



National
Defence

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ANTI-RACISM SECRETARIAT



Driving Anti-Racism Results for the Public Service

DM Level Meeting

December 2021



Canada 

Tomorrow belongs to those of us who conceive of it as belonging to everyone; who lend the best of ourselves to it, and with joy.

~ Audre Lorde



Outline

- Common Themes and Approaches
- Key Accomplishments by Department
- Proposed Joint Anti-Racism Initiatives
- Annexes : Research Highlights

Common Themes and Approaches

Development of Anti-Racism Framework

- Used common approaches and targeted actions

Representation at all levels

- Established benchmarks grounded in LMA
- Partnering with Stats Can on disaggregated data

Career Development and Training

- Established Mentorship and Sponsorship Programs
- Provided Joint Anti-Racism Training for staff
- Provided joint presentations to Federal enterprise

Governance and Partnerships

- Acted as a sound board for central agencies (PCO, TBS)
- Consulted each other and collaborated on the DMs response letters to the Clerk
- Provided joint support to other Secretariats

Key Accomplishments

DND

Anti-Racism Secretariat

- Supported the **Minister's Advisory Panel** on Systemic Racism and Discrimination – More than 50 Engagement with internal and external stakeholders, Interim Report June 2021 and Final report to be submitted by end of Dec., 2021.
- Established a **plan of actions** and coordinated **institutional response** to the Minister's Advisory Panel's preliminary observations in June 2021.
- Provided **advice and guidance** to leaders on through reviewing policies and strategies (e.g. Retention Strategy, Hateful Conduct Policy, etc.).
- Continue to capture **lived-experiences** through written submissions engagements, and with plans to formalize the effort with an online platform to identify systemic barriers.
- Finalizing a Racial Awareness & Cultural Equity (**R.A.C.E.**) **Guide** by December 2021.

Key Accomplishments (c'd)

GAC

Anti-Racism Secretariat

- Developed a **multi-year Anti-racism Strategy** to articulate the department's commitment to address systemic racism, racial discrimination and bias.
- Conducted an **Employee Anti-racism Survey** and **created Anti-racism training for EX's** to deepen the department's understanding of critical issues related to racism and racial discrimination in the workplace.
- Established a **Deputy Ministers' (DMs) Advisory Committee** on Anti-racism which provides feedback and advice to DMs on specific actions proposed to end systemic racism at all levels and in all forms in the department.
- Developed a **Deputy Minister Pilot Sponsorship Program** which provides career-advancement support to Indigenous, Black and other racialized employees and to persons with disabilities as they move into and within the executive cadre.

Key Accomplishments (c'd)

JUS

Anti-Racism and Anti- Discrimination Secretariat

- Developed a suite of **performance outcomes and metrics** to measure and track the initiatives found within the JUS Anti-Racism and Anti-Discrimination Results Framework.
- Initiated a **self-declaration initiative** to understand the equity seeking group's population and needs, and expanded the groups to sub-employment equity members and **LGBTQ2+ communities**.
- Established **performance objectives for senior leaders and executives** to implement the Results Framework and the Clerk's Call to Action.

Key Accomplishments (c'd)

IRCC

Anti-Racism Task Force

- Conducted an analysis of systemic racism within the workplace through an **Anti-racism survey**, [focus groups](#) and disaggregated people management data.
- Published an [Anti-Racism Value Statement](#) and sector level anti-racism commitments which embed accountability across IRCC and outlines tangible ways by which each sector will support Anti-racism efforts within their work.
- Developed an **Anti-Racism Impact Assessment Tool** to support policy teams in implementing sector commitments on Anti-racism into concrete action.

Proposed Joint Anti-racism Initiatives



1. Guidelines and Tools on Equity and Anti-Racism – short-term (DND and IRCC)

- Departmental-value statement on Anti-racism
- Building an equity infrastructure
- Anti-racism and Impact Assessment Tool

2. Joint Accountability and Transparency Framework – medium term (GAC and JUS)

- Reporting, Tracking and 360 Communication
- Audit and Evaluation
- Maturity Model

3. Development of policies – long term (All Four)

- Policy on Anti-racism (based on Ontario model)
- Policy on hiring of Indigenous Peoples and racialized groups
- Data standards

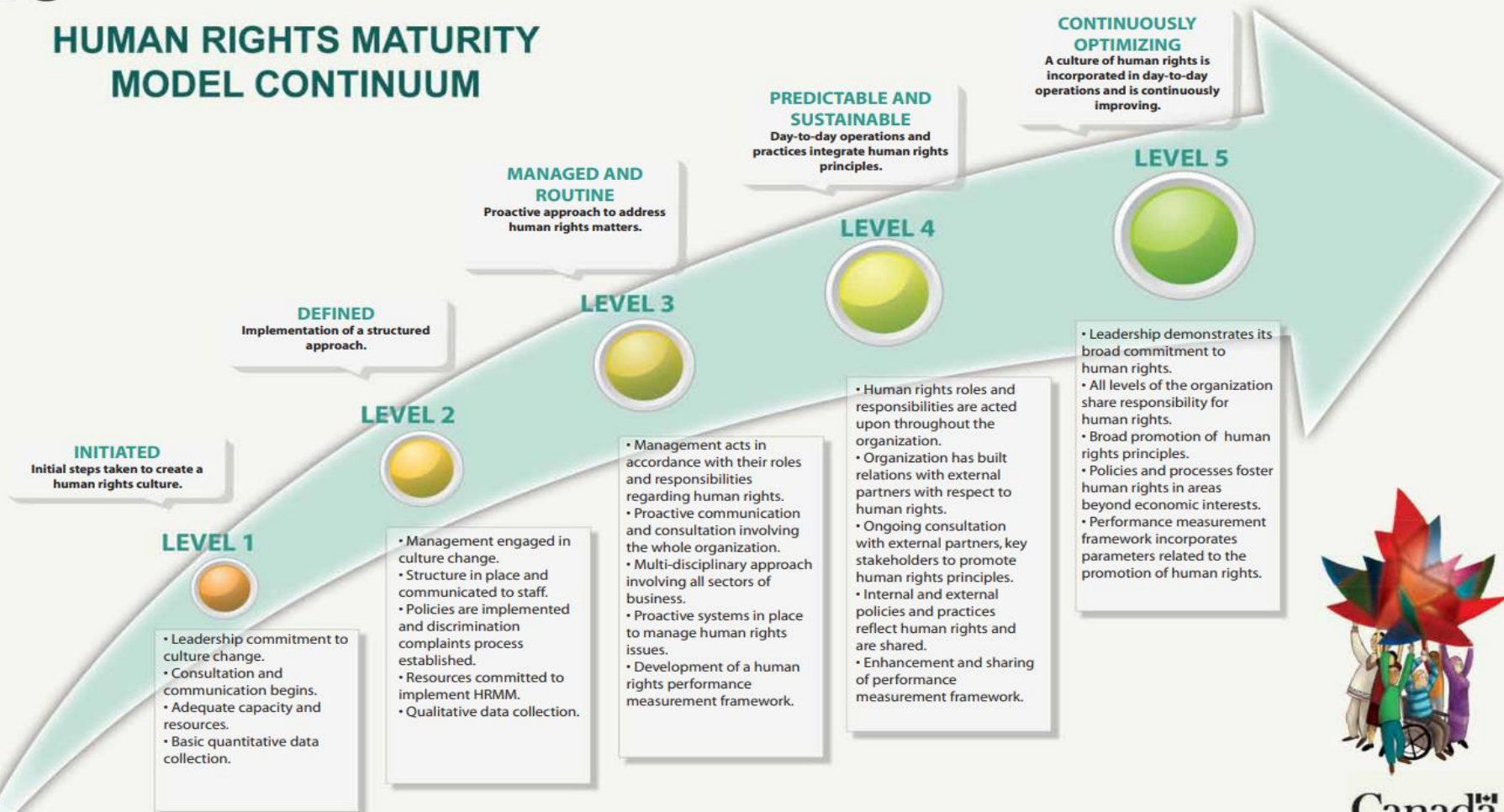
Annexes

Examples of Maturity Models





HUMAN RIGHTS MATURITY MODEL CONTINUUM



Continuum on Becoming an Anti-Racist, Multicultural Institution

MONOCULTURAL		MULTICULTURAL		ANTI-RACIST		ANTI-RACIST MULTICULTURAL	
Racial and Cultural Differences Seen as Defects		Tolerant of Racial and Cultural Differences		Racial and Cultural Differences Seen as Assets			
<p>1. Exclusive A Segregated Institution</p> <ul style="list-style-type: none"> • Intentionally and publicly excludes or segregates African Americans, Native Americans, Latinos and Asian Americans • Intentionally and publicly enforces the racist status quo throughout institution • Institutionalization of racism includes formal policies and practices, teachings and decision-making on all levels • Usually has similar intentional policies and practices toward other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc. 	<p>2. Passive A “Club” Institution</p> <ul style="list-style-type: none"> • Tolerant of a limited number of People of Color with “proper” perspective and credentials • May still secretly limit or exclude People of Color in contradiction to public policies • Continues to intentionally maintain white power and privilege through its formal policies and practices, teachings and decision-making on all levels of institutional life • Often declares, “We don’t have a problem.” 	<p>3. Symbolic Change A Multicultural Institution</p> <ul style="list-style-type: none"> • Makes official policy pronouncements regarding multicultural diversity • Sees itself as “non-racist” institution with open doors to People of Color • Carries out intentional inclusiveness efforts, recruiting “someone of color” on committees or office staff • Expanding view of diversity includes other socially oppressed groups, such as women, disabled, elderly and children, lesbians and gays, Third World citizens, etc. <p>But . . .</p> <ul style="list-style-type: none"> • “Not those who make waves” • Little or no contextual change in culture, policies and decision-making • Is still relatively unaware of continuing patterns of privilege, paternalism and control 	<p>4. Identity Change An Anti-Racist Institution</p> <ul style="list-style-type: none"> • Growing understanding of racism as barrier to effective diversity • Develops analysis of systemic racism • Sponsors programs of anti-racism training • New consciousness of institutionalized white power and privilege • Develops intentional identity as an “anti-racist” institution • Begins to develop accountability to racially oppressed communities • Increasing commitment to dismantle racism and eliminate inherent white advantage <p>But . . .</p> <ul style="list-style-type: none"> • Institutional structures and culture that maintain white power and privilege still intact and relatively untouched 	<p>5. Structural Change A Transforming Institution</p> <ul style="list-style-type: none"> • Commits to process of intentional institutional restructuring, based on anti-racist analysis and identity • Audits and restructures all aspects of institutional life to ensure full participation of People of Color, including their worldview, culture and lifestyles • Implements structures, policies and practices with inclusive decision-making and other forms of power sharing on all levels of the institution’s life and work • Commits to struggle to dismantle racism in the wider community, and builds clear lines of accountability to racially oppressed communities • Anti-racist multicultural diversity becomes an institutionalized asset • Redefines and rebuilds all relationships and activities in society, based on anti-racist commitments 	<p>6. Fully Inclusive A Transformed Institution in a Transformed Society</p> <ul style="list-style-type: none"> • Future vision of an institution and wider community that has overcome systemic racism • Institution’s life reflects full participation and shared power with diverse racial, cultural and economic groups in determining its mission, structure, constituency, policies and practices • Full participation in decisions that shape the institution, and inclusion of diverse cultures, lifestyles and interests • A sense of restored community and mutual caring • Allies with others in combating all forms of social oppression <p>© By Crossroads Ministry: Adapted from original concept by Bailey Jackson and Rita Hardiman, and further developed by Andrea Avazian and Ronice Branding.</p>		