

Equity, Anti-Racism and Mental Health in the Federal Public Service
Équité, antiracisme et santé mentale dans la fonction publique fédérale

Federal Youth Network Webinar - Employment Equity, Diversity and Inclusion, Anti-Racism Series!

Webinaire du réseau fédéral des jeunes - Série sur l'équité en matière d'emploi, la diversité et l'inclusion, l'antiracisme !

October 6, 2022 - 1:30 pm to 3:30pm EST

6 octobre 2022 – 13h30 à 15h30 HSE

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Disclaimer: “The facts and opinions expressed in this presentation and on the following slides are solely those of the presenters. This webinar is intended to be a collective learning experience and a template or platform for advancing the work related Racial Equity, Anti-Racism, Mental Health and Psychological Safety. We are here in a spirit of service to and solidarity with the marginalized.”

Clause de non-responsabilité : "Les faits et les opinions exprimés dans cette présentation et sur les diapositives suivantes sont uniquement ceux des présentateurs. Ce webinaire est destiné à être une expérience d'apprentissage collectif et un modèle ou une plateforme pour faire avancer le travail lié à l'équité raciale, l'antiracisme, la santé mentale et la sécurité psychologique. Nous sommes ici dans un esprit de service et de solidarité avec les personnes marginalisées."

Dedication of this Webinar

- To: The Senator - Mr. Ian Shugart, the Retired Clerk of the Privy Council who issued the Clerk's Call to Action on Anti-Racism, Equity and Inclusion
 - We congratulate him for being appointed by the Prime Minister as an Independent Senator
 - His Call to Action is supported by s.15 of the Canadian Charters of Rights and Freedom

TODAY we will be analyzing operational data as supporting evidence for undertaking the following Call to Action. We will refer to the other actions during the Webinar.

- **Measuring progress and driving improvements** in the employee workplace experience by **monitoring disaggregated** survey results and **related operational data** (for example, promotion and mobility rates, tenure) and **acting on what the results are telling us.**

Slogans for Equity and Anti-Racism

- Moral Imperative
- Governance Obligation
- Legal Responsibility

Outline of Presentation and Discussion

- ❖ Equity in the Federal Public Service is Substantive Equality as protected by the Charter
- ❖ Research and Analysis of Representation Data of Black Employees and the Employment Equity Designated Groups in the Public Service
- ❖ New Key Leadership Competency for Executives on Racial Equity and Anti-Racism
- ❖ Addressing the Cost of Racism on the Mental Health of Public Servants
- ❖ What we can do about it.

Unit 1

Section 15 of the Canadian Charter of Rights and Freedoms

La Charte canadienne des droits et libertés

Equality is not treating all equally

Equity is a means to Substantive Equality (d'égalité réelle)

Equality in Access

- How are we doing in 2022?

Equality in Opportunity

- Have we addressed the racially disadvantaged?

Equality in Outcome

- Are we monitoring outcomes for subgroups such as Black employees?

What are the Main Takeaways?

In Canada we do not have formal equality. We have substantive equality. So equality is not treating people the same. Equality is to use Equity to address and redress inequalities which include Racial Inequalities.

1. Disaggregated data in the Federal Public Service (since 2017) gives irrevocable evidence that Black Employees are the most stagnated and face the largest barriers to career advancement and entry into the EX cadre.
ACTION – Implement the Clerk's Call to Action for Black Employees.
2. We require leaders competent in Racial Equity and Anti-Racism.
ACTION – Add a Key Leadership Competency on Racial Equity and Anti-Racism for Executives.
3. Racism causes adverse effects on the Mental Health and Psychological Safety of Racialized Groups at a cost of Billions of Dollars.
ACTION – Add Anti-Racism to the National Standard for the Psychological Health and Safety for Canadian Workplaces.

Unit 1: Substantive Equality is NOT treating all the same

This is a violation of the Duty to Accommodate consistent with the Canadian Human Rights Act



How do you establish a bona fide occupational requirement? Comment établir une exigence professionnelle justifiée?

The Supreme Court of Canada established a three-step process (Meiorin and Grismer cases, both in 1999) / La Cour suprême du Canada (arrêts *Meiorin* et *Grismer*, 1999) a établi un processus comprenant les trois étapes :

1. It is connected to the performance of the job;
2. It is necessary to fulfill the work-related purpose; and
3. It is reasonably necessary to do the work.

1.4

Equity is a means to substantive Equality/ L'équité est un moyen d'atteindre une égalité réelle

Address Barriers
e.g., EQUITY
Special Measures

S'attaquer aux
obstacles
p. ex., ÉQUITÉ
Mesures spéciales



Remove Barriers
e.g., EQUITY
Program

Retirer les
barrières
p. ex.
Programme
d'équité



Purpose of the Employment Equity Act/ Objet de la Loi sur l'équité en matière d'emploi

2 The **purpose of this Act is to achieve equality** in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experienced by women, Aboriginal peoples, persons with disabilities and members of visible minorities by giving effect to the principle that employment **equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.**

2 La présente loi **a pour objet de réaliser l'égalité** en milieu de travail de façon que nul ne se voie refuser d'avantages ou de chances en matière d'emploi pour des motifs étrangers à sa compétence et, à cette fin, de corriger les désavantages subis, dans le domaine de l'emploi, par les femmes, les autochtones, les personnes handicapées et les personnes qui font partie des minorités visibles, **conformément au principe selon lequel l'équité en matière d'emploi requiert, outre un traitement identique des personnes, des mesures spéciales et des aménagements adaptés aux différences.**

1.6

Data that affects Public Servants differently depending on their Race

Racial Discrimination in the Federal Public Service
- [Public Service Employee Survey 2020](#)

[Question 64a. Please indicate the type of discrimination you experienced. Race](#)

Response rates of those who said YES

[Non-Visible Minority](#)

12%

[Visible Minority](#)

62%

[Black Employees](#)

80%

Unit 2: Barriers to enter EX Cadre and Stagnation in the Federal Public Service – A Comparison of Black Employees with EE Groups

What does the data on representation tell us about
equality in outcomes?

Use of a Disproportionality Index to identify deviation from a uniform distribution – focus on the EX Cadre

Consider the Representation percentage of Demographic Groups in the EX Cadre from 2017 to 2021.

Table 1: Representation percentage of Demographic Groups in the EX Cadre from 2017 to 2021.

Demographic Group	2017	2018	2019	2020	2021
BLACK Employees	1.4%	1.4%	1.6%	1.6%	1.9%
Visible Minorities	10.2%	10.1%	11.1%	11.5%	12.4%
Indigenous Peoples	3.9%	3.7%	4.1%	4.1%	4.4%
Persons With Disabilities	5.2%	4.8%	4.6%	4.7%	5.6%
Women	48.0%	49.1%	50.2%	51.1%	52.3%

From the data in the table above **alone we cannot do the following**

- Cannot determine if there is under-representation or over-representation;
- Cannot evaluate the change in representation from 2017 to 2021
- Cannot compare Data for the demographic groups

Representation of Employees in Department X as of March 31, 2021

Group	Number	Percentage of Total In Department X	% of members of Group A and B in the Canadian Population - From the 2021 Census
Group A	20	4%	4%
Group B	20	4%	4%
All Employees	500	100%	Not applicable

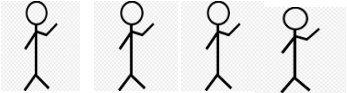

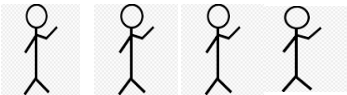
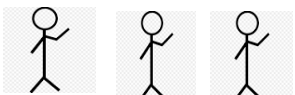
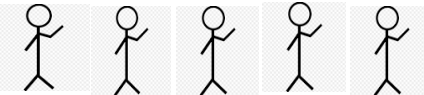
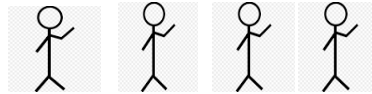
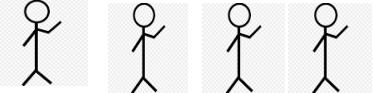
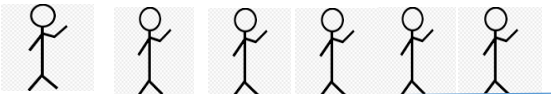
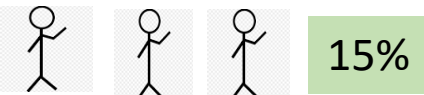
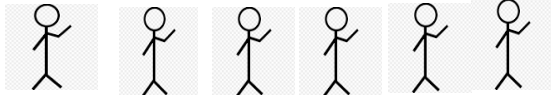
The Representation of Group A and Group B match the % in the Canadian population. However, examination of Salary Level Representation reveals issues with stagnation and barriers to progress. The Next slide discusses this using illustrative data.

Disproportionality Index to compare groups – What is different between Groups A and B

2.4

Department X has 500 employees. Representation of Group A = 4%; and Group B = 4%

$$DI_{\text{Group X; Salary range } i} = \frac{\% \text{ Group X; Salary range } i}{\% \text{ All Employees; Salary range } i}$$

Salary Range i	Group A with Good Career Progress	Percentage Distribution for ALL	Group B with Stagnation and Barriers	Disproportionality INDEX	
				A	B
Very High	 20%	20%	 5%	1.00	0.25
High	 20%	20%	 15%	1.00	0.75
Middle	 25%	20%	 20%	1.25	1.00
Low	 20%	20%	 30%	1.00	1.50
Very Low	 15%	20%	 30%	0.75	1.50

A Disproportionality Index (DI)

A Disproportionality Index (DI) is a measure of a group's equitable distribution.

The higher value of the index, the more overrepresented the group is compared to the representation in the reference population. DI values could be used to examine the representation of a group (e.g., Black employees) in the EX cadre or across salary ranges to find evidence for barriers to advancement or stagnation in lower levels.

Disproportionality Index (DI) for the EX Cadre Representation for X =
$$\frac{\% \text{ Group X; EX Representation}}{\% \text{ All Employees; EX Representation}}$$

2.6

Table 2. Disproportionality INDEX (DI) for EX Cadre Representation for Black Employees in comparison to the DI values for EE Groups pursuant to the EE Act as of March 31st of the following Calendar Years

Equity Group	2017	2018	2019	2020	2021
BLACK	0.50	0.48	0.50	0.46	0.50
Visible Minorities	0.68	0.64	0.66	0.65	0.66
Indigenous Peoples	0.75	0.73	0.80	0.80	0.85
Persons With Disabilities	0.95	0.91	0.88	0.90	1.00
Women	0.88	0.90	0.92	0.93	0.94

The Table 2 data shows the following:

Under-representation: $DI < 1$

Change from 2017-2021: a) Blacks and VMs do not show improvement; b) Women show a steady improvement; and c) Indigenous Peoples also show improvement but remain under-represented

Overall observation: The data is consistent with the premise that Blacks have been consistently the most under-represented in the EX Cadre.

What should be done to address the Data from Table 2:

1. Use EE Act Special Measures to address this issue. Disaggregated data for EX cadre representation for Blacks has been available since 2017.
2. Implement, the Call to Action on Anti-Racism, Equity and Inclusion by the Clerk of the Privy Council Office, which has called for special measures for the Black EE Subgroup.
 - i. **Appoint** employees to and within the Executive Group through career development and talent management
 - ii. **Sponsor** high-potential employees to prepare them for leadership roles
 - iii. **Support** the participation of employees in leadership development programs (for example, the Executive Leadership Development Program) and career development services (for example, official language training)

Unit 3: Use of Disproportionality Indexes for Salary Range Representation to examine Stagnation and Barriers to Career Advancement

for employees in the Federal Public Service in Canada as of March 31, 2021

Comparison of Representation of Black Employees with All Employees

To get information whether stagnation and barriers to advancement exists the salary ranges were divided into FIVE approximately equal parts. From the very low range to the very high range.

Overrepresentation at the very low range would indicate stagnation. Underrepresentation in the very high range would suggest barriers to carriers advancement.

Salary range (\$)	All employees (20% ± 3%)		Black Employees	
	Number	% of All employees	Number	% of All Blacks
Less than \$60,000 (Very Low)	38,139	16.7	2077	23.5
\$60,000 to \$69,999 (Low)	40086	17.6	2089	23.9
\$70,000 to \$84,999 (Medium)	52843	23.1	1833	20.9
\$85,000 to \$99,999 (High)	44075	19.3	1376	15.7
Over \$100,000K (Very High)	53202	23.3	1379	15.8
All ranges	228,345	100	8754	100

Disproportionality Index for Comparative Representation at different Salary Ranges from Very Low to Very High

$$\frac{\% \text{ Group X; Salary range } i}{\% \text{ All Employees; Salary range } i} = DI_{\text{Group X; Salary range } i}$$

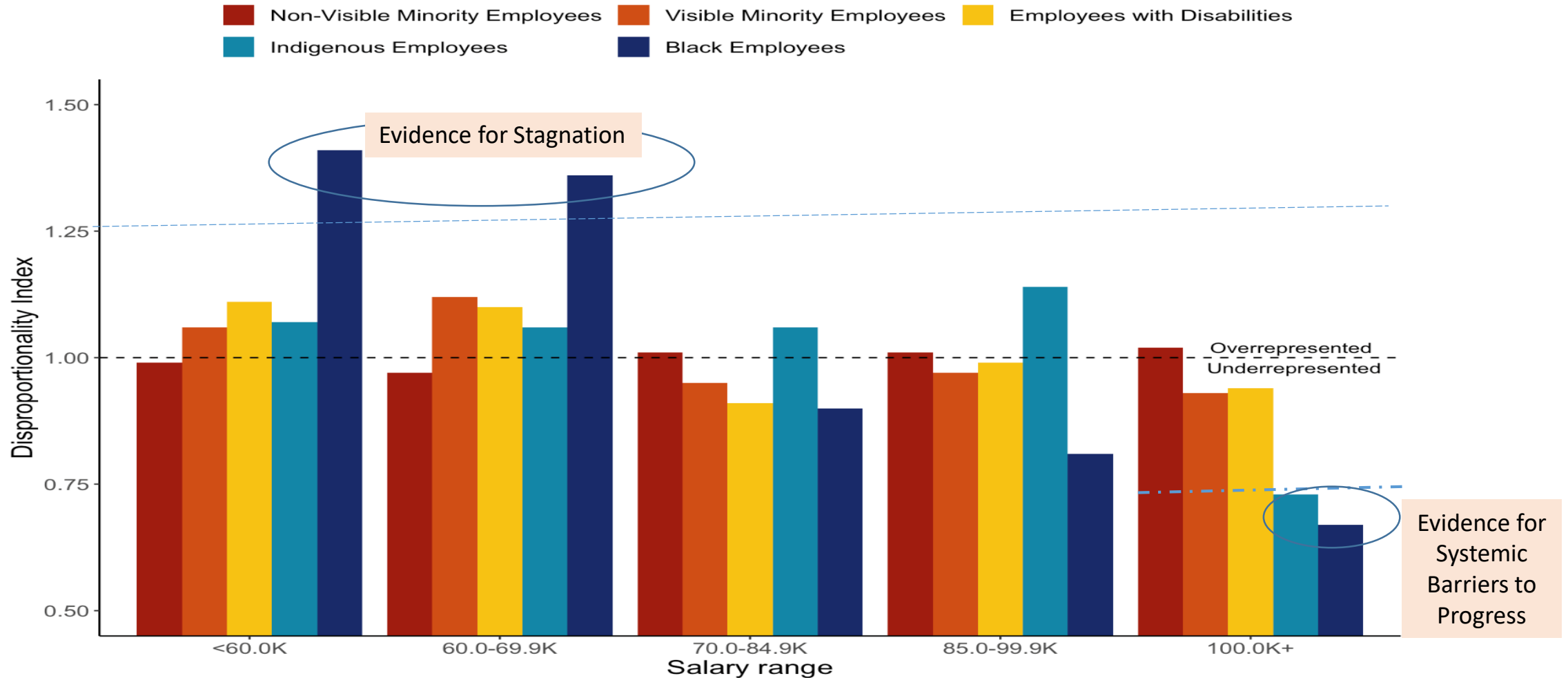
$$DI_{\text{Black employees; } < 60K} = \frac{23.5\%}{16.7\%} = 1.41$$

Calculation of the Disproportionality Index for Salary Ranges of public service of Canada employees for Black, Visible Minority Group, Indigenous Peoples and Persons with Disabilities (as of March 31, 2021)

The Disproportionality Index (DI) for a given range R for group DG = (% Representation of DG in Range R)/ (% Representation of DG for All Ranges)

Salary range R (\$)	Percentage of All employees	Disproportionality INDEX (DI) for Demographic Groups (DG)				
		<i>Black Employees</i>	<i>Members of a visible minority group</i>	<i>Indigenous Peoples</i>	<i>Persons with Disabilities</i>	<i>Non-VM</i>
Less than 60K	17%	1.41	1.07	1.08	1.13	0.98
60 to 70K	18%	1.37	1.12	1.08	1.11	0.97
70 to 85K	23%	0.92	0.95	1.06	0.91	1.01
85 to 100K	19%	0.82	0.97	1.15	1.00	1.01
Over 100 K	23%	0.68	0.93	0.73	0.95	1.02
Over 150K	2%	0.58	0.71	0.67	1.02	1.07
Executive Cadre ONLY	3%	0.50	0.66	0.85	1.00	1.08
All ranges	100%	1.0 by definition	1.0 by definition	1.0 by definition	1.0 by definition	1.0 by definition

The Disproportionality Index for Salary Ranges of public service of Canada employees for Black, Visible Minority Group, Indigenous Peoples and Persons with Disabilities (as of March 31, 2021)

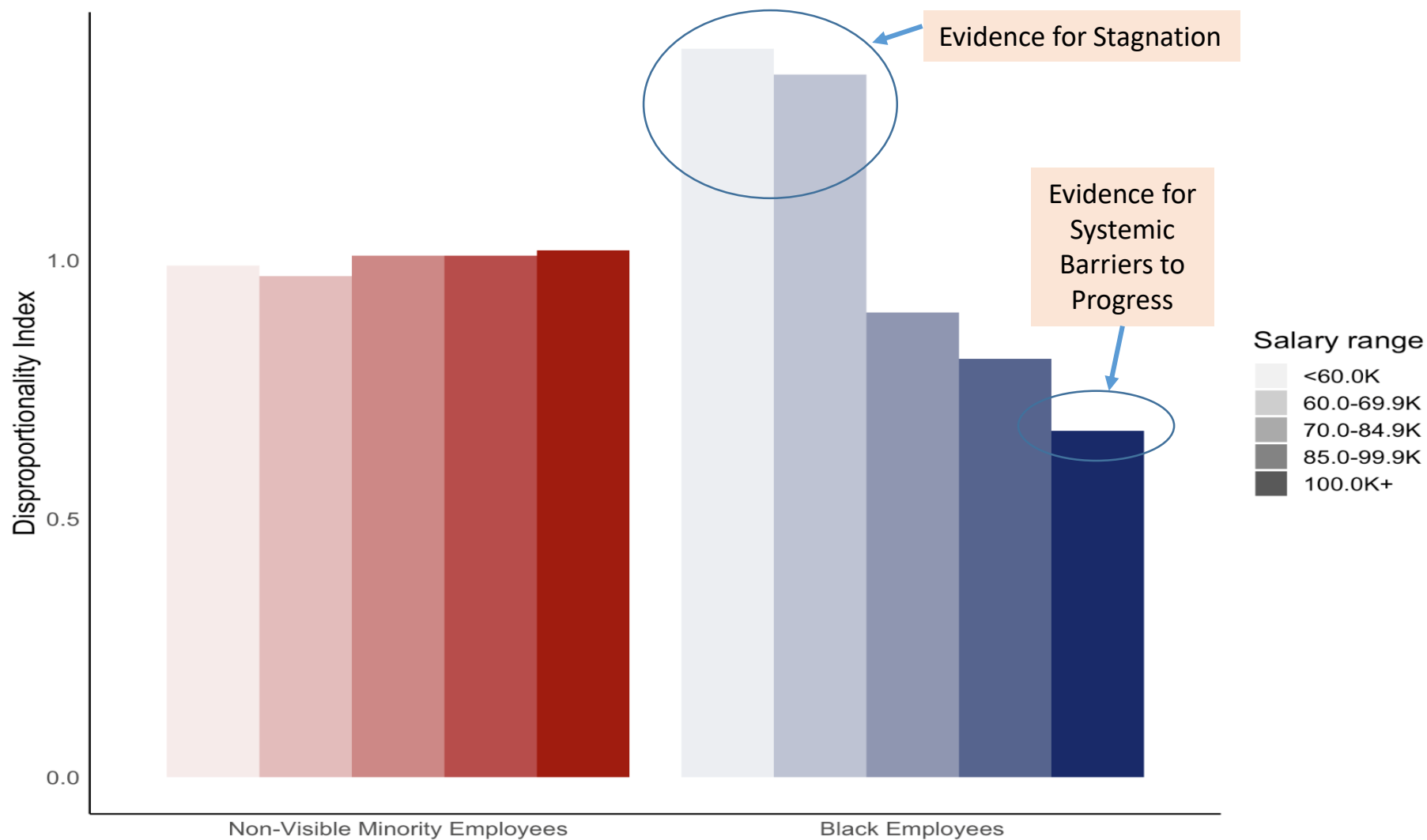


Comparison of the Disproportionality Index for Salary Ranges of public service of Canada employees for Black, Visible Minority (VM) Group, Non-VM (as of March 31, 2021)

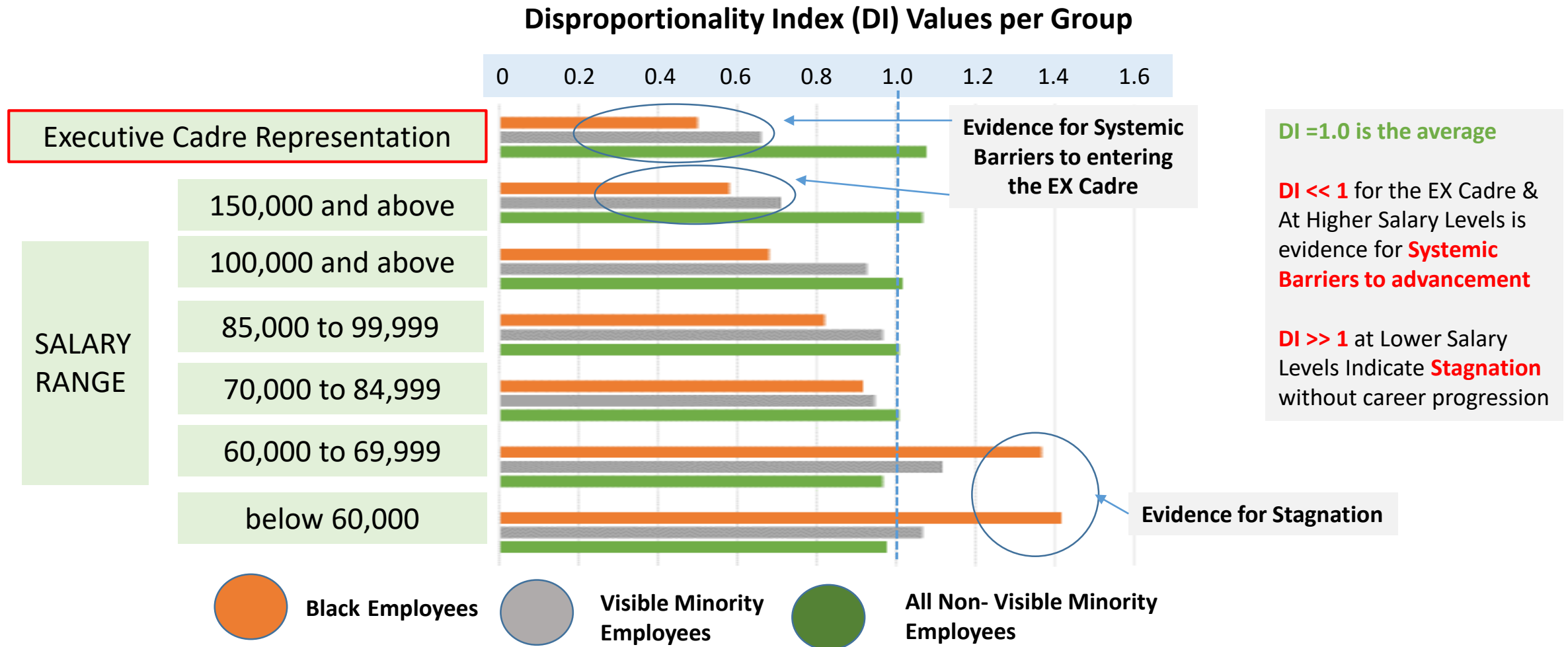
The Disproportionality Index (DI) for a given range R for group DG = (% Representation of DG in Range R)/ (% Representation of DG for All Ranges)

Salary range – R (\$)	Disproportionality INDEX (DI) for Demographic Groups (DG)		
	<i>Black Employees</i>	<i>Members of a visible minority group</i>	<i>Non-VM</i>
Less than 60K	1.42	1.07	0.98
60 to 70K	1.37	1.12	0.97
70 to 85K	0.92	0.95	1.01
85 to 100K	0.82	0.97	1.01
Over 100 K	0.68	0.93	1.02
Over 150K	0.58	0.71	1.07
Executive Cadre ONLY	0.50	0.66	1.08
All ranges	1.0 by definition	1.0 by definition	1.0 by definition

A Comparison of the Disproportionality Index for Salary Ranges of public service of Canada employees for Black and Non-Visible Minority Group, (as of March 31, 2021)



Disproportionality Indexes for Salary Level Representation of Blacks, Visible Minorities (VM) & Non-Visible Minorities (non-VM)



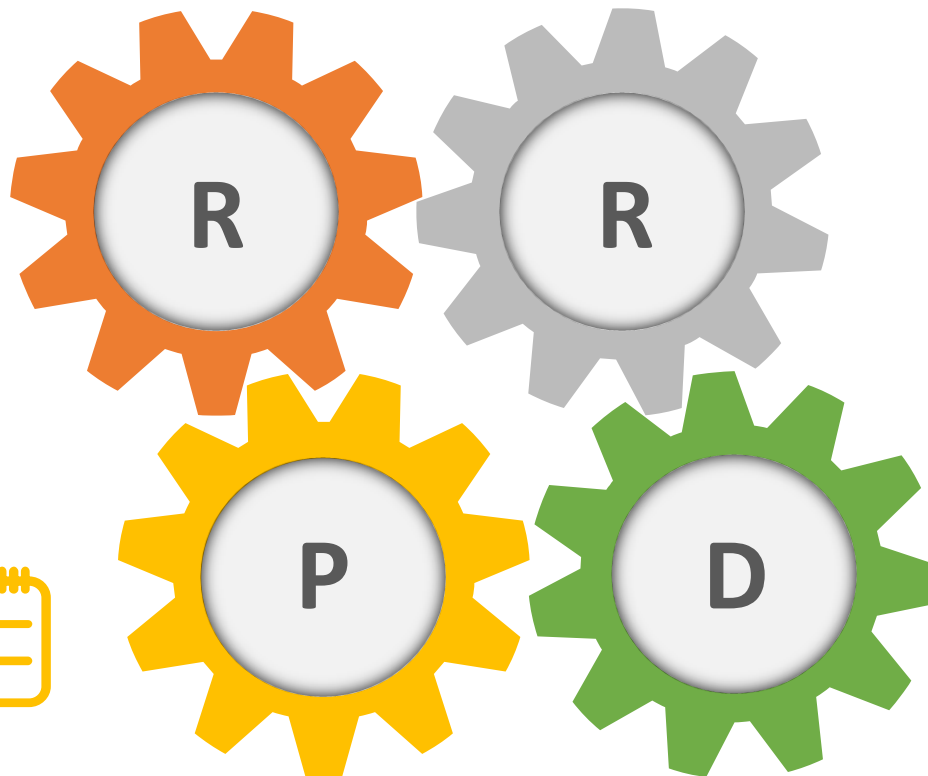
RRDP Gear Connect

RECRUITEMENT – RETENTION – DEVELOPMENT – PROMOTION



RECRUITEMENT

Targeted recruitment of Black, Indigenous Peoples, VMs and PWDs .



RETENTION

All employees, especially the racialized people need to feel that they are included and hence would want to stay .



PROMOTION

Racialized employees stagnated should be developed, sponsored and promoted to the Executive Cadre as well..



DEVELOPMENT

Targeted development programs with mentorship and sponsorship is required.



<https://www.canada.ca/en/privy-council/corporate/clerk/call-to-action-anti-racism-equity-inclusion-federal-public-service.html>

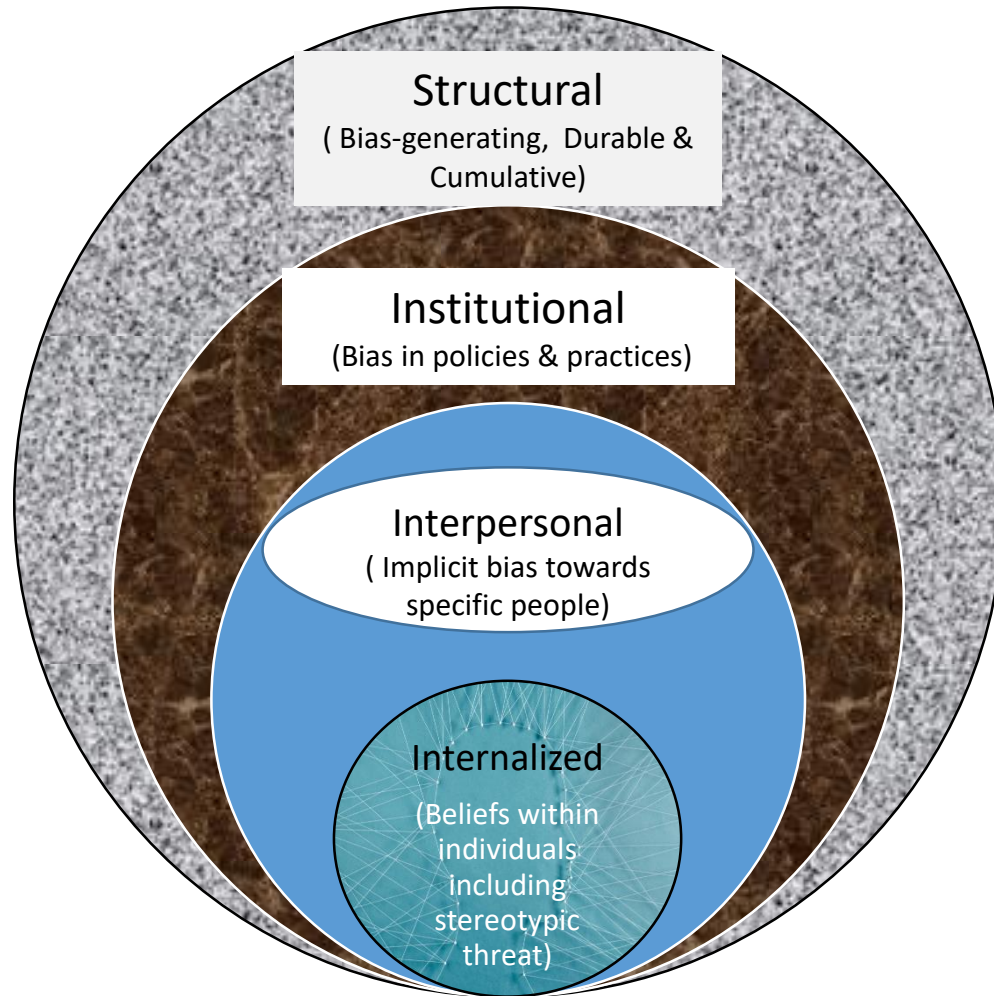
<https://www.canada.ca/fr/conseil-prive/organisation/greffier/appeel-action-faveur-lutte-contre-racisme-equite-inclusion-fonction-publique-federale.html>

Unit 4 - Enriching the Key Leadership Competencies (KLCs) for Executives by adding a new KLC for Racial Equity, Anti-Racism & Reconciliation

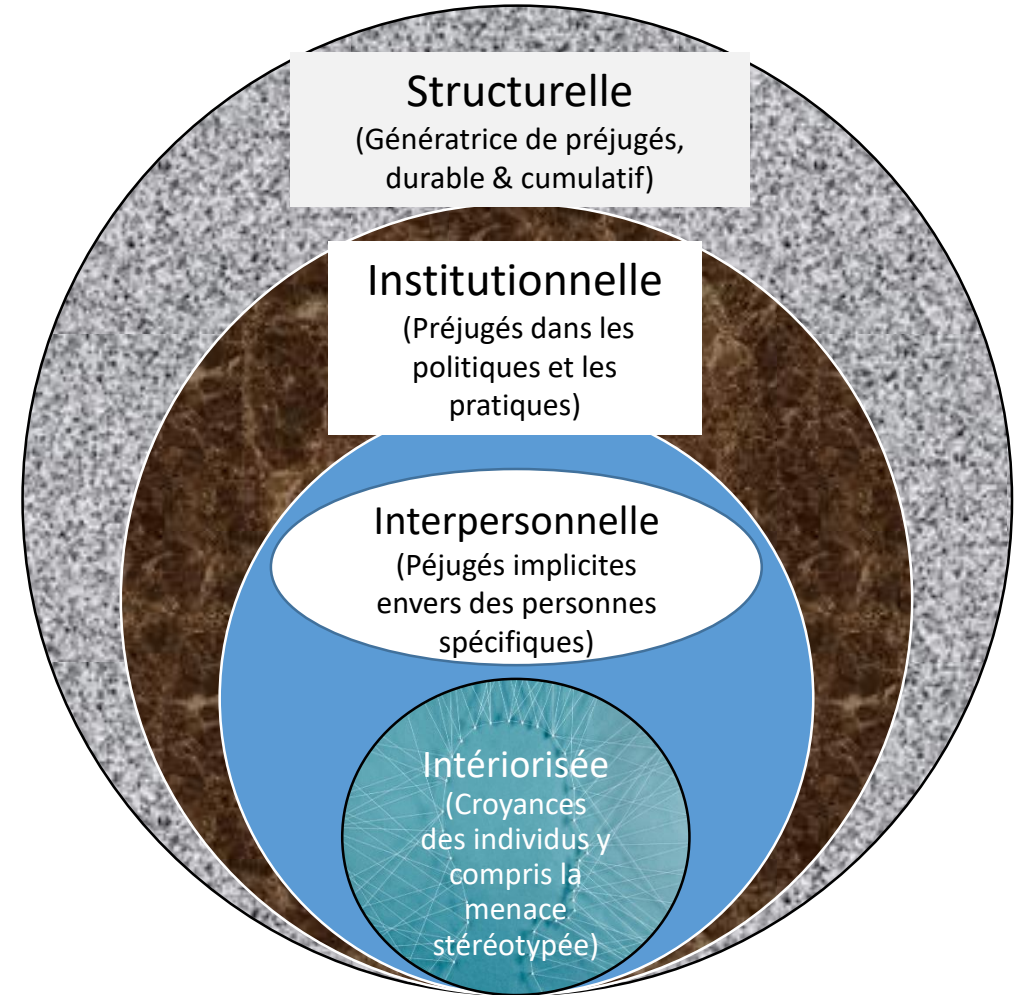


Unit 5 - Cost of Racism on the Mental Health and Psychological Safety of Canadians

Spheres of Systemic Racialization



Sphères de racialisation systémique



Estimating the mental health costs of racial discrimination

Racial discrimination costs the Australian economy 235,452 in disability adjusted life years lost, equivalent to:

\$37.9 billion per annum

i.e., roughly 3.02% of annual gross domestic product (GDP) over 2001–11, indicating a sizeable loss for the economy.

<https://bmcpublichealth.biomedcentral.com/articles/10.1186/s12889-016-3868-1>

[Amanuel Elias](#) & [Yin Paradies](#), *BMC Public Health* v 16, 1205 (2016)

What are psychosocial factors?

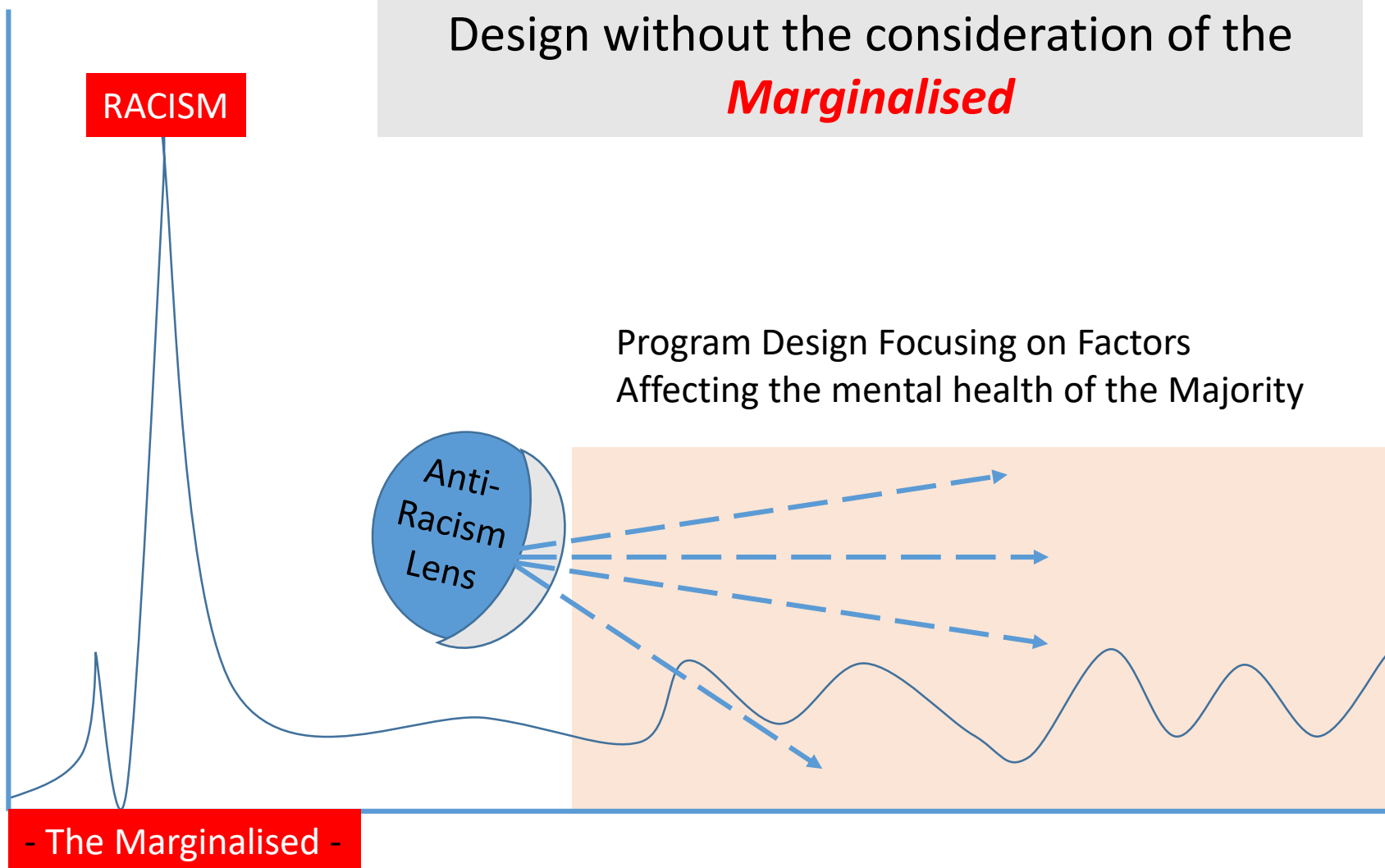
The workplace factors in the Psychological Health & Safety Standard in the Federal Public Service

1. Psychological support;	6. Growth and development;	11. Balance;
2. Organizational culture;	7. Recognition and reward	12. Psychological protection;
3. Clear leadership and expectations;	8. Involvement and influence	13. Protection of physical safety;
4. Civility and respect	9. Workload management	14. Any other chronic stressor that may be identified by workers
5. Psychological demands	10. Engagement	

5.5

Cost to
MENTAL
HEALTH

Programs Developed using Human-Centred
Design without the consideration of the
Marginalised



Addressing and Redressing Adverse Effects of Racism on Mental Health and Psychological Safety

*Vulnerability to Adverse Health & Safety Effects
(including psychological and physical injuries) increases
with cumulative incidences of Racial Trauma*

Career Path in the Federal Public Service

Makes Workplace Toxic!

Racial Acts
(Macro/Micro)
Systemic Effects

Beginning

Middle

End

Equity-Informed Actions Required to protect Racialized employees

Result of Adding
New Factor

PREVENT

MONITOR

REDDRESS

REDUCE ECONOMIC COSTS

The GOOD!

CURRENT FOCUS ON:

- TREATING OUTCOMES
- TRAUMA INFORMED APPROACH
- TRAINED COUNSELLORS & THERAPISTS

Above Focus is NECESSARY but
NOT SUFFICIENT
for Prevention, Monitoring &
Accountability

The BAD!

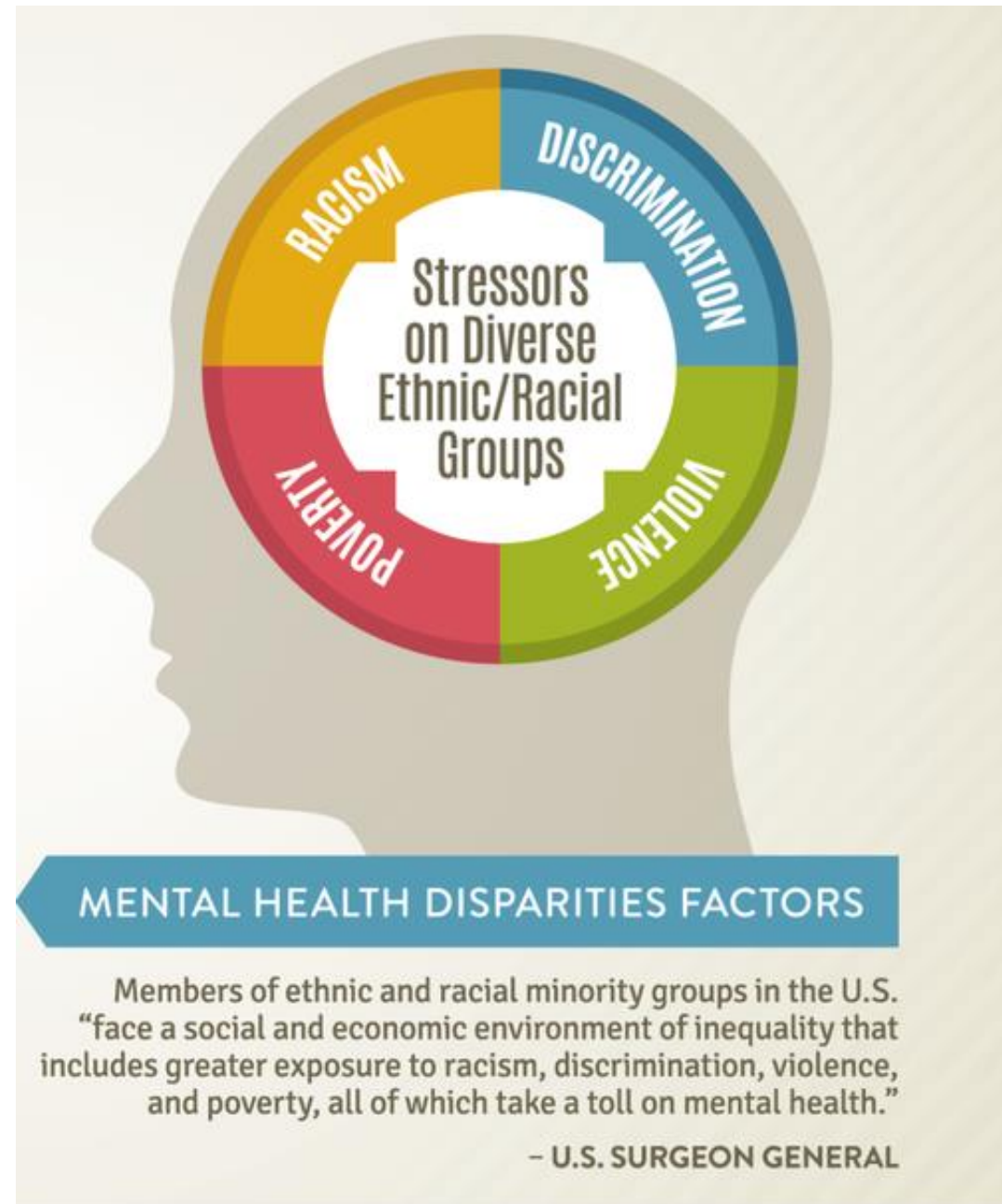
The Current Standard is a Barrier to use a Racial Trauma Informed Approach to Mental Health and Psychological Safety

Civility & Respect in the Mental Health Standard, Victimizes the Victims of Racism, by asking them to be CIVIL and show RESPECT to the Perpetrators of Racist Acts

Adding a new factor to the Psychological Health & Safety Standard

- identifying and eliminating racial discrimination

<https://www.blackpast.org/african-american-history/mental-illness-in-black-community-1700-2019-a-short-history/>



Identifying and Eliminating racial discrimination from the Federal Public Service (FPS) is a Government Priority

- Prime Minister of Canada Justin Trudeau officially recognized the International Decade for People of African Descent (2015 to 2024) on January 30th, 2018. Through this recognition, Canada committed itself to improving the future for Black Canadians. One of the commitments is focusing on their mental health challenges
- **Opportunity to Reduce Costs due to Racism:** The FPS has the opportunity to take the leadership for mental health by adding “Racial discrimination , bias and harassment” as a Factor of our own Psychological Health and Safety Standard and an integral part of our Mental Health Strategy

The National Psychological Health and Safety Standard – a source of systemic discrimination?

1. The implementation of the 13 factors does not give due consideration to the devastating effects of racism causing mental trauma.
2. The absence of an Anti-Racism factor has precluded the allocation or development of targeted Mental Health resources to prevent and/or address mental trauma due to racism.
3. The presence of negative impacts on racialized groups described above due to the Standard, even if indirect or unintended, can be considered as an example of systemic racial discrimination in Canada

Let's use our collective and individual voices and agency to advocate the addition of ANTI-RACISM as a new factor for the following:

National Psychological Health & Safety Standard in Canadian Workplaces

Unit 6 - What could members of FYN, ARAN & the FPS do?

- Recognize and Promote Racial Equity, Ant-Racism and Racial Equality as a fundamental human right
- Speak through your networks to get all departments implement the Clerk's Call to Action related to Appointment, Promotion, and Support for Advancement of Racialized Groups – especially Black employees
- Propose to your department/ agency to add and implement Anti-Racism as a Factor to their Standard for Psychological Health and Safety

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Poll Questions

1. Is there a Black employee network in your department/program where you work?
2. Is there a Black community/ caucus/ social structure that offers kingship/ability to connect with other Black employees at your work site?
3. If you are a member of any of these structures of support, do you find them beneficial?

Invitation to join the discussion

Invitation à participer à la discussion

Please provide your comments, questions, suggestions and advice.

Veuillez nous faire part de vos commentaires, questions, suggestions et conseils.

Thank you and Merci.