



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 a 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 every day to build inclusion in action into our everyday work activities.

Last updated March 5, 2024

	CDIAP Requirement	Actions	Resources	Performance Indicators
1	Eliminate Employment Equity Gaps and Meet Legislative Requirements			
1.1	Prioritize the hiring of Employment Equity groups that have gaps with respect to workforce availability.	Women Scientific and Professional (3) Administrative (22)	ADM (HR-Civ) Employment Equity and Diversity and Inclusion (EEDI) centre of	Functional Planning Guidance targets for addressing EE

	<p>Three common priorities:</p> <ol style="list-style-type: none"> 1. Increase representation of designated EE groups, particularly in managerial positions at EX minus 1 and EX minus 2 2. Contribute to the Government of Canada's goal to hire 5,000 new Persons with Disabilities by 2025 3. Support the roll-out of the new TBS Self-Identification (Self-ID) questionnaire <p>Culture Evolution Strategy Plan: A working group was formed recently to work on a new initiative: the Culture Evolution Strategy Plan (CESP) led by Chief, Professional Conduct and Culture.</p> <p>The intention of this strategy is to instill a sense of belonging and appreciation in the Defence Team (DT) and the Canadian Armed Forces (CAF) to empower them to be more productive and recognize that their contributions are valuable to the department.</p> <p>The CESP looks at ways to implement a cultural shift to build a diverse and inclusive defense team and create psychologically safer work environments</p> <p>Note: The numbers in () are to be closed in the long term, and not in year targets.</p>	<p>Technical (65) Visible Minorities Scientific and Professional (69) Administrative (1) Technical (51) Operational (6) Persons With Disabilities Scientific and Professional (40) Administrative (49) Technical (16) Operational (8) Indigenous 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>Providing career advancement and hiring opportunities for members of EE groups through the Materiel Group Sponsorship Program, which is currently in development</p>	<p>expertise for advice and guidance on the implementation of EE and D&I actions.</p> <p>ADM (HR-Civ) Directorate Staffing Policy and Programs (DSPP) team on staffing policies ADM (HR-Civ) National Recruitment & 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> <p>The Materiel Group Sponsorship Program</p>	<p>representation gaps.</p>
1.2	<p>Identify and remove barriers to hiring a diverse workforce</p>	<p>Audit staffing practices to remove those that create systemic barriers.</p>	<p>Work with HR-Civ to pilot and test policy experiments relating to D&I and/or the removal of systemic</p>	<p>Increase in EE group members being promoted from without and within.</p>

		<p>Provide review function of language and content of marketing materials, posters, SOMC, assessment tools, etc. including GBA+ considerations.</p> <p>Closing the gaps for members of EE groups through the Materiel Group Sponsorship Program, which is currently in development</p>	barriers.	
1.3	Provide guidance and advice on staffing to hiring managers.	<p>Share resources such as D&I lens tool and provide D&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>Promote application to the Materiel Group Sponsorship Program</p> <p>Promoting equitable, diverse, and inclusive hiring practices through consultations and discussions with other teams within Mat Group and with other organizations within the federal public service</p>	<p>L1 and/or L2 D&I WGs.</p> <p>Materiel Group Sponsorship Program</p>	EE representation gaps are reduced.
1.4	Remove barriers to entry-level positions.	Review SOMCs to ensure that	Staffing Advisors	More entry level positions

		education and experience requirements are bona fide only and look for alternatives to formal education.		are staffed with EE group members.
2.	Expand Leadership Representation			
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 Consulted with GAC who developed a Sponsorship Program that promotes EE groups to EX cadre Shared our networks existing programs that promote EE groups to the EX cadre. Currently consulting with members of the Federal Public Service with open EX vacancies on implementing a Sponsorship Program within their office	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. The Materiel Group Sponsorship Program, which is currently in development and in line with the Clerk's Call to Action, aims to provide career advancement to deserving equity groups.	EDP The Materiel Group Sponsorship Program	% of EDP members that come from EE groups.
2.3	Use acting opportunities to give diverse	EX cadre to offer acting	EDP	# of EE group members

	group members experience working at the executive level.	<p>opportunities to members.</p> <p>EDP to offer acting opportunities to Members.</p> <p>Ensure EE Member receive mentoring, either in-house or through the Executive Counselling Services of PSC.</p> <p>Part of the Materiel Group Sponsorship Program, which is currently in development, is to provide members of developing equity groups with acting EX opportunities.</p>	<p>DG's to identify EE members for EX acting positions.</p> <p>The Materiel Group Sponsorship Program</p>	that have acting assignments increases.
2.4	Offer mentorship opportunities for future leadership from diverse backgrounds	The Lifting As You Lead Mentoring Circle Program offers mentorship opportunities by connecting members from across the public service with those with different work experience, fostering a deeper sense of belonging through in-person LLMC events from coast to coast	ADM(Mat) D&I Office as Lifting As You Lead Mentoring Circle Program Lead	% of EE group members in the EX cadre increases.
3.	Enhance Promotion Rate and Share for all Diversity Groups			
3.1	Offer mentoring at all levels for diverse group members	<p>Provide mentoring opportunities, formal and informal, in particular through Lifting As You Lead Mentoring Circle Program</p> <p>Mobilising skilled and renowned educators to teach LLMC Masterclasses, transferring knowledge and providing opportunities for directed learning</p>	<p>Lifting As You Lead Mentoring Circle Program</p> <p>HR-Civ mentoring program. PG mentoring program ENG mentoring program</p> <p>Use of Executive Coaching Services as part of EDP</p> <p>Cascades</p>	<p>Increase in participation by EE group members.</p> <p>520 Mat Grp employees register for 2023 Lifting As You Lead Mentoring Circle Program</p>

		<p>Using Cascades to provide members with Diversity and Inclusion tools, cultivating mentorship, and strategically cascading (diversity, equity, and inclusion) down DEI throughout the organisation.</p> <p>Key Leadership Competency offers the opportunity to take part in two courses that will help participants prepare for career advancement. We invite our audience to express interest in participating in this training.</p>		
3.2	Create L1 and L2 D&I working groups	<p>L1 Materiel Group advisory committee</p> <p>L2s to create D&I working groups</p>	L1 D&I Advisor	1/3 of Mat Grp Divisions have WGs established with clear TORs.
3.3	Identify qualified personnel	<p>Create process to identify and support members from Mat Grp that have qualified in higher level pools outside Mat Grp</p> <p>The L1 Diversity and Inclusion Working Group</p>	ADM(Mat) D&I Office HR-Civ	Increased Mat Grp share of promotions
4.	Enhance and Enable Inclusive Practices			
4.1	Build skills and awareness to move the executive cadre along the diversity continuum from <i>minimization to acceptance</i> .	<p>Encourage EX members that completed the IDI assessment to get individual feedback.</p> <p>All managers will need to become more culturally adaptive so that</p>	<p>IDI consultant.</p> <p>An ability to lead a diverse team in challenging times; are aware of their own worldview and its influence</p>	Future IDI survey results show movement along the continuum.

		<p>individuals from diverse backgrounds reach their maximum potential.</p> <p>The Ask Me Anything series provides the EX cadre with the opportunity to hear stories from diverse populations, increasing their awareness.</p> <p>The L1 Working Group invites MAT group members at all levels, including executives, to share D&I strategies and resources. This open and accessible meeting provides members with learning opportunities as well as with enhanced communication channel. The L1 WG is a knowledge transfer space that includes all members of MAT group with 200-250 participants</p> <p>Cascades, which begins the knowledge transfer from the executive cadre, aims to cultivate D&I awareness throughout the organisation.</p>	<p>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.</p> <p>Ask Me Anything</p> <p>L1 Working Group</p> <p>Cascades</p>	
4.2	Creation of L1 Micro-Assignments: Diversity and Inclusion Learning Exchange Program in Diversity & Inclusion	Recruitment campaign targeted at ADM(Mat) employees and open to all public servants across the GoC. Resources from micro-assignments will activate this Action Plan and create deeper knowledge transfer and cultural competency in our organization.	L1 D&I Advisor	# of micro-assignments completed.
4.3	Communications Plan	Approved Communication plan	L1 D&I Office and	Created yes/no

		<p>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) 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, including Wiki Page, Canada.ca, MATFlash, TBS Carousel, and an extensive distribution lists of networks</p>	<p>Communications specialists</p> <p>L1 D&I Advisor, DFO-CCG, HC + partners</p>	<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> <p>Host bi-monthly Ask Me Anything series to highlight the diversity of our Federal Public Service colleagues and to learn from each other's experiences.</p>	Multicultural Calendar from ECCC	Monthly distribution of Multicultural Calendar
5.	Embed Individual Accountability			
5.1	Organize and share culture change learning events to build understanding	Organize bi-monthly Ask Me Anything events that amplify the	Diversity Consultants PSC	# of events held.

	and awareness of all aspects of diversity, inclusion and belonging.	voices of diverse groups within the Public Service. The learning events build cultural competency and foster an inclusive workplace.		Increases over time in participation.
5.2	Employees and leaders co-create a culture of inclusion through learning. Each member adds training activities to their learning plan.	Unconscious bias training D&I courses Employment Equity training GBA+ training Respectful Workplace, Ethics, Diversity and Inclusion Cascade, and Lifting as you Lead Mentoring Circles	MMTC CSPS DLN DMGMC and partners	% of Materiel Group employees that have completed unconscious bias training; D&I training and EE training. Participation rate amongst Mat Grp employees
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.
6.	Support the Culture Evolution Strategy (CES) through activities and initiatives			
	CES Requirement	Actions	Resources	Performance Indicators
6.1	What, if any, culture or GBA Plus efforts has your L1 implemented to date?	Co-organize bi-monthly Ask Me Anything events that amplify the voices of diverse groups within the Public Service. The learning events build cultural competency and foster an inclusive workplace. Cascades, which begins the knowledge transfer from the executive cadre, aims to cultivate D&I awareness throughout the organization.	Ask Me Anything Event Series Diversity and Inclusion Cascade: Consciously Creating an Inclusive Workplace	# of attendees at the Ask Me Anything events and # of events held

6.2	Have you used a range of methods to get diverse perspectives from your L1's personnel?	<p>The L1 Working Group invites Mat Group members at all levels, including executives, to share D&I strategies and resources. This open and accessible meeting provides members with learning opportunities as well as with enhanced communication channel. The L1 WG is a knowledge transfer space that includes all members of Mat Group with 200-250 participants.</p> <p>Jam Sessions are conducted at Group, Division, and Directorate levels.</p>	<p>L1 Diversity and Inclusion Working Group</p> <p>Jam Sessions</p>	<p># of regular attendees at the L1 WG</p> <p># of Jam sessions and number of engaged participants on Slido</p>
6.3	Have you applied an intersectional lens to the data and information you've collected? What are your key findings?	<p>Provide mentoring opportunities, formal and informal, in particular through Lifting As You Lead Mentoring Circle Program</p> <p>Mobilising skilled and renowned educators to teach LLMC Masterclasses, transferring knowledge and providing opportunities for directed learning</p>	Lifting as you Lead Mentoring Circles Program	# of participants and respondents to Written Components (evaluation/feedback forms)
6.4	How do I plan to incorporate the diverse needs of impacted groups into the development of the L1 Culture Plan and the L1 GBA Plus Implementation Plans?	Using Cascades to provide members with Diversity and Inclusion tools, cultivating mentorship, and strategically cascading (diversity, equity, and inclusion) down DEI throughout the organization.	Diversity and Inclusion Cascade: Consciously Creating an Inclusive Workplace	

6.5	How will the L1 track the impact of outcomes (negative or positive) on stakeholder groups?	<p>Jam Sessions conducted at Group, Division, and Directorate levels.</p> <p>The Pulse Check is an <u>anonymous</u> form that will help us identify the realities and lived experiences of people working every day at the Materiel Group. It also gives members the platform to provide ideas and best practices on culture change.</p>	<p>Jam Sessions</p> <p>The Materiel Group Pulse Check</p>	
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Date: Fiscal year 2023/24

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