



Immigration, Refugees  
and Citizenship Canada

Immigration, Réfugiés  
et Citoyenneté Canada

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

**2019-2021 EX-01 EMPLOYMENT EQUITY MOVEMENT REPORT**

**FOR INFORMATION**

**SUMMARY**

- The purpose of this memorandum is to provide you with information relating to the preliminary findings related to a departmental 2019-2021 EX-01 Employment Equity (EE) Movement Report (Annex) and share information on EE data collection relating to executive (EX) resourcing, and in particular, EX self-declaration.
- As limitations exist with regard to employee disclosure and collection and usage of EE representation data in executive resourcing, particularly as it relates to self-declaration, various initiatives have been implemented at the Departmental level to improve data collection and support increased representation.

**BACKGROUND:**

- As part of Immigration, Refugees and Citizenship Canada's (IRCC) Diversity and Inclusion commitments, the department is committed to 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 and promotions.
- While progress has been made in recent years to achieve gender equity in the leadership levels and improve the representation of visible minorities, there is more progress that could be made to increase representation and diversity of the executive cadre, in particular with respect to Black people, Indigenous People and persons with disabilities.
- In order to better understand resourcing of the executive cadre with regard to these EE groups, an EX-01 EE Movement Report (Annex) was developed. This report includes EX-01 movement within the Department, including advertised and non-advertised appointments and deployments during the last two fiscal years (2019-2020 and 2020-2021). The self-declaration information voluntarily shared by appointed candidates through any of these staffing actions during this period was captured in the report, including information for those who have since left IRCC.

## **CURRENT STATUS:**

- A preliminary analysis of the executive resourcing data revealed:
  - An overall increase in EX-01 appointments and deployments to the Department between 2019-2020 (**22**) and 2020-2021 (**38**).
    - This increase in actions comes from stabilizations to classified positions for long-term actors and to newly created positions.
  - An increase from 2019-2020 (**9%**) to 2020-2021 (**18%**) in appointments of candidates who self-declared in one or more of the three EE groups above.
    - Limitations exist in regards to employee disclosure and gathering of this data, particularly as it relates to self-declaration and self-identification.

## **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 once 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 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.
- Given these limitations, various self-declaration initiatives targeted to executive candidates have been developed since March 2021, to be more proactive and improve EE data collection relating to executive resourcing and ensure candidate consent is obtained as follows:
  - Outreach to EX candidates previously qualified in IRCC pools who may not have self-declared;
  - Outreach to EXs within the public service who provided unsolicited resumes;
  - Outreach to new EXs appointed through an advertised process, a non-advertised appointment or deployment who had not self-declared,; and

- EX letters of offer to be amended to include a self-declaration consent option to share their information for statistical purposes and/or for consideration in selection decisions, where belonging to one or more of the EE groups is a selection criterion. This practice aligns with current guidance from the Public Service Commission.
- Amongst these initiatives, the first three have already been implemented using a self-declaration form, and the fourth initiative is being planned for implementation in late April 2021.
- Therefore, while the resourcing data for the last two fiscal years shows a year-over-year increase in representation for EX-01s appointed and deployed at IRCC, 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-01 level during this period.
- Therefore, with new proactive EX outreach initiatives in place, Human Resources Branch (HRB) hopes to improve data collection and gain a more accurate understanding of EX representation relating to executive resourcing going forward.

**NEXT STEPS:**

- Later this month, HRB will be implementing updates to EX letters of offer for appointments where belonging to one or more of the EE groups is a selection criterion, to include consent for the usage of self-declaration information for statistical purposes and/or for consideration in selection decisions.
- HRB will continue to collect, review and update the data relating to self-declaration, with a goal of providing recommendations within the next six 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.
- Recommendations provided could therefore include options such as a review of the sub-delegation instrument, and/or utilizing fora such as the Executive People Management Committee to more closely monitor upcoming movement EX (and or EX-01 level), and/or enhanced reporting and or monitoring of EX-01 movement in general.

