

Annex B – Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service

BEST PRACTICES

Behavioural

Experimentation and feedback loop

- willingness to try, receive feedback and adjust to improve

Clear prioritization of anti-racism, equity and inclusion by senior management

- Leading open discussions, town halls, and engaging on equity issues in work and meetings

Encouraging participation in employee networks to bring new perspectives back to teams

Empowering employees to take action in their area of responsibility and rewarding positive behaviours

System

Building accountability frameworks

- Value Statement
- Commitments for each business area
- Performance management work objectives

Allocating dedicated resources to advance anti-racism, equity and inclusion efforts

- Anti-Racism Task Force
- Internal Communications

Developing data collection mechanisms and disaggregating available data

- Anti-Racism Survey
- Public Service Employee Survey
- Performance Management Ratings

Mindset

Deliberate awareness building through informal and formal learning (lived experience, data, historical knowledge)

- Town halls, panels, workshops

Creating spaces where employees can learn about and/or discuss systemic discrimination

CHALLENGES

(of the) Employee Networks

Limited inclusion of the networks in the design or implementation of actions

- Little or late consultation
- Perspectives not included at decision-making tables

Exclusion from the corporate structure

Limited support from senior management

- Volunteer-run on personal time
- Lacking financial support and dedicated resources

No widely-communicated strategic plan for reconciliation and accessibility plan underway

System

Majority of concrete actions are implemented by employee networks and teams with mandates focused on anti-racism, equity and inclusion

Business priorities impact time and capacity to engage on anti-racism, equity and inclusion

Undeveloped data mechanisms and constraints on use of data, ex. Disaggregated Human Resources Employment Equity data being shared with managers

Legislation is slow to change, and our interpreters of legislation can be slow to adapt

Marginal improvement in recruitment numbers

Human resources practices

Behavioural

Individuals and teams that don't take ownership of work to be done

Anti-racism is a competing priority rather than integral and natural part of the Department's work

Mindset

Apathy towards or hesitance to challenging and changing systems

Discomfort

Resistance