



GRUPE DE TRAVAIL POUR LES MINORITÉS VISIBLES
VISIBLE MINORITIES WORKING GROUP



LES 18 ET 19 NOVEMBRE 2021

La diversité et l'inclusion en action

Diversity & Inclusion In Action

NOVEMBER 18-19, 2021



Workbook



Indigenous Services
Canada

Services aux
Autochtones Canada

Canada



Thank you for attending ***Diversity and Inclusion in Action***.

This workbook is designed to be a useful tool to support learning, retention and inspire engagement.

To supplement the information being shared by our panel of speakers, we have posed questions to help you think about how you are going to apply those ideas within your individual teams and larger organizations.

There is no expectation that you share the information you record here, though you may do so if you wish. Be sure to visit the Visible Minority Working Group [GCPedia page](#) for more on our initiatives.

Join the team!

Get in touch at:

sacchampionminoritevisible-iscvisibleminoritychampion@sac-isc.gc.ca

**Merci / Thank you / Wela'lin / Ekosani / Miigwech/
Meegwetch / Marsee / Mahseecho / Mutna/
Wopida / Gunatchéesh / Hei Hei / Marci Cho /
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Kukwstsétsemc / Tiawenhk / Woliwun**



Excerpt from the message from the Interim Clerk to deputy ministers, heads of separate agencies, and heads of federal agencies regarding the [Call to Action on Anti-Racism, Equity and Inclusion in the Federal Public Service](#).

Dear Colleagues:..

Since taking on the role of Interim Clerk of the Privy Council, advancing the Call to Action has been one of my top priorities. I am encouraged to see the Deputy community taking action to make meaningful change, as well as the level of engagement among managers and the human resources community.

I am particularly inspired by my conversations with the employee networks and communities and hearing from individual employees who are sharing personal experiences and knowledge to support deeper understanding, and sparking conversations and action across the Public Service.

A number of public servants have shared with me that they welcome the change they see in leadership's tone and approach. I have also heard that barriers remain and entrenched mindsets are obstacles to necessary progress.

To make real progress, we need to learn from one another...

This is a chance to take stock of what you are doing, what is working, what is not, and how you are measuring progress. The goal is to learn from each other, surface key challenges, and identify best practices to tackle barriers and generate and sustain the momentum necessary to achieve meaningful results.

Above all, I am hoping for an authentic and transparent account of how your organization is progressing on anti-racism, equity and inclusion, and one that reflects the perspectives of employee communities and networks. Success requires us to do things differently, and this extends to the way we share our progress.

Janice Charette
Interim Clerk of the Privy Council and Secretary to the Cabinet



Opening & Closing Prayers



Elder Claudette Commanda (Day 1)

Elder Claudette Commanda, an Algonquin Anishinabe from Kitigan Zibi Anishinabeg First Nation, has dedicated her career to promoting First Nations rights, history and culture.

Elder Commanda is a University of Ottawa alumna, having graduated from the Faculty of Arts (1993) and the Faculty of Law, Common Law Section (1997). She was inducted into the Common Law Honour Society in 2009. A devoted and inspiring mentor, Elder Commanda has taught at the University of Ottawa's Institute of Women's Studies, Faculty of Law, Faculty of Education, and the Aboriginal Studies Program, teaching courses on First Nations Women, Native Education, First Nations People and History, Indigenous Traditions, and Decolonization.

She is the Executive Director of the First Nations Confederacy of Cultural Education Centres, and has previously served on the Board of Governors for the First Nations University of Canada. She has served on the Kitigan Zibi band council on three separate occasions.



Grandmother Irene Compton (Day 2)

Irene Compton is co-founder of Minwaashin Lodge celebrating 28 years of work there. She is an inter-generational survivor of the residential school system. Her work at the lodge supports women survivors of lethal violence, assisting them with safety plans, stabilization, healing and employment & education achievement.

Irene is the Keeper of the stories at Minwaashin's Sacred Lodge which connects Indigenous women to their culture, identity, ways of being and empowerment.



Panel 1: Diversity & Inclusion in Action

Panel Description:

While the need for Diversity and Inclusion policy has become a talking point in the past year, Canada has been legislated to improve public sector workforce diversity since 1995, via the Employment Equity Act. What actions are needed to accelerate this work, and how do we ensure sustainable change that is realized at all levels of the Department?

Speakers:



Daniel Quan-Watson - Deputy Minister of Crown-Indigenous Relations and Northern Affairs, and Champion for Visible Minorities for the Federal Public Service

Daniel Quan-Watson is a proud public servant who is passionate about the role that public institutions play in shaping Canada and the lives of Canadians. His appointment at Crown-Indigenous Relations and Northern Affairs Canada is his fifth appointment as a Deputy Minister, having been Deputy Minister (and previously Associate Deputy Minister) of Western Economic Diversification, Chief Human Resources Officer for the Government of Canada and Chief Executive Officer, Parks Canada.

Much of his career has focused on work with Indigenous peoples and issues, having been the Senior Assistant Deputy Minister for Policy and Strategic Direction at the former Indian and Northern Affairs Canada, Director General of the Aboriginal Justice Directorate at the federal Department of Justice, and Director of Aboriginal and Territorial Relations at INAC's Northwest Territories Regional Office. With the Government of British Columbia, he was Director of Treaty Implementation and Settlement Legislation where he led the development of the Nisga'a Final Agreement Act (British Columbia) among other major initiatives and, with the Government of Saskatchewan where he was responsible for first negotiations between provincial Department of Education and what was then the Federation of Saskatchewan Indian Nations.

In the context of these positions, he played key roles in the negotiation of modern treaties, specific claims and many other agreements and processes. He was also the lead for several key legislative initiatives, litigation files and alternative justice programs. He has worked with Inuit, Métis and First Nation governments, communities and entities in every jurisdiction across Canada, and has lived in British Columbia, Alberta, the Northwest Territories, Saskatchewan, Ontario and Quebec.

Beyond this experience, Daniel has significant background in economic development and innovation issues, federal-provincial-territorial relations, labour relations and human resources issues, and cultural and ecological heritage matters. He has represented Canada on numerous issues at forums around the world and has represented the federal government in several national federal-provincial-territorial forums.



***Christine Donoghue* - Chief Human Resources Officer, Treasury Board Secretariat**

Christine Donoghue was appointed Chief Human Resources Officer in May 2021.

Christine arrived from the Canada Revenue Agency, where she had been Deputy Commissioner of Revenue since August 2018. She was previously Associate Deputy Minister at Health Canada from 2017 to 2018. Prior to that, Christine served in various assistant deputy minister positions since 2005, including at Natural Resources Canada, the Canada School of Public Service, Environment Canada, and the Public Service Commission, where she also served as Acting President. Christine holds a Bachelor of Law from Université Laval.



***Dr. Denise O. Green* – Vice-President, Equity and Community Inclusion, Ryerson University**

Dr. Green is Ryerson University's inaugural Vice-President, Equity and Community Inclusion and an Associate Professor in the School of Child and Youth Care in the Faculty of Community Services. She is a strategic leader with a deep-rooted passion for the advancement of diverse and inclusive university classrooms and campuses. With over 30 years of experience in the postsecondary sector in Canada and the United States, Dr. Green is dedicated to advancing systemic change in the areas of human rights, anti-racism, access, equity, diversity and inclusion.

After migrating to Canada from the United States, her career at Ryerson began when she was appointed Ryerson's inaugural Assistant Vice-President/Vice-Provost Equity, Diversity and Inclusion (EDI) in 2012. Under her leadership, the EDI Office was established on campus and these values were embedded in both the 2014 to 2019 and [2020 to 2025 Ryerson Academic Plans](#). Ryerson has been recognized as one of Canada's Best Diversity Employers for five consecutive years from 2014 to 2019 due to her foresight and vision.

In 2018, she brought the White Privilege Conference (WPC) Global – Toronto to the campus, making it the first university to bring the full conference outside of the United States. The conference addressed the roles of privilege and oppression in Canadian society and was attended by over 600 delegates from across North America, including equity practitioners and members of both government and education sectors.



Dr. Green also convened the first University and Research Funding Agencies' Equity Officers Roundtable in 2018 and a subsequent meeting in 2019. This was an opportunity for professionals from federal research funding agencies, university research professionals, academic leaders and equity practitioners to address strategies and greater alignment between universities and federal agencies with respect to equity, diversity and inclusion. [This report was created in collaboration with the Natural Sciences and Engineering Research Council of Canada \(NSERC\)](#)

Panel 1 - Reflection Questions:

1. How might power dynamics, such as oppression and discrimination, manifest within your team? Can you think of an example?
2. What does 'privilege' mean to you? Are you aware of your own privilege?
3. What does allyship mean to you?



Panel 2: Cultural Change

Panel Description:

This discussion will explore what is at the root of cultural change, and what elements are needed to develop a strategy that promotes meaningful systemic transformation.

Speakers:



***Richard Sharpe* – Director, Anti-Racism and Anti-Discrimination Secretariat at Justice Canada**

Richard has worked within the Canadian Federal Public Service for over 25 years. He is currently the Director of the Equity, Anti-racism, Diversity and Inclusion Leading the Anti-Racism and Anti-Discrimination Secretariat at the Department of Justice Canada where his work focusses on ensuring equity and inclusion for all equity seeking groups within the organization. Over the years, his work has involved leading initiatives in support of Government of Canada commitments to the United Nations International Decade for People of African Descent. Richard is one of the founders of the Federal Black Employee Caucus that has been working with federal public service and union leadership to address anti-black racism in the federal public service.

Richard's work regionally, nationally and within the federal public service is intended to improve the condition of Black and African diaspora communities in Canada. Over the last few years, Richard has been a speaker on addressing systemic racism, anti-black racism and how to be an ally within the Black Lives Matter movement.



***Kristy Payne* – Chief Operations Officer at Hill + Knowlton Strategies**

As Chief Operating Officer at H+K, Kristy oversees the firm's operations, driving a culture of collaboration, and delivers strategic counsel to clients drawing on two decades of marketing and communications experience. She currently leads H+K Canada's Diversity, Equity, and Inclusion efforts and is part of H+K's Global Council for Diversity, Equity, and Inclusion.

At the beginning of her career, Kristy did internal communications for a school board before managing a publishing company's marketing acquisition and research arm producing niche lifestyle magazines and television guides. She then worked in public affairs and communications for Coca-Cola and led the partnership with the World Wildlife Fund, launching Coca-Cola Canada's first Corporate Social Responsibility Report and then traveled across Canada doing media relations during the Vancouver 2010 Torch Relay and Winter Olympics.



Kristy also worked for the Ministry of Education in Alberta, where she integrated leading-edge digital learning resources into K–12 curriculum.

Before joining H+K Kristy spent a decade at Plan International Canada, one of the largest NGOs in the world, most recently as Chief Communications Officer, where she worked with a talented team to improve the lives of children and youth – particularly girls – around the world through advocacy, fundraising, and integrated communications.

She has traveled to more than 50 countries, including a year teaching English in South Korea. She holds a Bachelor of Commerce Degree in International Business, and Marketing from the University of Alberta, a French language certificate from Laval University, an MBA from Queen's University and is currently completing a Master's Certificate in Organization Development. Most recently, she earned the badge for Black Executive Leadership Program at McKinsey Academy.



***Anne-Marie Pham* - Executive Director at Canadian Centre for Diversity and Inclusion**

Anne-Marie Pham has worked with diverse communities and workplaces for over 20 years. She has a deep understanding of issues and opportunities related to diversity and inclusion, and specializes in mobilizing, educating and sharing the latest research and promising practices on equity, diversity and inclusion in the workplace. Anne-Marie brings a unique set of skills and perspectives having worked as a diversity and inclusion lead for Spectra Energy and the City of Calgary, and as a trainer and facilitator for Human Resources and Skills Development Canada. She has provided dynamic presentations, training and consulting services to clients from a wide range of industries in the business, public and non-profit sectors.

Anne-Marie has a master's degree in public administration (MPA), a BA in Sociology and a senior HR Professional certification with the Society of Human Resource Management (SHRM). She is also a certified administrator of the Intercultural Development Inventory (Tool).

Anne-Marie is a wife and mother of two, as well as an avid community leader, supporting civic participation, mentoring and leadership development especially among immigrants, visible minorities, women and youth. In 2013, she received the Queen's Diamond Jubilee award for her community service. In December 2017, Anne-Marie was appointed to the Board of Directors of the Canadian Race Relations Foundation (CRRF), a Crown Corporation dedicated to working towards the elimination of racism and all forms of racial discrimination.



Panel 2 - Reflection Questions:

1. How can I acknowledge difference? How do I show respect and ensure that differences are included and also valued?
2. How can I communicate clearly across all platforms, in a way that recognizes the way in which culture affects communication and adapts in a way that advances productivity?
3. How can I engage with allies and/or equity deserving groups? How do I perceive actions intended to be supportive. How do I react when there is a disconnect between those actions' intentions and their actual effect?



Panel 3: Creating a Diverse & Inclusive Workplace

Panel Description:

In the absence of specific goals and a government-wide framework, it is difficult to determine whether current initiatives to strengthen diversity and inclusion are succeeding in reducing or eliminating systemic barriers. How can we leverage existing data and experience to create a Diverse and Inclusive Workplace?

Speakers:



***Yazmine Laroche* - Deputy Minister, Public Service Accessibility, Treasury Board Secretariat of Canada**

Yazmine Laroche is Canada's first Deputy Minister of Public Service Accessibility. In this role, she is responsible for overseeing the efforts of the Canadian public service to meet the requirements of the Accessible Canada Act. A career public servant with extensive experience, she has served in a variety of leadership roles in many different federal departments and agencies. She most recently served as the Associate Deputy Minister, Transport and Infrastructure.

Yazmine is proud to be the Deputy Minister Champion for Federal Employees with Disabilities and the Deputy Minister Champion for her alma mater, Carleton University, from whom she received an honorary doctorate in 2019. She is a board member and the past chair of Muscular Dystrophy Canada. She was awarded the Queen Elizabeth II Diamond Jubilee Medal in recognition of her charitable work and her efforts on behalf of people with disabilities.



***Manju Varma* - Commissioner on Systemic Racism for the Government of New Brunswick & Former Senior Advisor, Office of Inclusion, Equity and Anti-racism at Atlantic Canada Opportunities Agency**

Dr. Manju Varma was appointed as the independent Commissioner on Systemic Racism for the Government of New Brunswick. She has a doctorate in Anti-Racist Education from the University of Toronto and was an assistant-professor from 2000 to 2008 with the University of New Brunswick's faculty of education.



She also has training in conflict mediation from Harvard Law School, in negotiation from Dalhousie University, and in change management. She has more than 30 years of experience in facilitating workshops on diversity and inclusion, cultural competency, and awareness training. She was the lead for the new office of Inclusion, Equity and Anti-Racism for the Atlantic Canada Opportunities Agency (ACOA) since 2020, a federal government initiative aimed at fostering its internal corporate diversity and inclusiveness. She has worked with First Nations and communities of colour, refugees, Indigenous women, youth, and various levels of government and has published both nationally and internationally on topics such as systemic racism, mental health and inclusive communities.



***Paule-Anny Pierre* - Assistant Deputy Minister, Treasury Board of Canada Secretariat**

Paule-Anny Pierre was recently appointed the Chief Audit Executive and Head of Evaluation at Environment and Climate Change Canada. She was the Assistant Deputy Minister for the Centre on Diversity and Inclusion at the Treasury Board of Canada Secretariat.

Ms. Pierre graduated from Université de Montréal with an Honours Bachelor's degree in actuarial sciences. She also holds a Master of Arts in Education from Université du Québec à Montréal and an Executive MBA from the Telfer School of Management, University of Ottawa.



Panel 3 - Reflection Questions:

1. How does my own background, identity, values, and perspectives influence who I am and who I want to be in my current and future roles within the workplace?
2. How do you advocate for diversity, equity, and inclusion with colleagues who may not understand its importance?
3. What does culturally diverse management mean? What does it look like?



Panel 4: Changes in Legislation, Policies & Programs & Their Impact

Panel Description:

Earlier this year, the Treasury Board announced it is working with Employment and Social Development Canada on the review of the Employment Equity Act “to ensure that the public service applies appropriate benchmarks for diversity.” What kind of targets are supporting this work and what approaches are under consideration (i.e. Quotas versus Comply and Explain)?

Speakers:



Gaveen Cadotte – Vice President, Policy and Communications Sector, Public Service Commission of Canada

Prior to her current, Gaveen served as the Director of Operations (Compensation and Leadership) at the Privy Council Office, where she was responsible for a range of policies and programs to support the management of Governor in Council appointees. Gaveen also previously served as Director General, Workforce Management at Employment and Social Development Canada, and Director General, Integrated Classification and Staffing Solutions at Environment and Climate Change Canada.

In her over 20 year public service career, Gaveen has occupied various management roles in the area of human resources management in Employment and Social Development Canada, Health Canada / Public Health Agency of Canada, and Environment and Climate Change Canada.

Gaveen holds a Bachelor of Commerce degree (Management Information Systems and Human Resources Management) from the University of Ottawa and a professional certification in Human Resources Management.

Gaveen is married with one daughter.

Twitter: @GaveenCadotte

LinkedIn: <https://www.linkedin.com/in/gaveen-cadotte-5a572718>



Selena Beattie - Executive Director of People Management and Community Engagement, Treasury Board of Canada Secretariat

Selena Beattie is the Executive Director of People Management and Community Engagement, which is responsible for people management policies and guidance on a wide range of issues, including people management, values and ethics, employment equity, as well as support to the public service through the Centre of Excellence on Mental Health.

Prior to this, she was Director of Operations, Cabinet Affairs at Legislation and House Planning at the Privy Council Office, where her responsibilities included managing the secretariat for a Cabinet Committee and providing policy advice on the Government's legislative agenda and proposals to Cabinet. She served for seven years as Chief of Staff to the Deputy Secretary to the Cabinet (Governance), and Counsel at the Privy Council Office. The branch provides advice and support on the machinery of government, democratic institutions, the Government's legislative agenda, and legal advice to the Prime Minister and Clerk of the Privy Council.

The majority of Ms. Beattie's public service career has focused on providing advice on legislation and policy. She began her public service career working in Intergovernmental Affairs, and has also served a Press Secretary and Director of Communications.

Ms. Beattie holds an Honours B.A. from McGill University, and a MSc. from the London School of Economics. She is a member of the Board of the London Goodenough Association of Canada, and a volunteer Big Sister with Big Brothers and Big Sisters of Ottawa.

Panel 4 - Reflection Questions:

1. In your opinion, why is it important to have a workplace that is diverse, equitable, and inclusive?



2. What changes do you think are needed legislation, regulation, and policy for employment equity?

General Reflection Questions:

1. *One new thing I'm going to try is...*
2. *Three things that I heard that I need to share with my colleagues are:*



Definition of Terms

Accessibility: The "ability to access" the functionality of a system or entity, and gain the related benefits. The degree to which a product, service, or environment is accessible by as many people as possible. Accessible design ensures both direct (unassisted) access and indirect access through assistive technology (e.g., computer screen readers). Universal design ensures that an environment can be accessed, understood, and used to the greatest extent possible by all people.

Bias: Prejudice in favor of or against one thing, person, or group compared with another, usually in an unfair or negative way. Unconscious bias, also known as implicit bias, is defined as "attitudes and stereotypes that influence judgment, decision-making, and behavior in ways that are outside of conscious awareness and/or control". Work on implicit bias and its relationship to diversity was pioneered by Harvard Professor Mahzarin Banaji (with Tony Greenwald) and includes the Implicit Association Test.

Cultural Competency: is defined as a set of congruent behaviours, attitudes, and policies that come together in a system, agency, or among professionals and enable effective work in cross-cultural situations. It also includes awareness, acceptance, and respect to the diversity of the population served and modification of health services (including planning, policy making, resource allocation, and provision) based on the needs of the population.

Diversity: The condition of being different or having differences. Differences among people with respect to age, class, ethnicity, gender, health, physical and mental ability, race, sexual orientation, religion, physical size, education level, job and function, personality traits, and other human differences. Some describe organizational diversity as social heterogeneity

Diversity v. Inclusion v. Belonging: Diversity typically means proportionate representation across all dimensions of human difference. Inclusion means that everyone is included, visible, heard and 2 considered. Belonging means that everyone is treated and feels like a full member of the larger community, and can thrive

Ethnicity: includes multi-faceted characteristics of a group sharing certain traits in common. Ethnicity is associated with ancestry, cultural traditions and languages. Ethnicity is based on self-identification, whereas race is imposed on a population by society.

Equity: Fair treatment for all while striving to identify and eliminate inequities and barriers



Intersectionality: The complex, cumulative way in which the effects of multiple forms of discrimination (such as racism, sexism, and classism) combine, overlap, or intersect, and their multiple effects on the same individuals or groups. Also refers to the view that overlapping and interdependent systems of discrimination and inequality can more effectively be addressed together.

Microaggression: A comment or action that unconsciously or unintentionally expresses or reveals a prejudiced attitude toward a member of a marginalized group, such as a racial minority. These small, common occurrences include insults, slights, stereotyping, undermining, devaluing, delegitimizing, overlooking or excluding someone. Over time, microaggressions can isolate and alienate those on the receiving end and affect their health and wellbeing.

Privilege: An unearned, sustained advantage that comes from race, gender, sexuality, ability, socioeconomic status, age, and other differences. For example, readers are invited to “unpack” white and male privilege in these papers by Wellesley College’s Peggy McIntosh.

Racism: A belief that racial differences produce or are associated with inherent superiority or inferiority. Racially-based prejudice, discrimination, hostility or hatred. Institutionalized racism, also known as systemic racism, refers to forms of racism that are engrained in society or organizations. It is when entire racial groups are discriminated against, or consistently disadvantaged, by larger social systems, practices, choices or policies.

URM: An abbreviation for Under-Represented Minorities. Some institutions have defined sub-groups within larger racial/ethnic minority groups that are particularly under-represented relative to their size. For example, in a given field, Mexican-Americans may be an under-represented minority, even if Hispanic people are otherwise proportionately represented.

White Fragility: Coined by Robin D’Angelo in [this article](#), it is used to describe the privilege that accrues to white people living in a society that protects and insulates them from race-based stress. D’Angelo argues that this builds an expectation of always feeling comfortable and safe, which in turn lowers the ability to tolerate racial stress and triggers a range of defensive reactions.

Sources: [dib_glossary.pdf \(harvard.edu\)](#); [Diversity Awareness Self-Reflection Tool \(albertahealthservices.ca\)](#)



Diversity and inclusion, equity and anti-racism leadership council

The [leadership council](#) is chaired by the deputy minister and the associate deputy minister. The members of the leadership council are the diversity and inclusion champions, the director general of human resources and workplace services branch, the director general responsible for the Indigenous employee secretariat and the director general of the communications branch.

What we do

The leadership council is responsible for discussing, validating, promoting and enabling departmental strategies, policies and activities that strengthen an organizational culture of diversity and inclusion, equity and anti-racism that contributes to improving the well-being of ISC employees.

Objectives

- Build and maintain a workforce that is diverse and representative of Canada's population
- Create a work environment that is equitable, inclusive, accessible, respectful and welcoming for all
- Offer all employees equal and equitable access to resources and opportunities by making the organization free of systemic barriers and bias

For more information on the leadership council's mandate, please refer to the [Diversity and inclusion, equity and anti-racism leadership council's terms of reference](#).



Visible Minority Working Group – Sub-groups

Awareness & Cultural Competency:

- Organizing activities in order to increase awareness around systemic racism and discrimination.
- Create awareness campaigns and events in order to enhance cultural competency.

Career Development:

- Identifying and addressing issues related to the recruitment, career development, retention, and equitable advancement of employees belonging to visible minority groups by influencing departmental practices and policies.
- Assist visible minority employees in their professional development through the creation of a career development program.

Communication:

- Promoting the Visible Minority Working Group and its activities and events as well as developing its presence on the web and creating content.
- Provide support to other sub-committees planning events.
- Administer the group's online presence,
- Facilitate engagement and communications with other equity deserving groups.

Departmental Survey:

- As part of the process of identifying barriers and actions toward an inclusive workplace, the Visible Minority Working Group is working on an employee survey. The primary objective of this survey is to identify issues related to recruitment, career development, retention of visible minorities, and propose solutions for equitable development. The results of the survey will establish a baseline and will be used to monitor and inform necessary actions to advance measurable change in establishing a culture of inclusiveness.

Do you have ideas of themes or topics that you would like the Visible Minority Working Group to discuss? If so, please send your ideas to:

sacchampionminoritevisible-iscvisibleminoritychampion@sac-isc.gc.ca