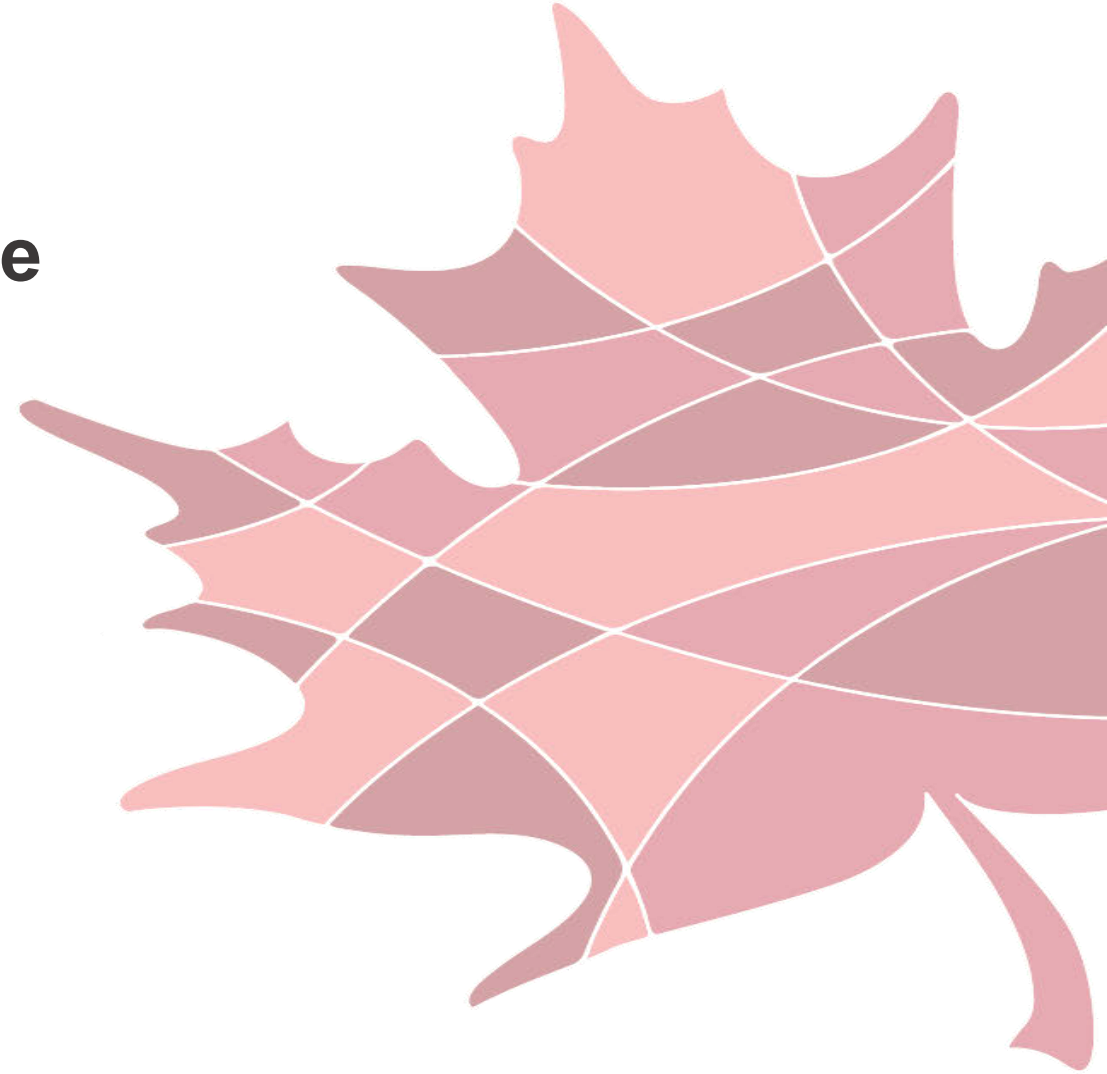


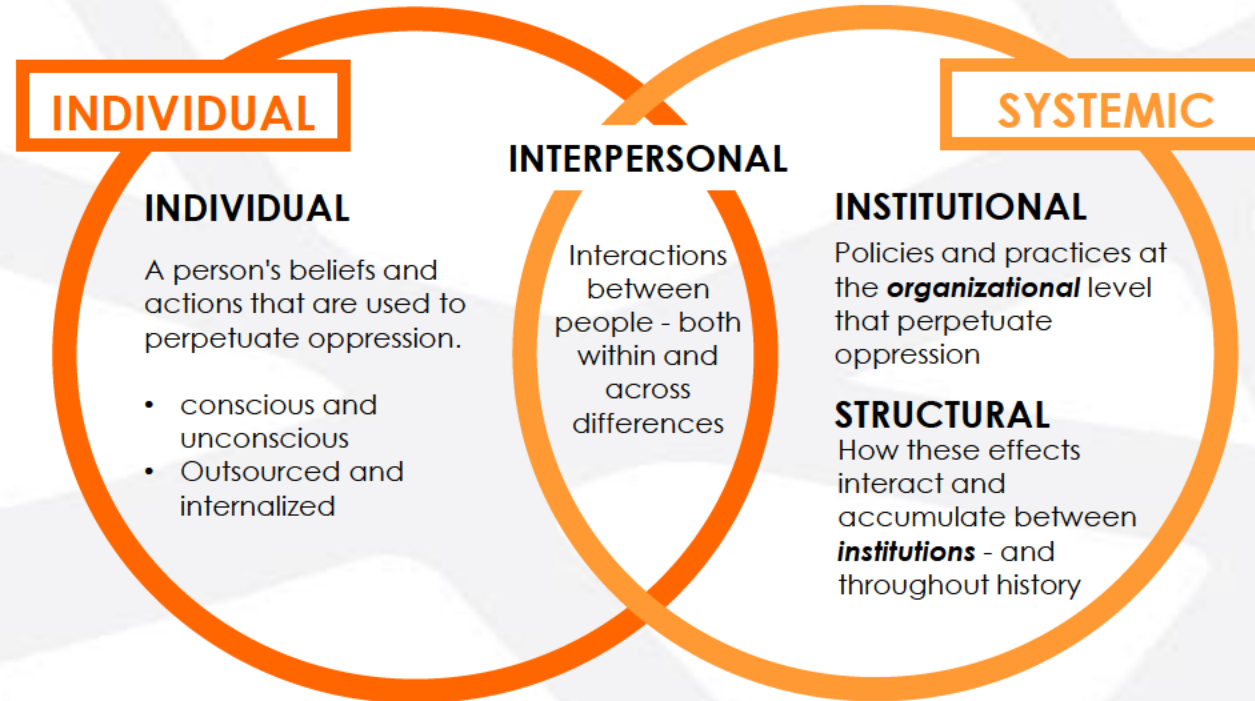
IRCC's Anti-Racism Task Force

Executive Committee

September 30, 2020



The Lens of Systemic Oppression



NATIONAL
EQUITY
PROJECT

Some
phenomena
that manifest
themselves at
each level

INDIVIDUAL

- Identity and difference
- Individual advantage and disadvantage
- Explicit bias
- Implicit bias
- Threat of stereotypes
- Internalized oppression

INTERPERSONAL

- Micro-aggressions
- Racist Interactions
- Transferred oppression

INSTITUTIONAL

- Biased policies and practices (e.g., hiring)
- Disproportionate experiences and impacts (e.g. racialized)

STRUCTURAL

- Advantage and disadvantage systems
- Opportunity structures
- Societal history of oppressive practices and policies

Key Updates



- 1 Objectives & Scope
- 2 Outreach & employee engagement to date
- 3 Update on Advisory Board, Sub-Committees & Timelines
- 4 Draft IRCC Anti-Racism Commitment Statement
- 5 Plans for the future

Objectives

- 1 Advancing Racial Equity for Black, Aboriginal and Racialized People
- 2 Recommend strategies to address systemic racism
- 3 Strengthening organizational capacity and competence in antiracism
- 4 Institutionalize antiracism at IRCC to ensure longevity and sustainability of the results.

What does the *integration of antiracism at IRCC* look like (examples)?



Service Delivery

Anti-racism as part of program integrity / application of risk profiles

- Addressing bias in decision making
- Implementing safeguards against prejudice in artificial intelligence



Programs / Policies

- Antiracism and intersectionality data standards embedded in IRCC data standards for evidence-based policymaking
- Progressive review of programs and policies
- Add an antiracism lens to GBA+.
- Antiracism research capacity
- Audit and Evaluation Control Points
- Influencing settlement providers (board representation)



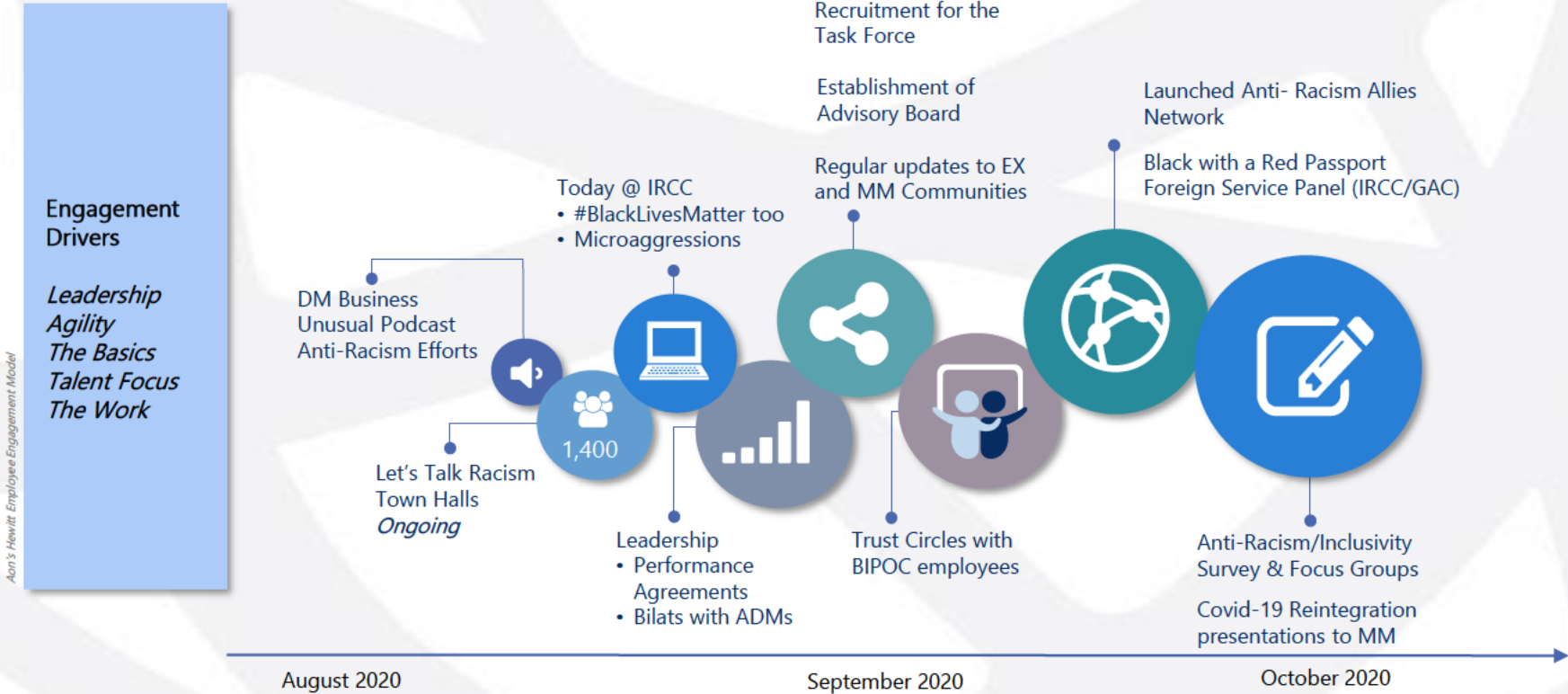
People Management

- Integrate analysis of race-related data into reporting (PSES, selection processes, compensation packages, performance and talent management)
- Revise the objectives of the learning academy to include antiracism in the training.
- Population-specific antiracism initiatives
- Evolution of representation data (at different levels, disaggregated, region-specific)
- Conflict resolution on issues of racism and intersecting identities
- Assess and prepare the impact of automation on future work
- Revive some diversity and inclusion employee networks

How are we going to get there?

- A commitment supported with action (by all)
- Gathering Evidence
- Accountability of managers
- Understand how privilege works (inward-looking mentality/introspection)
- Believe sincerely that diversity is our strength and not a checkbox
- Measuring impact rather than intent
- Active search for discomfort
- Culture change management

Driving Employee Engagement



What are some of the microaggressions that our staff have encountered or witnessed?



Feedback

"I would like the presentation to include other races, sexism or homophobia. It's a fantastic initiative and I think it would be very useful to expand it."

"I would like the presentation to offer a second part that encourages the development of self-awareness."

"Thank you for leading the discussion on anti-racism this morning. It was very meaningful for me and I felt that I was healing somehow from my experiences of racism. I think it touched a lot of people, even those who are harder to reach."

"I appreciated the fact that we were able to engage anonymously. I think it created a safe space for employees and made them aware of the honest opinions of others."

Executive
Committee
August 25, 2020

Middle
Managers
Committee
September 17, 2020

In the past few months, have you openly discussed racism with your employees?

	Executive Committee August 25, 2020	Middle Managers Committee September 17, 2020
YES	76%	57%
NO	7%	17%
NOT YET	17%	25%

What are the three biggest challenges you face when it comes to racial injustice?

	Executive Committee August 25, 2020	Middle Managers Committee September 17, 2020
I don't know enough to engage effectively in discussions about racism.	60%	62%
Impacts of prejudices in the workplace and outside the workplace	54%	48%
My management team does not know enough to effectively engage in discussions about racism.	42%	31%

Engagement & Business Outcomes

Engagement Outcomes



Say

Employees consistently speak positively about the organization to co-workers, potential future employees, and clients



Stay

Employees have an intense desire to stay as a member of the organization as a result of anti-racism values/commitment



Thrive

Employees exert extra effort and engage in anti-racism work that contributes to business success

Business Outcomes



Talent

- Wellness/Mental Health
- Absenteeism
- Retention
- Attraction



Clients

- Better client experience
- Satisfaction
- Perceptions of fairness
- Increased possibilities of successful social and economic outcomes



Operational

- Lessen the impacts of systemic and structural oppression
- Increased data measures and monitoring
- Full institutionalization of anti-racism lens to our work



Financial

- Litigation costs
- Turnover costs
- Absenteeism costs

Advisory Board Sub-Committees

Reporting to the Anti-Racism Advisory Board, the role of the sub-committees will be to further develop the data and propose strategies. The Anti-Racism Task Force will provide direction and momentum for the sub-committees and secretariat support.

- 1 Programs and Policies**
 Co-Chairs ██████████ (Domestic Network, OPS); ██████████ (Transformation, TDSS)
- 2 Service Delivery**
 Co-Chairs ██████████ (Operations, Planning and Performance, OPS); additional Co-Chair to be determined.
- 3 People Management**
 Co-Chairs ██████████ (Anti-Racism Task Force, DMO); ██████████ (HR Policies and Programs, CSS)



Anti-Racism Commitment Statement

“To bring about change, you must not be afraid to take the first step. We will fail when we fail to try.”

– Rosa Parks

Content

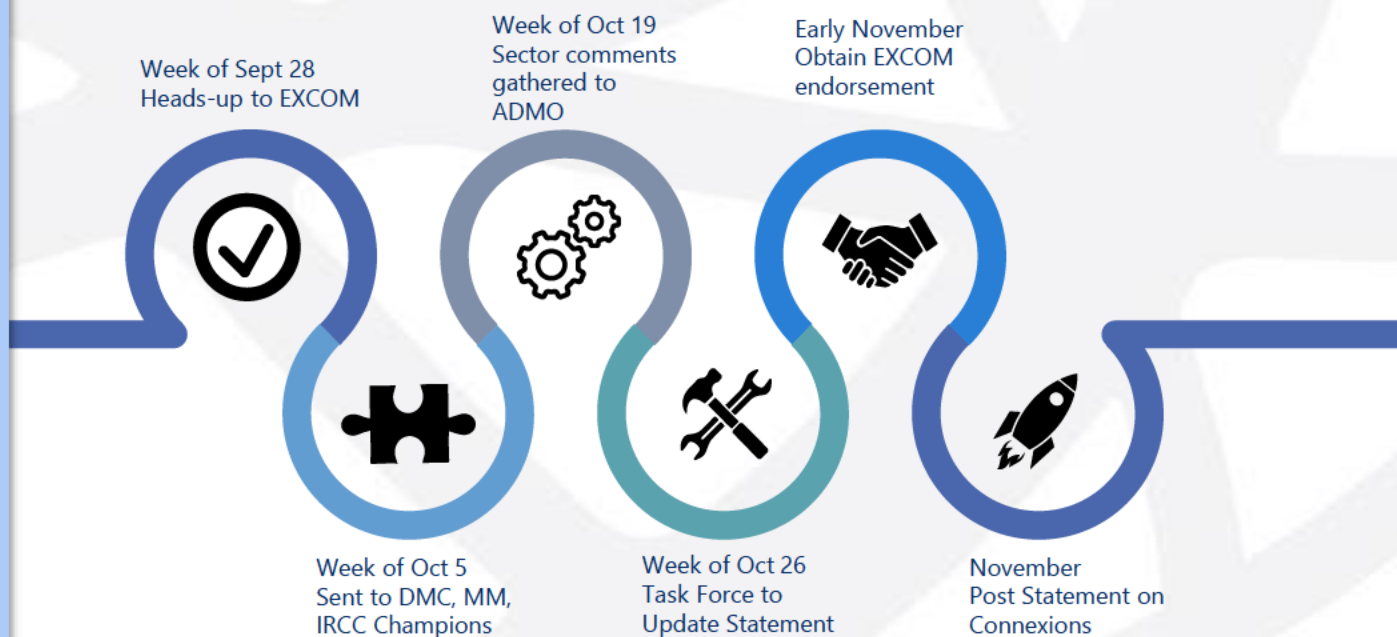
- Acknowledgement
- Actionable items
- Pledge

Development of Statement

- Built by Advisory Board & racialized employees
- Reviewed by legal services

Working with you to build:

- EXCOM member and Champion Anti-Racism Mandate Letters
- Strategic plan & multi-year action plans to be embedded in business plans
- Achievable Milestones & Metrics



**Dates are subject to change*

Next Steps

Next Steps

Fall 2020

- Publish the Internal Commitment Statement
- Develop an iterative strategy and multi-year action plan
- Launch the website
- Full recruitment of the Task Force
- Data Collection

01

Spring 2021

- Awareness activities
- Revision of the strategy and multi-year action plan
- Draft Annual Report

03

02

Winter 2020

- Antiracism coaching and conflict resolution reinforcement
- Alignment with reconciliation efforts
- Follow-up of results
- Data Collection
- IRCC Interim Reports and Articles
- Awareness activities

04

Summer 2021

- Publish Annual Report
- Testimonials & survey

Discussion Questions

Would you welcome an ADM Tactics meeting this fall to review shared and specific accountabilities?

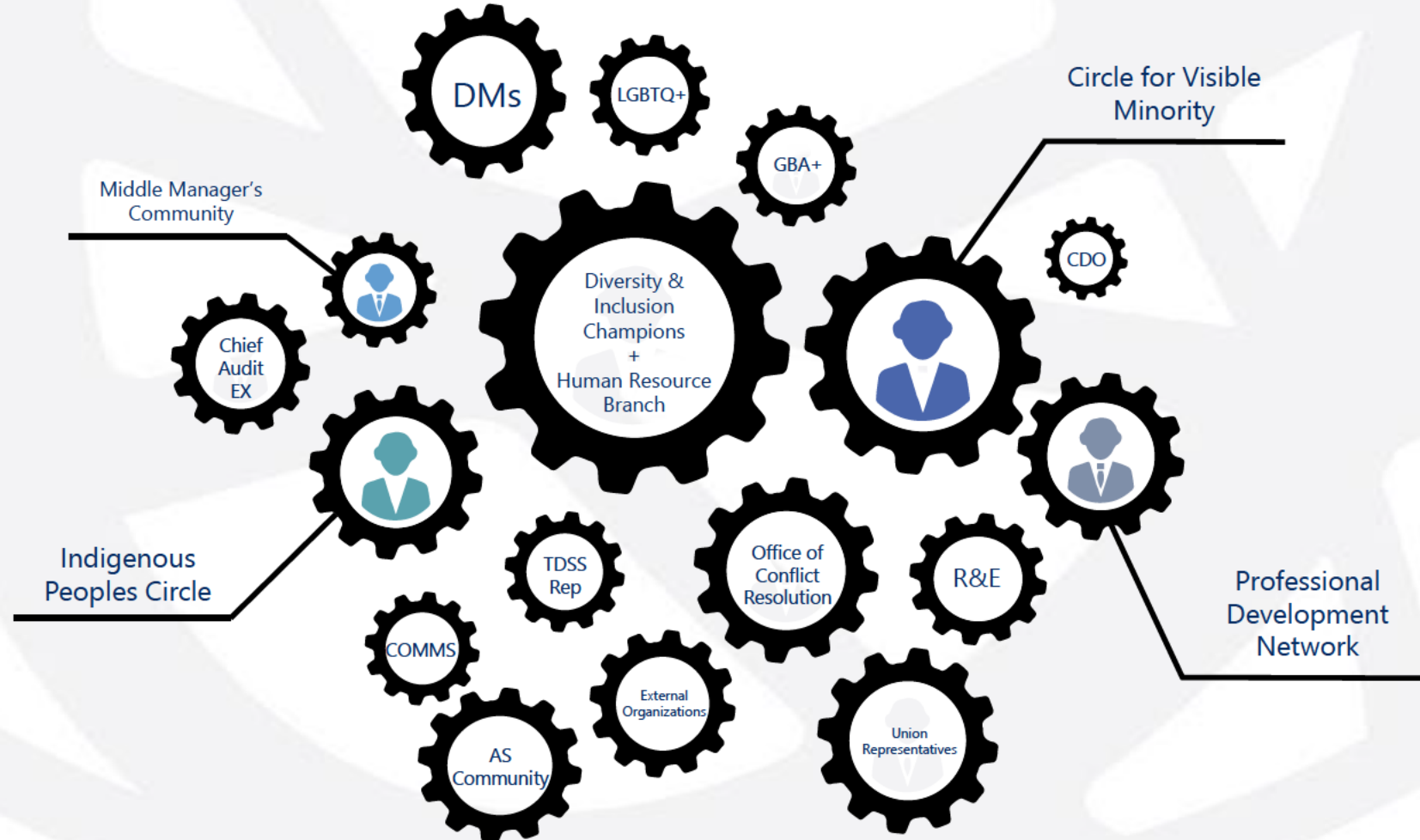
Resistance and white fragility is expected. Anti-racism work will challenge our very foundation.

How do we plan to ensure we hold all levels of management accountable?

What's next for your sector and what is on your radar?

Anti-Racism Advisory Board

Supported by Anti-Racism Sub-committees



Ecosystem

Decision making parties

- Executive Committee (EXCOM)
- Departmental Management Committee (DMC)
- Project Oversight Committee (POC)
- Sector senior management committees

The Advisory Board

Various IRCC communities

- Three sub-committees focused on policy/programs, service delivery and people management

Anti-Racism Task force

Anti-Racism Allies Network

- Committed employees and students who want to make a difference

Anti-racism partners

- Knowledge Circle for Aboriginal Inclusion
- Federal Secretariat for Combating Racism
- Federal Black Employees Caucus (FBEC)
- TBS Centre of Expertise for Diversity and Inclusion