



# Civilian Diversity & Inclusion Action Plan

Our Action Plan is a living document in our organization.

All members of ADM Mat will have the opportunity to provide advice and direction on the plan.

Together, leaders and employees are co-creating a culture of inclusion.

Having diversity of views and an environment where people are comfortable expressing their opinions makes an organization great.

We are rooted in people - seeking to create a vibrant environment of belonging.

Through our commitment to diversity, inclusion and respect initiatives, professionalism and personal development, we empower our people to improve their lives and lift those around them.

Thank you to all our leaders and employees in our organization who actively contributed to the creation of this plan and continue everyday to build inclusion in action into our everyday work activities.

	CDIAP Requirement	Actions	Resources	Performance Indicators
1.	<b>Eliminate Employment Equity Gaps and Meet Legislative Requirements</b>			
1.1	Prioritize the hiring of Employment Equity groups that have gaps with respect to workforce availability.  Note: The numbers in ( ) are to be closed in the long term, and not in year targets.	<b>Women</b> Scientific and Professional (3) Administrative (22) Technical (65) <b>Visible Minorities</b> Scientific and Professional (69) Administrative (1) Technical (51) Operational (6) <b>Persons With Disabilities</b> Scientific and Professional (40) Administrative (49) Technical (16)	ADM (HR-Civ) Employment Equity and Diversity and Inclusion (EEDI) centre of expertise for advice and guidance on the implementation of EE and D&I actions.  ADM (HR-Civ) Directorate Staffing Policy and Programs (DSPP) team on staffing policies	Functional Planning Guidance targets for addressing EE representation gaps.

		<p>Operational (8) <b>Indigenous</b> Technical (12)</p> <p>Action recommendation from HR-Civ to delve deeper into gaps by classification type and level to get a more complete picture.</p> <p>Action recommendation from HR-Civ to review existing pool data, usage, how pool data is being accessed and managed for unconscious bias.</p>	<p>ADM (HR-Civ) National Recruitment &amp; Programs team on civilian recruitment. DSPP helps attract candidates by developing and delivering strategies for talent acquisition and recruitment in support of the objectives of SSE.</p> <p>ADM (HR-Civ) Staffing Advisor for support in addressing EE considerations in all staffing decisions.</p> <p>ADM (HR-Civ) Directorate of Executive Services (DCES) team for support with staffing executive positions.</p>	
1.2	Identify and remove barriers to hiring a diverse workforce	<p>Audit staffing practices to remove those that create systemic barriers.</p> <p>Provide review function of language and content of marketing materials, posters, SOMC, assessment tools, etc. including GBA+ considerations.</p>	<p>Work with HR-Civ to pilot and test policy experiments relating to D&amp;I and/or the removal of systemic barriers.</p>	<p>Increase in EE group members being promoted from without and within.</p>
1.3	Provide guidance and advice on staffing to hiring managers.	<p>Share resources such as D&amp;I lens tool and provide D&amp;I advice on new hires.</p> <p>Provide review function of language and content of marketing materials, posters, SOMC, assessment tools, etc.</p> <p>Share and Apply GBA+ checklists, tools, questions to support reviews.</p> <p>Promote registration to Diverse Interviewer Inventory.</p>	<p>L1 and/or L2 D&amp;I WGs.</p>	<p>EE representation gaps are reduced.</p>

1.4	Remove barriers to entry-level positions.	Review SOMCs to ensure that education and experience requirements are bona fide only and look for alternatives to formal education.	Staffing Advisors	More entry level positions are staffed with EE group members.
<b>2. Expand Leadership Representation</b>				
2.1	Use vacancies to promote EE groups to the EX cadre.  Note: The numbers in ( ) are to be closed in the long term, and not in year targets.	Women (2) Visible Minorities (5) Use a VM pool when there is one available	EDP D&I EX Pool (HR-Civ) Mat Group EX pools	% of EE group members in the EX cadre increases.
2.2	Target diverse group members for the Executive Development Program.	Senior managers to focus on EE group representation when nominating Members.	EDP	% of EDP members that come from EE groups.
2.3	Use acting opportunities to give diverse group members experience working at the executive level.	EX cadre to offer acting opportunities to members.  EDP to offer acting opportunities to Members.  Ensure EE Member receive mentoring, either in-house or through the Executive Counselling Services of PSC.	EDP DG's to identify EE members for EX acting positions.	# of EE group members that have acting assignments increases.
2.4	Offer mentorship opportunities for future leadership from diverse backgrounds	Lifting As You Lead Mentoring Circle Program implementation	ADM(Mat) D&I Office as Lifting As You Lead Mentoring Circle Program Lead	% of EE group members in the EX cadre increases.
<b>3. Enhance Promotion Rate and Share for all Diversity Groups</b>				
3.1	Offer mentoring at all levels for diverse group members	Provide mentoring opportunities, formal and informal, in particular through Lifting As You Lead Mentoring Circle Program	Lifting As You Lead Mentoring Circle Program  HR-Civ mentoring program. PG mentoring program ENG mentoring program	Increase in participation by EE group members.  100 Mat Grp employees register for 2021 Lifting As You Lead Mentoring Circle Program

			Use of Executive Coaching Services as part of EDP	
3.2	Create L1 and L2 D&I working groups	L1 Materiel Group advisory committee  L2s to create D&I working groups	L1 D&I Advisor	1/3 of Mat Grp Divisions have WGs established with clear TORs.
3.3	Identify qualified personnel	Create process to identify and support members from Mat Grp that have qualified in higher level pools outside Mat Grp	ADM(Mat) D&I Office HR-Civ	Increased Mat Grp share of promotions
<b>4.</b>	<b>Enhance and Enable Inclusive Practices</b>			
4.1	Build skills and awareness to move the executive cadre along the diversity continuum from <i>minimization</i> to <i>acceptance</i> .	Encourage EX members that completed the IDI assessment to get individual feedback.  All managers will need to become more culturally adaptive so that individuals from diverse backgrounds reach their maximum potential.	IDI consultant.  An ability to lead a diverse team in challenging times; are aware of their own worldview and its influence on their behaviour; understand the worldview of others and the impact it has on work; listen with empathy; be unafraid to be vulnerable; become intentional life-long learners.	Future IDI survey results show movement along the continuum.
4.2	Creation of L1 Micro-Mission Assignments in Diversity & Inclusion	Recruitment campaign targeted at ADM(Mat) employees and open to all public servants across the GoC. Resources from micro-mission will activate this Action Plan and create deeper knowledge transfer and cultural competency in our organization.	L1 D&I Advisor	# of micro-mission assignments completed.
4.3	Communications Plan	Approved Communication plan that considers PSES 2020 ADM(Mat) results, ongoing active consultations with employees and L1 Working Group activities and ideas. Focus on tools for action, leadership; and HOT (Honest, Open, Transparent)	L1 D&I Office and Communications specialists	Created yes/no

		<p>communications.</p> <p>Jam Sessions conducted at Group, Division and Directorate levels</p> <p>Ask Me Anything Series</p> <p>Internal Web Portal and Resource Base</p>	L1 D&I Advisor, DFO-CCG, HC + partners	<p>Number of Jam sessions and number of participants</p> <p>Number of participants from DND and overall</p> <p>Creation and number of visits</p>
4.4	Celebrate diversity, inclusion and belonging.	<p>Recognize and celebrate commemorative days, holidays and events from a diversity of religions, cultures and international observances.</p> <p>Delivery of monthly Mat Group Multicultural Calendar</p>	Multicultural Calendar from ECCC	Monthly distribution of Multicultural Calendar
<b>5.</b>	<b>Embed Individual Accountability</b>			
5.1	Organize and share culture change learning events to build understanding and awareness of all aspects of diversity, inclusion and belonging.	Organize monthly Ask Me Anything events that amplify the voices of marginalized communities with public servants and diversity experts within the Public Service. The learning events build cultural competency and foster an inclusive workplace.	Diversity Consultants PSC	<p># of events held.</p> <p>Increases over time in participation.</p>
5.2	Employees and leaders co-create a culture of inclusion through learning. Each member adds training activities to their learning plan.	<p>Unconscious bias training</p> <p>D&amp;I courses</p> <p>Employment Equity training</p> <p>GBA+ training</p> <p>Respectful Workplace, Ethics, and Diversity and Inclusion Cascade</p>	<p>MMTC</p> <p>CSPS</p> <p>DLN</p> <p>DMGMC and partners</p>	<p>% of Materiel Group employees that have completed unconscious bias training; D&amp;I training and EE training.</p> <p>Participation rate amongst Mat Grp employees</p>

5.3	Employees and leaders co-create a culture of inclusion through action. Each member includes diversity and inclusion activities on their PMA. This is mandatory, but everyone selects their actions.	Actions and behaviors to build a culture of inclusion.	L1 creates mandate letter with examples of activities and behaviours to adopt.	% of Materiel Group employees that have included in their PSPA's.
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Date: Fiscal year 2021/22

For more information contact: [Diversity and Inclusion Office, Materiel Group, National Defence](#)