



**MEMORANDUM TO THE DEPUTY MINISTER AND THE ASSOCIATE DEPUTY MINISTER**

**PROPOSAL FOR COMMITMENTS ON INCLUSION AND DIVERSITY**

**FOR APPROVAL**

**SUMMARY**

- The purpose of this memorandum is to seek your approval of:
  - 1) the selected departmental measures to help focus on efforts and results to build a more inclusive and diverse workforce as requested in the 2020-2021 Deputy Minister Commitments on Diversity and Inclusion (see Annex A); and
  - 2) the designation of the Chief Human Resources Officer as the IRCC Designated Senior Official for employment equity, diversity and inclusion as required within the *Directive on Employment Equity, Diversity and Inclusion* (the Directive).
- We recommend that you approve the two proposed recommendations by checking the “I concur” box and signing this memorandum as soon as possible.

**BACKGROUND:**

- On April 1, 2020, Treasury Board released [the Directive](#) replacing the previous *Employment Equity Policy* which strives to move beyond employment equity (EE) compliance towards the strategic management of diversity and inclusion. It also provides guidance to managers and designated senior officials on the implementation of EE programs and processes to comply with the *Employment Equity Act* and its Regulations.
- The Directive requires deputy heads to designate a senior official responsible for overseeing the Department’s EE obligations in accordance with the requirements of the *Employment Equity Act*, the *Employment Equity Regulations* and the mandatory procedures in the appendix to the Directive.
- On October 28, 2020, the Privy Council Office released the Deputy Minister Commitments which expand on the requirements in the Directive and require deputy heads to:
  - consider their workforce availability statistics as the floor and not the ceiling with regards to diversity targets;
  - present a staffing plan demonstrating the rate of hiring and promotion of individuals at the executive and non-executive levels, who identify in at least one of the EE designated groups. This plan will aim to close identified gaps within the next four years, with demonstrable and steady progress made annually starting in 2021; and

- Add focus on efforts and results to build a more inclusive and diverse workforce by selecting three measures falling under three themes from the provided list. In reporting on these commitments, departments will need to provide clear and measurable results on what the measures have accomplished in achieving progress to address under-representation.

### **CURRENT STATUS:**

- IRCC continues to be a leader within the diversity and inclusion space so it was no surprise that through the consultation process on the establishment of the three measures required within the Deputy Minister Commitments, it was consistently recommended that IRCC go beyond selecting just three measures.
- Given that IRCC is already in the process of addressing a number of the stated measures through the Inclusion, Diversity and Official Languages (IDOL) team, the Anti-Racism Taskforce and via the departmental Champions and employee networks it is recommended that IRCC identify eight measures divided across the three identified themes.
- The proposed measures for IRCC from the list provided within the Deputy Minister Commitments are as follows:
  1. Ensuring all executives complete anti-racism and unconscious bias training by March 2021
  2. Developing a value statement on anti-racism and ableism and proactively seeking opportunities to talk about the value of diversity and inclusion
  3. Establishing 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, with particular attention to and especially key organizational communities such as human resources and communications
  4. Establishing clear targets to increase the representation of Black employees and other racialized employees, Indigenous employees, and employees with disabilities within all levels of the organization through promotions, with particular attention to and especially key business lines, including human resources and communications
  5. Partnering with equity-seeking communities to attract and retain new talent that reflects Canada's diversity
  6. ADM-level, DM-level, DG-level sponsoring of Black employees and other racialized employees, Indigenous employees, and employees with disabilities who are identified by their managers as having high potential for executive roles or to advance to the ADM level
  7. Ensuring new systems, including internally developed or procured hardware and software, meet modern accessibility standards
  8. Addressing systemic discrimination and barriers to accessibility and disability inclusion within all internal operational policies, programs and initiatives
- The designated senior official will be critical in ensuring that these measures are implemented, monitored and results reported. Given that the Directive requires that the designated senior official be responsible for the following, among other requirements, this role is best positioned with the IRCC Chief Human Resources Officer:
  - Collaborating with the Office of the Chief Human Resources Officer, Treasury Board of Canada Secretariat, for the purposes of sharing and reconciling data
  - Ensuring that employment equity planning is incorporated into the human resources/business planning exercise
  - Gathering, maintaining and safeguarding employment equity data and personal information
  - Consulting and collaborating with employee representatives, including bargaining agents

**CONSULTATIONS:**

- In establishing the recommended measures, the Anti-Racism Taskforce and all departmental diversity Champions were consulted, in addition to various impacted teams within the Human Resources Branch.

**RESOURCE IMPLICATIONS:**

- There may be resource implications related to an increase in FTEs and in the costs associated with implementing the measures, but it is expected that these costs will be borne within the IDOL team and the Anti-Racism Taskforce.

**COMMUNICATIONS IMPLICATIONS:**

- The Communications Branch has been informed of this impact and has been critical in supporting departmental communications on inclusion and diversity initiatives to date.

**RECOMMENDATION:**

- We recommend you approve the two proposed recommendations by checking the “I concur” box and signing this memorandum as soon as possible.

**NEXT STEPS:**

- Given that the Commitments were recently released, it remains unclear how the Privy Council Office or the Treasury Board of Canada Secretariat will require organizations to report on the selected measures. A tracker has been developed and will be maintained by the Human Resources Branch in order to monitor departmental progress against the measures and report on results achieved when required.
- The selected measures will be incorporated with the IRCC Inclusion, Diversity and Official Languages Framework in order to ensure that they are aligned to ongoing departmental priorities.



I concur

I do not concur

I concur

I do not concur



Associate Deputy Minister



Deputy Minister