transition to Learning Academy by 2022-2023)
- 1.2 AR Coaching for EX Pilot
- 1.3 Provide input to AR Learning Needs
- 1.4 Establish common definitions, shared understanding and shift in mindsets (i.e. Historical role in creating and maintaining racial inequities, difference between individual, institutional, and structural racism) through ARTF engagement, products and website
- 1.5 IRCC Systems Change Management Guide

## Priority 2: Strategy Development and Launch

### Community Engagement

- 2.1 Socialize strategies through DEI Employee networks, management teams, sector management, functional communities (PDN, MM, EXs) and Unions
- 2.2 AR Governance (AR Advisory Board / Sub-committees) to provide recommendations to Strategy
- 2.3 Internal Engagement with Business lines experts on AR Strategy
- 2.4 External Engagement via business lines experts on AR Strategy
- 2.5 Engagement with employees through DEI Departmental events calendar and Connexions
- 2.6 Launch 1<sup>st</sup> iteration of the Strategy

## Priority 3: Build IRCC Equity Infrastructure

### Infrastructure & Tools

- 3.1 Maturity of AR Governance (AR Advisory Board / Sub-committees) while IRCC boosts its capacity
- 3.2 AR as standing item / more visibility in existing governance bodies (i.e. Policy Committee, EXCOM, Senior Management Sector Meetings)
- 3.3 Establish AR Sector Leads Working Group
- 3.4 Map/engage grassroots AR working groups/committees
- 3.5 Influence investments (more employees) in key groups (GBA+, IDOL, OCR, Audit, Champions Secretariat, DEI Employee Networks)
- 3.6 Develop Prototype Racial Impact Assessment Tool (via AR sub-committees)
- 3.7 Customized AR Tools for IRCC (i.e. wheel of power) and repurposed tools on ARTF website

## Priority 4: Influence data systems within IRCC

### Data

- 4.1 Establish partnership with IRCC Data Centres
- 4.2 Influence IRCC Data Strategy Update and Data Standards
- 4.3 Conduct a baseline assessment of inequities in the workforce (2<sup>nd</sup> AR Survey, Focus groups, etc.)
- 4.4 Provide input to IRCC Audit Plan (Program Review with Racial Impact Assessment / Employment Systems Review)

## Priority 5: Establish Metrics to Measure Anti-Racism (AR) Strategy Outcomes

### Accountability Measures

- 5.1 Develop and Publish Anti-Racism Results framework (for IRCC AR Strategy and ARTF)
- 5.2 IRCC Workforce Equity Index
- 5.3 Provide input to methodology for development of workforce representation goals
- 5.4 Alignment with IRCC measurement/performance/ strategic planning frameworks (i.e PMA, Departmental Plan, [Departmental Results Framework \(DFR\)](#))
- 5.5 Influence the review of at least one Performance Information Profile (PIP) - Citizenship
- 5.6 First Annual Report on AR Strategy and Departmental Initiatives
- 5.7 Drive timelines for Sector Action Plans based on AR Sector Actions

# Annex A...Important Notes

## Breakdown of Career Levels

For the purpose of our analysis and to make the understanding simplistic, we categorized work classifications into 4 main categories.

### 1. EX and Equivalent:

- EX, DM, AS-08, CS-05, EC-08, MDMOF-02, MDMOF-03, MDMOF-04, and PM-07;

### 2. Upper Level

- EX minus 1: AS-07, CS-04, EC-07, FI-04, FS-04, IS-06, MDMOF-01, PE-06, PG-06, PM-06, and GT-08;
- EX minus 2: AS-06, CS-03, EC-06, FI-03, FS-03, IS-05, LS-05, PE-05, PG-05, PM-05, and GT-07;
- EX minus 3: AS-05, CS-02, EC-05, FI-02, FS-02, IS-04, LS-04, PE-04, PG-04, PM-04, and GT-06;

### 3. Intermediate:

- AS-03, AS-04, CS-01, EC-03, EC-04, FI-01, FS-01, GT-04, GT-05, IS-03, PE-03, PG-03 and PM-03;

### 4. Entry Level:

- AS-01, AS-02, CR-03, CR-04, CR-05, EC-01, EC-02, GT-01, GT-02, GT-03, IS-01, IS-02, PE-01, PE-02, PG-01, PG-02, PM-01, and PM-02.

## Language / Terminology Disclaimer:

- We understand that the phrasing, Black, Indigenous and/or racialized people, is not a perfect definition, just as the terminology of "BIPOC" doesn't show the individual attention that each group deserves.
- We recognize that language carries different meanings for people, and also that it evolves over time. Race is a social construct, it's a human-invented classification system, historically created to justify oppression and violence.
- As we focus on the big picture of addressing racism, we are currently following the language used by the Federal Anti-Racism secretariat. We invite you to look at the [Glossary of terms created by the Anti-Racism Allies Network](#) for more definitions that the Anti-Racism Task Force is using.

## Detailed Presentation:

- For a detailed analysis with more charts and slides, please review the full-deck attached here:
  - <http://gcdocs2.ci.gc.ca/otcs/cs.exe?func=ll&objaction=overview&objid=396016505>



# Annex B...Representation Table

	Non-Racialized	Indigenous	Racialized	Black	Chinese	Filipino	Japanese	Korean	Latin American	South Asian	Southeast Asian	West Asian, Arab
Entry	2,055	83	1,207	433	97	42	6	14	78	139	71	96
Intermediate	948	50	444	93	70	25	0	6	23	70	23	42
Upper	1,886	67	682	128	128	19	5	11	22	94	43	81
EX	180	<5	26	<5	<5	<5	<5	<5	5	7	<5	<5

**Note:** Data as of 2020-06-28 / Includes Indeterminate & Terms more than 3 months