

Anti-Racism Task Force Annual Plan (FY 2021-22)

IRCC's Anti-Racism Task Force's vision is to end systemic racism through the identification and removal of deeply engrained systemic barriers to achieve an equitable and inclusive organization and Canadian society. We aim to be clear and transparent in our processes and approach, iterative in our strategy development and strategically aligned to IRCC's Strategic Objectives, [2020-21 DM Diversity and Inclusion Commitments](#) and other overarching Public Service drivers.

Each action item in the annual plan is aligned to at least one of the Anti-Racism Task Force Priorities; *Leadership Development Initiatives, Strategy Development and Launch, Build IRCC Equity and Infrastructure, Influence data systems within IRCC and Establish metrics to measure Anti-Racism (AR) Strategy outcomes*. As promised, we are working directly with employees and external stakeholders to develop an [Anti-Racism strategy consisting of 4 pillars](#). We are also engaging in a thorough analysis of departmental policies, programs and services to ensure our actions speak louder than our words.

Completed action items below are highlighted in green.

Action item	Key contributors	Timeframe	Measures of success	Status
Strategic focus: Inclusive work place culture				
Publish articles about various aspects regarding racism to normalize the topic	Communications Branch	Q2 2020-21 - Present	Common definitions, shared understanding and shift in mindsets will be established through ARTF engagement, products and website Increase page visits and engagement on the website	In-progress
Develop an Anti-Racism internal engagement strategy that focuses on mainstreaming Anti-Racism sector commitments and value statement at all levels of the organization.	Communications Branch	Q2 2021-22	Publish internal engagement strategy Sectors share plan to align with internal engagement strategy	In-progress
Integrate outreach presentations / Town Halls into the Department to normalize conversations on racism for employees		Q1-Q3 2020-2021	Increased employee attendance and engagement at outreach presentations and town halls (target # attendees) Target # of outreach presentations and town halls	Completed
Targeted outreach presentations / Town Halls to normalize conversations on Racism for Leaders	Communications Branch Executive Events (ICB, CSS) Middle Managers Secretariat Executive Leadership Committee	Q2 2020-21 - Present	Increased attendance and engagement at outreach presentations and town halls (target # attendees) Target # of outreach presentations and town halls	In-progress
Host Trust Circles with racialized employees	Office of Conflict Resolution	Q2 2020-21 - Present	Employees are engaged through DEI Departmental	In-progress

and Senior Leaders (ADMs and DMs)	DMO and ADMOs		events calendar and Connexion Target # of Trust Circles Target # of employee and senior leadership participation	
Administer Anti-Racism employee survey to baseline the culture of inclusivity at IRCC	Communications Branch	Q4 2021-22	Target survey response rate. Overall improvement in results by 5%. Develop survey results dashboard and share with all sectors	In-progress
Administer workplace racism focus groups to delve deeper in Anti-Racism Employee Survey Results to baseline the culture of inclusivity at IRCC	Communications Branch POR ██████████ R&E; CEB	Q4 2020-21 - Q1 2021-22	Publish workplace racism focus group report	Completed
Anti-Racism training pilot for Middle Managers	Middle Managers Secretariat Office of Conflict Resolution Learning Academy, HRB	Q2-Q3 2021-22	Transition AR training for Middle Managers Pilot to the Learning Academy by 2022-2023 Target # of middle manager participants in training pilot	In-progress
Anti-Racism coaching for Executives (one-on-one and group)	Procurement	Q4 2020-21	Target # of leaders at EX level receive AR coaching	In-progress
Launch and manage Anti-Racism Allies Network to help establish a permanent integration into IRCC	██████████ ARTF (supporting)	Q3-Q4 2020-21	AR Allies Network provides input to Anti-Racism Strategy	In-progress
Launch and update Anti-Racism Website on Connexion and Visual Identity of the Task Force	Communications Branch; Web design Allies Network; ARTF team	Phase I – Q4 2020-21 Phase II – Q3 2021-22	Website updated at regular intervals Increase in engagement rate on website	Phase I - completed Phase II in-progress
(Black, Latin, Indigenous, Asian) History Month Programming	Communications Branch Allies Network IDOL Diversity Networks ARTF (supporting role after 2021-2022)	Q4 2020-21 - present	Employees are engaged with regularly scheduled history month programming	In-progress
Provide evidence-based recommendations to support the development of population-specific and culturally appropriate mental health initiatives for racialized employees	Workplace Effectiveness, HRB Labour Relations ARTF (supporting)	Q4 2021-22	Feedback provided on Mental Health Strategy	In-progress
Advocate for Anti-Racism as a departmental learning priority / Provide recommendation for Anti-Racism Learning	Learning Academy	Q1 2021-22	Anti-Racism included as a departmental learning priority	In-progress

Needs to the Learning Academy				
Develop IRCC Workforce Equity Index	HR analytics IT-Ops	Q2 – Q4 2021-22	Workforce Equity Index is developed and shared across the Department	In-progress
Strategic focus: Workforce reflecting Canada				
Collect and analyze available IRCC's disaggregated people management data (PSES, representation rates, turnover, data on employment tenure, non-advertised data)	HR Analytics	Q4 2020-21 - present	Increased representation at intermediate and senior levels Identification of barriers in staffing	In-progress
Support HRB in the creation of targeted career mentorship +/sponsorship program and opportunities (e.g. Black and Indigenous) at all EX and feeder group levels.	Inclusivity, Diversity and OL (IDOL) Team, HRB ARTF (supporting)	Q2 2021-22	Creation of targeted career mentorship +/sponsorship program and opportunities for racialized employees at EX and feeder group levels. Establishment of McKinsey Black Executive Leadership Program – First Cohort (Feb 2020) and Pilot Mentorship+ with OCHRO (in-progress)	In-progress
Support HRB in providing evidence for Canadian Human Rights Commission Audit – Representation of Racialized people in Senior Ranks	Human Resources Branch; IDOL HR Analytics ARTF (supporting)	Q3 2020-21	Increased representation at intermediate and senior levels ARTF input on audit plan	Completed
Support HRB in the establishment of Representation goals using Labour Market Availability and Canadian Population Growth Projections	IDOL HR Analytics ARTF (supporting)	Q1 2021-22	Increased representation at all levels Develop methodology of workforce representation goals	In-progress
Develop Risk Based Approach to using Self-ID Disaggregated Data Barrier removal in HRB to help share the data more broadly (with managers) for problem awareness	IDOL, HRB HR Analytics, HRB Other Anti-Racism Secretariats Chief Privacy Officer Legal Services	Q4 2020-21	Approval/implementation of risk-based approach to collecting and utilizing self-ID data proposal	In-progress
Support HRB in initiating Employment Systems Review (ESR)	IDOL, HRB ARTF (supporting)	Q4 2021-22	Initiate Employment Systems Review Identification of barriers in staffing for racialized employees	Not started
Support HRB in initiating Employment Equity Plan (Backing the IDOL Framework) which should include <ul style="list-style-type: none"> Numerical representation goals 	IDOL, HRB ARTF (supporting)	Q4 2021-22	Develop IRCC Workforce Equity Index	Not started

<ul style="list-style-type: none"> Metrics to measure inclusion Population-specific initiatives for Black, Indigenous and Racialized People 				
Support HRB in the development of an Indigenous Recruitment and Retention Plan	IDOL, HRB ARTF (supporting)	Q4 2021-22	Increased representation of Indigenous Peoples in recruitment and retention	Not started
Strategic focus: Inclusive policy and operations practices				
Develop External Stakeholder Engagement Action Plan	All IRCC sectors	Q1 2021-22	Publish first draft of engagement plan Anti-Racism Task Force introduced to external stakeholders and early open-ended conversations are held	Completed
Encourage Sector Ownership of Stakeholder Engagement	All IRCC sectors	Q2 2021-22 – ongoing	Sectors lead own engagement on sector priorities	In-progress
Brief the Minister on Anti-Racism at IRCC	All IRCC sectors	Q4 2021-22 - ongoing	Regular updates and progress tracking of Anti-Racism commitments, action plans and initiatives	In-progress
Gather data from available sources of information	Research and Evaluation, SPP Communications Branch	Q1-Q2 2021-22 - ongoing	Plan in place to integrate Anti-Racism in IRCC data strategy and standards Meeting with CDO to provide feedback on data gaps and opportunities that enable IRCC to collect data and identify and monitor systemic bias	In-progress
Conduct Public Opinion Research OR Client Experience Design Challenge on Racism (target audience: clients)	Client Experience Branch, OPS POR, Communications	Q4 2021-22	Conduct research through Environics syndicated study on racism and social norms	Not started
Provide input to Employment Equity and Diversity Plan	HRB	Q3 2021-2022	Contribution to development of workforce representation baseline	In-progress
Pilot Racial Impact Assessment Tools within current IRCC policy development	Citizenship Branch, SPP GBA +, SPPB	Q2-Q3 2021-22 Q4 2021-22	Policy prototype RIAT version 7 is piloted in policy sector and feedback is used to iterate the prototype Service Delivery Anti-Racism Lens is socialized across the Department and piloted by teams in Operations Sector and Settlement and Integration Sector (In-progress)	Completed
Initial review of Performance Information Profile	Research and Evaluation Branch	Q3 – Q4 2021-2022	Conclude one Performance Information Profile (PIP) in Citizenship	Completed

	Citizenship Policy Branch			
Strategic focus: Leadership accountability at all levels				
Hold management at all levels accountable for the implementation of employment equity by integrating employment equity objectives into performance assessments	Performance & Talent Management, HRB ARTF (supporting)	Q3 2020-22 (Phase I) Q3 2021-22 (Phase II)	All PMAs at EX level include employment equity objectives All PMAs at EX level include sector action commitments	In-progress
Publish IRCC Anti-Racism Value Statement and ADM Anti-Racism Commitments on Connexion	IRCC Anti-Racism Advisory Board Communications Branch ADM and sector leads	Q1 2021-2022	ADM AR commitments formally approved and published ADM AR commitments action plans established ADM Value statement formally approved and published All PMAs at EX level include sector action commitments	Completed
Establish Anti-Racism sector leads working group	ADMs and sector leads	Q2 2021-2022	AR sector leads publish timelines year-end reports against sector action commitments	Completed
Develop and publish iterative Anti-Racism 3-Year Strategy	IRCC Anti-Racism Advisory Board	1 st iteration: Q4 2020-2 – Q3 2021-2022. Aim is to publish in Q3 2 nd iteration Q4 2021-2022- Q3 2022-2023. Aim is to publish in Q3	Anti-Racism Strategy is independently reviewed and validated by external consultant Launch 1 st iteration of the Anti-Racism Strategy	In-progress
Lead Anti-Racism Strategy co-development sessions with stakeholders <ul style="list-style-type: none"> Internal Stakeholders (Version 1.0) Anti-Racism Sub-Cmte Input and External Stakeholders input (Version 2.0) 	All IRCC sectors	Version 1.0: Q4- 2020-2021 Version 2.0: Q1-Q4 2021-22	Engagement plan developed for Strategy development and dissemination (1.0 and 2.0) Sectors are equipped to facilitate discussion and collect input for Strategy development	In-progress
Develop Program Evaluation Measures and Key Performance Indicators <ul style="list-style-type: none"> Phase I: for the Task Force Phase II: for the Department 	Research and Evaluation Branch, SPP	Phase I: Q1 2021-22 Phase II: Q3 2021-22	Phase I: Publish Anti-Racism Results framework (for IRCC AR Strategy and ARTF) Provide input to IRCC's annual Departmental Plan Anti-Racism is mainstreamed/aligned with IRCC measurement/performance/strategic planning frameworks	In-progress

			All PMAs at EX level include sector action commitments	
Regular briefings and inclusion of Bargaining Representatives within our work	Union representatives	Q1 2021-22 - present	Union input is reflected in departmental Anti-Racism Strategy and overall direction	In-progress
<p>Advocate for the Anti-Racism commitments to feed into IRCC's strategic planning framework and other performance levers</p> <ul style="list-style-type: none"> • Departmental Plan • Periodic Updates to the Integrated Corporate Plan • Departmental Results Report • The Sectors' Strategic Plans • Annual Audit Plan • DM Recognition (speeches, awards) <p>Performance Indicator Profiles – PIPs (R&E)</p>	All IRCC sectors	Q4 2020-21 – present	<p>Anti-Racism is embedded in institutional frameworks</p> <p>Alignment with IRCC strategic planning frameworks</p>	In-progress