



Immigration, Refugees
and Citizenship Canada

Immigration, Réfugiés
et Citoyenneté Canada

Assistant Deputy
Minister
Corporate Services

Sous-ministre
adjointe
Services ministériels

Ottawa K1A 1L1

F-1186627

PROTECTED B

MEMORANDUM TO THE DEPUTY MINISTER AND THE ASSOCIATE DEPUTY MINISTER

2021-2022 (Q1) EX EMPLOYMENT EQUITY MOVEMENT REPORT

FOR INFORMATION

SUMMARY

- The purpose of this memorandum is to provide you with information relating to the quarterly analysis of EX Employment Equity (EE) Movement (Annex A) for Q1 of fiscal year 2021-2022 at Immigration, Refugees and Citizenship Canada (IRCC).
- Given there are limitations that exist with the disclosure, collection and usage of employee EE data, particularly as it relates to self-declaration, various initiatives have been implemented at the departmental level to improve data collection and support increased representation.
- The initial EX-01 EE Movement Report, provided in April 2021, is attached for your reference (Annex B).

BACKGROUND:

- Since March 2021, Human Resources Branch (HRB) has developed and implemented various new proactive EX outreach initiatives targeted to executive candidates in hopes of improving EE data collection, ensuring their consent is obtained and gaining a more accurate understanding of EX representation as it relates to executive resourcing going forward.
- In order to better understand resourcing of the executive cadre with regard to EE groups, an EX-01 EE Movement Report (Annex B) was prepared in April 2021, which included an overview and analysis of EX-01 movement for fiscal year 2019-2021 in relation to EE in the Department.
- As a follow-up to the EX-01 report provided in the spring, an updated report (Annex A) including EX movement at the EX-01 to EX-03 level has been prepared and includes advertised and non-advertised indeterminate appointments and deployments during the first quarter (Q1) of fiscal year 2021-2022. Self-declaration information that was voluntarily shared by appointed candidates was also captured in the report.

CURRENT STATUS:

- An analysis of the Q1 executive resourcing data revealed:
 - An overall increase in EX-01 appointments and deployments of employees who self-declared as belonging to one or more of the four EE groups.
 - In Q1 of this FY, there were 2 out of 7 EX-01 appointments and deployments (29%) in comparison to Q1 last FY where there were 0 out of 6 EX-01 appointments (0%).
 - Overall, at the EX-01 to EX-03 group and level, Q1 of this FY saw 5 out of 12 (42%) EX movements where employees self-declared as belonging to one or more of the four EE groups.

CONSIDERATIONS:

- Self-declaration is the collection of EE information voluntarily provided by applicants, normally in the context of an advertised selection processes; this information can also be collected in the context of non-advertised appointments and deployments, however, this practice has been limited within the Department until now. The information collected can be used for statistical purposes (reports, analysis, and special studies) and to determine eligibility in the case of processes targeted to EE groups.
- Self-declaration therefore differs from self-identification, which is EE information voluntarily provided by employees only once they've been appointed/deployed to the Department. However, Treasury Board Secretariat of Canada has confirmed that EE data collected in this context cannot be used for purposes other than aggregate data analysis. For this reason, access and use of this information for the purposes of executive resourcing and this report is not possible.
- As a result, unless a candidate voluntarily self-declares (for example, in the context of an appointment process or deployment), any EE information provided (e.g., from subsequent self-identification) cannot be utilized for talent management or succession planning purposes.
- Given that self-declaration and self-identification are both voluntary, there is an additional potential gap in the data related to candidates and/or employees who may belong to EE groups but who choose not to self-declare and/or self-identify. Therefore, given existing gaps in data collection, the report does not necessarily portray the Department's true level of representation for appointments and deployments at the EX level during this period.
- EX outreach initiatives such as the EE self-declaration form, which is a voluntary form sent to potential candidates who have provided unsolicited CVs, who have qualified in existing IRCC selection processes, and to candidates prior to their appointments or deployments, have helped increase employee response rates and data collection for the Department.

NEXT STEPS:

- HRB will continue to collect, review and update the data relating to self-declaration, with a goal of providing recommendations within the next three months to support any required increases as well as align with any targets established for the Department. During this time, HRB will continue to reinforce the importance of representation in building the executive cadre of the Department and raise awareness of potential actions that could be taken should insufficient progress be made in this regard.
- HRB will also provide information relating to the findings of the quarterly analysis of EX Employment Equity (EE) Movement at IRCC for Q2 of fiscal year 2021-2022 in early October 2021.



Annexes (2):

A: 2021-2022 (Q1) EX EE Movement Report

B: 2019-2021 EX-01 EE Movement Report