



Anti-Racism Task Force

IRCC Anti-Racism Task Force:
Ministerial Briefing
December 2, 2021



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

Canada

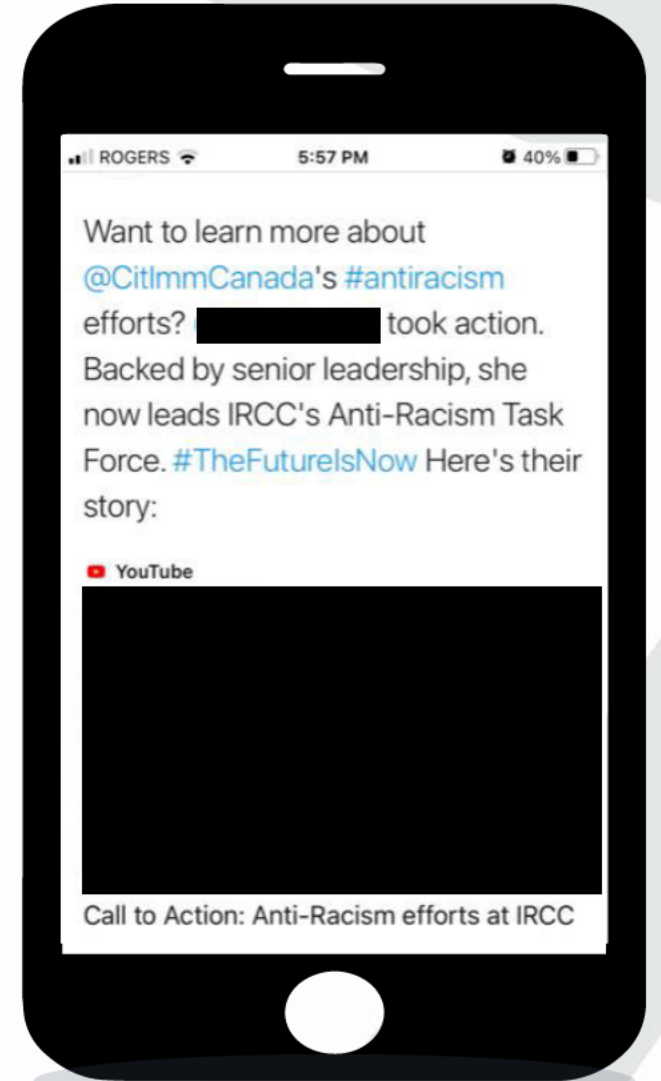
Purpose of the Session

This is an informational briefing to update you on:

- 1. The mandate of the Task Force**
- 2. Work accomplished to date**
- 3. Next steps**

Our Story: Why We Were Created

- In response to heightened public attention on systemic racism in public institutions following the murder of George Floyd in May 2020,
- Created by Deputy Ministers in July 2020 to develop a strategy to address systemic racism in IRCC's:
 - (1) People Management,
 - (2) Policy/Program Design, and
 - (3) Service Delivery to Clients.
- Supports government-wide priority for diversity, inclusion, and anti-racism.
- Our premise: Given Canada's history of racism and colonialism, we have a responsibility today, to shape a more equitable future and to build a stronger Canada where diversity is our strength.



[PCO Video "Call to Action: Anti-Racism at IRCC"](#)

Our Vision: An Anti-Racist Institution



An equitable and inclusive organization and Canadian society.

We will get there by...

Identifying and removing deeply engrained systemic barriers in how we:

- *manage our people,*
- *design our policies/programs, and*
- *deliver service to our clients.*

...To do so, we first needed to listen and understand the reality of systemic racism at IRCC today ...and to keep working in the open.

Work To Date: Late summer 2020-Nov 2021

Set up governance

Broke the silence

Made public commitments

Started targeted action

To ensure diverse voices inform our strategy & action

- Internal Anti-Racism (AR) Advisory Board
- 3 sub-committees: people, policy, service
- Allies Network
- Collaborate with: executive leadership; middle managers & diverse employee networks

To listen and understand the real issues at IRCC:

- Trust circles
- Survey & focus groups
- Let's Talk Racism Town Halls
- External stakeholder meetings/consultations
- Levels consultation survey

To find institutional solutions to identified problems:

- Departmental Anti-Racism Strategy 1.0
- [ADM Action Commitments](#) to all staff
- [IRCC Value Statement](#) to reaffirm our commitment to racial equity for all
- AR Values embedded in job ads for prospective employees

To build momentum as we continue to refine our strategy:

- AR coaching & training for leaders & staff
- New workforce representation targets and development programs
- New racial impact assessment tool for policy
- Started assessing bias in decision-making
- Mentorship/Sponsorship

Anti-Racism Strategy at a Glance (2021-2023: "Strategy 1.0")

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 Awareness & Cultural Understanding

Healthy and Supportive Workplace



Increased Representation at Intermediate & Senior Levels

Elimination of Barriers in Staffing



Reduced Racialized Disparities in Client Experience & Outcomes



Clear Expectations that Drive Change & Results

Model Equitable Leadership

Looking ahead: Refining AR Strategy 2.0

- ❑ Continue to listen to and work with diverse partners, inside and outside IRCC
- ❑ Refine AR Strategy 2.0 & 3-Year Action Plan
 - In collaboration with IRCC Sectors, Employee Networks, Functional Communities, Unions, and External Stakeholders;
 - Build on ADM Commitments, emerging Sector Action Planning, and Recommendations from the Task Force; and
 - Ensure alignment across Policy-Operations continuum, and support for People (recruitment, promotion, AR learning, culture change)
- ❑ Publish the updated strategy by Spring 2022
- ❑ Continue implementation and evaluation of our action to ensure accountability
- ❑ Sustain the effort to embed anti-racism institutionally for a lasting impact



From Strategy to Action: Proposed Year to Year Milestones

(2021/22 – 2023/24)

1 2021-22

Strategy 1.0 Developed & Early Implementation Starts

1. **Departmental Value Statement** & Senior Exec' Commitments published.
2. Results and Transparency framework and mechanisms defined.
3. **People**: Employment Systems Review proposal underway.
4. **People**: Annual Work Force Survey / focus groups conducted & workforce representation baselines set.
5. **Policy & Service**: Recommendations developed to inform Sector Actions.
6. **Policy**: Racial Impact Assessment Tool developed & piloted.
7. **Service**: Review of bias in officer decision making starts (OSIMA Phase I).
8. **Accountability**: [Open Letter on the Implementation of the Call to Action on Anti-Racism, Equity and Inclusion](#).

2 2022-23

Strategy 2.0 Developed; Implementation & Data Collection Continue

1. AR outcomes built into financial planning/management decisions & audit framework.
2. **People**: Expanded use of HR data to identify disparities and inform practice in a greater range of HR functions.
3. **People**: AR/DEI plans developed by senior management to implement representation baselines for the next 3 years.
4. **People**: Employment Systems Review conducted to analyze barriers and measures recommended.
5. **Policy**: Systems Review in at least one (1) business line starts (e.g., Citizenship).
6. **Service**: Racial Impact Assessment of risk practices and automation procedures continue (OSIMA Phase II).
7. Results and Transparency framework implemented.

3 2023-24

Results Evaluated; Set Strategy for the Next 3 Years

1. **People**: Anti-Racism coaching/training mainstreamed for all execs & middle managers.
2. **Policy & Service**: Mitigation plans developed from Systems Review & implementation starts.
3. New equity measurement tools developed to support ongoing identification of disparities in HR, action and social accountability.
4. Departmental Report on the Strategy's results based on metrics & **stakeholder feedback** (internal & external).
5. Feed into the next 3-Year Strategy (further actions & success measures).

*Red = external public focus