Employment Equity Baselines and Representation Plan
Presentation to EXCOM

October 6, 2021

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Purpose: Advancing the DM Commitments on recruitment and promotions

- IRCC has committed to "**_Establish clear targets_**" **_to increase the representation_** of Black people and other racialized groups, Indigenous People, and persons with disabilities within all levels of the organization **_through recruitment and through promotions._**

- New baselines will be introduced for IRCC setting clear objectives towards a representative workforce. These baselines will be regarded as the floor and not the ceiling.

Current landscape

Limited progress in 18 months

- Representation
- Career development
- Mobility

Time for action

What we are hearing:

- Appoint
- Support
- Recruit
- Include
- Commit
- Combat
- Enable
- Sponsor

Committments

Close the gaps

- Establish new recruitment levels
- Reinforce accountability
- Ensure continuous collaboration
- Identify and eliminate barriers

What is our Higher Purpose?

Decisions we make today reverberate for generations.

If we are to build better policy and programs, then our organization, from top to bottom needs not only to be reflective of Canada as it is today but the Canada of 2036 and beyond.

Canadian Landscape

- Due to high immigration levels, between 34.7% and 39.9% of the working-age population will be racialized by 2036
- *Public Service Employment Act* - Permanent Residents
- $6.6 million to modernize the *Employment Equity Act*
- $36.3 million ongoing, to Statistics Canada for Disaggregated Data Action Plan implementation

ISED 50-30 Challenge

50% of gender parity on Canadian board roles and **30%** from under-represented groups

1,324 Participating Organisations

BMO

Scotiabank

RBC

30-31% of senior leadership roles held by racialized employees

3.5% of senior leadership roles held by Black employees

By 2025

BLACKNORTH INITIATIVE
Strength(in) Diversity

3.5% of executive and board roles held by Black leaders by 2025

500 Participating Organisations

THE HILL TIMES

Tuesday, August 31, 2021 | Latest Paper

Government-run diversity challenge 'hypocritical' until public service meets private sector targets: experts

By ALICE CHEN | JULY 28, 2021

Engagement with Employees and Networks

Consultations with Black Employee Network, Indigenous Peoples Circle, Pride Network, Persons with Disabilities Network and Women's Network

- Firmly advocated for concrete actions with tangible results on a faster timeline

- Strong focus on all levels

Feedback from Employees

"Why are we not promoting more racialized people who clearly qualify? It can be done today, haven't we waited and talked long enough?"

"Staffing practices have been known for DECADES to be biased."

"How will IRCC demonstrate to candidates that decisions are fair and just?"

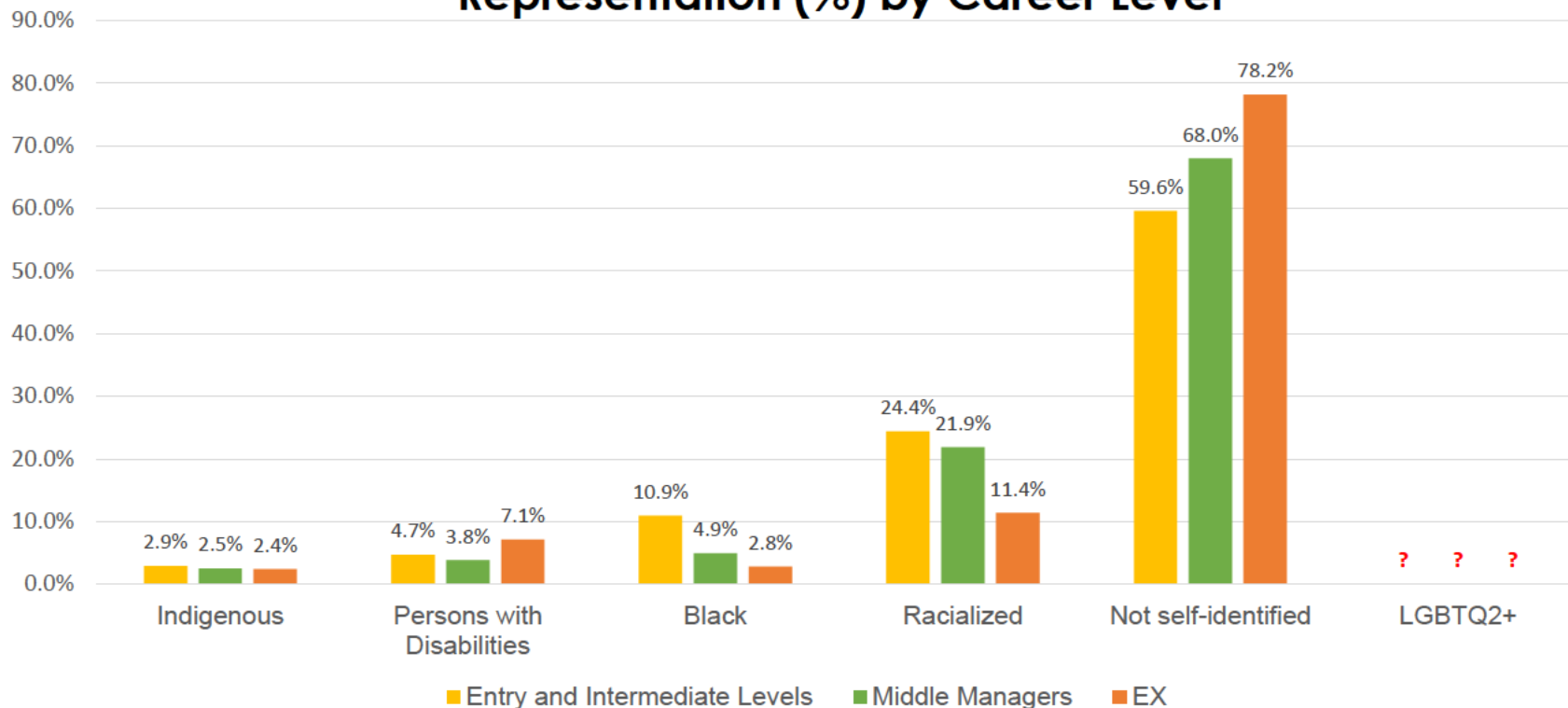"When will we see more representation at the Director General level?"

"I don't see real action being done."

"Executives are so detached from the working level."

Career Trajectory - Action is Required Now

Indeterminate and Term (more than 3 months) employees

Representation (%) by Career Level

- Racialized, Indigenous and Black representation decreased from Lower Level to EX roles.

- Employees who have not self-identified representation increased from Lower Level to EX roles.

*Not Self-identified refers to employees who did not self-identify as belonging to an equity seeking group.

**Data as of July 23rd, 2021

Setting Better Reflective Standards

Shifting away from
Workforce Availability (WFA)

Considered to be the floor. WFA is a subset of LMA, adjusted for some factors such as age and education.

Moving toward
Workforce Availability of the Canadian Population

New benchmark to assist with baselines setting. Considers population growth and LMA

"Racialized Representation is 31%, 12% above workforce availability"
(based on WFA)

	Racialized	Black	Indigenous	Persons with Disabilities
Global Representation (WFA Target)	31.8% (19.4%)	N/A	2.7% (3.8%)	4.3% (9.5%)
Executive Level	13%	2.8%	2.3%	6.5%
Middle Manager Level	24.5%	7.2%	3.6%	4.2%
Entry and Int. Levels	24%	12.4%	2.5%	4.6%

(Current Representation)

Focus is on global representation, which hides what lurks beneath the surface.

Road to Representation by 2024*
(based on our projections)

	Racialized	Black	Indigenous	Persons with Disabilities
Global Representation	28%	5%	4%	9.5%
Executive Level	28%	5%	3.5%	9.5%
Middle Manager Level	27%	5%	3.5%	9.5%
Entry and Int. Levels	21%	5%	4%	9.5%

(Proposed Representation Targets)

Focus is on upwards movement, recruitment, retention and removal of barriers

Once LGBTQ2+ data becomes available, adding non-binary gender should be integrated

Note: Data as of June 6 , 2021
* These baselines will be recalculated every year with the most up to date IRCC workforce.

Entry and Intermediate levels –
Viewing the baselines as a floor

How many persons do we have to hire at entry and intermediate levels to meet the baselines ?

Two hiring plan options:

	NEW BASELINES	CURRENT GAPS	Over 3 years	=	% of the hiring	or	Over 5 years	=	% of the hiring
Racialized women	14.5%	75	51		6%		135		10%
Racialized men	6.6%	109	0		0%		0		0%
Black women	3.1%	192	0		0%		0		0%
Black men	1.5%	120	0		0%		0		0%
Indigenous women	2.9%	-44	67		8%		82		6%
Indigenous men	2.9%	-102	122		14%		137		10%
Person with disabilities women	6.4%	-165	213		25%		246		17%
Person with disabilities men	3.1%	-78	101		12%		117		8%

Middle Manager –
Viewing the baselines as a floor

How many persons do we have to hire at the Middle Managers level to meet the baselines ?

Two hiring plan options:

	NEW BASELINES	CURRENT GAPS	Over 3 years	=	% of the hiring	or	Over 5 years	=	% of the hiring
Racialized women	16.3%	-84	184		29%		251		24%
Racialized men	10.9%	-54	121		19%		167		16%
Black women	3.0%	-15	34		5%		46		4%
Black men	2.0%	11	2		0%		11		1%
Indigenous women	2.2%	-17	30		5%		39		4%
Indigenous men	2.2%	-34	47		7%		56		5%
Person with disabilities women	5.6%	-102	135		21%		157		15%
Person with disabilities men	3.9%	-63	86		14%		101		10%

Executives –
Viewing the baselines as a floor

How many persons do we have to appoint at the EX and Equivalent to meet the baselines ?

Two hiring plan options:

	NEW BASELINES	CURRENT GAPS	Over 3 years	=	% of the hiring	or	Over 5 years	=	% of the hiring
Racialized women	15.2%	-16	22		49%		27		35%
Racialized men	12.4%	-17	22		49%		25		34%
Black women	2.9%	-2	7		16%		8		10%
Black men	2.4%	-3	6		13%		7		9%
Indigenous women	1.9%	-2	5		10%		5		7%
Indigenous men	1.9%	-1	5		10%		5		7%
Person with disabilities women	5.2%	-5	7		16%		9		12%
Person with disabilities men	4.3%	0	2		4%		3		4%

Next steps

Approval from EXCOM to implement 3 year plan
- HRB and ARTF will communicate baselines and concrete goals, help with strategies and support Sectors and Branches in their efforts.
- HRB will brief the unions as part of the newly established joint Diversity Committee under HRNLMCC
- HRB will monitor and report on Sector/Branch progress

TBS will be introducing a new self-ID form by early 2022
- Data will be further disaggregated to distinguish between race and ethnicity and will include LGBTQ2+
- A communication strategy will accompany the launch of new form including a Self-ID Blitz

Annex A

Levels Breakdown

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

2. Middle Manager
   - 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.