



DIVERSITY AND INCLUSION OFFICE

MATERIEL GROUP, NATIONAL DEFENCE



Diversity and Inclusion Mandate Letter

Take Action

2022- 2023





WELCOME MESSAGE

**from our Assistant Deputy Minister, Materiei Group
Troy Crosby**

Be the change you wish to see in our organization. Our Diversity and Inclusion Mandate Letter aims to bring together all the leaders and members of the Materiel Group to advance diversity, inclusion and equity within the workplace. We strive to be a leading example in the Federal Public Service for taking action on diversity, inclusion and belonging. This Letter accompanies the existing Call to Action on Anti-Racism, Equity and Inclusion, the 2020-21 Deputy Minister Commitments on Diversity and Inclusion, the 2021 Minister of National Defence Mandate Letter, and the Diversity and Inclusion Areas of Focus for the Public Service, published by the President of the Treasure Board to align with the Government's Speech from the Throne and recent mandate letters.

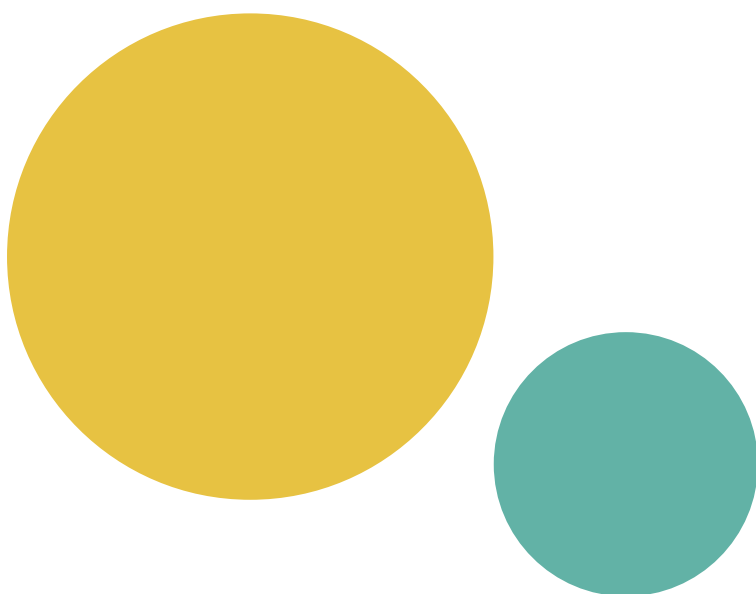
Diversity and inclusion work takes commitment. It takes the responsibility to work together, to improve ourselves, and to focus on the people side of business. It takes accountability to recognize and learn from our mistakes. We are all made up of multiple layers that no box can contain, and our workplace must reflect this. To have a diverse and inclusive organization, we must commit to learning about and from our leaders' and members' layers and applying their knowledge and experiences to advance the Federal Public Service. A non-diverse workplace means everyone shares the same background, mindset and biases. With the strength of diversity, we can break down those biases, develop creative problem-solving techniques and build a stronger, more inclusive organization.

To do our best work for Canadians, we must first feel physically and psychologically safe at work. One person committed to equity, fairness and psychological safety can elevate the Federal Public service.

Imagine what can happen if more people commit to the same. This Mandate Letter is our pledge to the Materiel Group and the advancement of our Defence Team and the Federal Public Service. We pledge to adhere to the commitments outlined in the Letter and update it as we create and grow together.

Director Generals, Directors, Managers, Team Leads, and all Members can sign the mandate letter and execute the commitments, sign it and be provided with the Companion Guide of ideas to enhance individual accountability and remove systemic barriers in our organizations so all individuals can thrive and contribute to the Federal Public Service. We will never be perfect, and that's alright. Still, together we will make strides to unlearn the unconscious biases that hold us back and build a support system of psychological safety. Inclusion means everyone, always.

Troy Crosby



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1. Psychological Safety

Motivator:

Psychological safety is the most important factor in making people feel included in an organization. It's the driver for innovation and inclusion.

Support:

Encouraging courageous conversations.
Creating a workplace culture of mutual respect and acceptance.

Success:

Openly sharing layers and feeling a deeper sense of belonging. Collaborating in the workplace. Accomplishing group goals.



2. Micro-Behaviours

Motivator:

Micro-behaviours are unconscious gestures, facial expressions, postures, words and tone of voice which influence how included (or not included) those who experience the actions are left feeling.

Support:

Increasing self-awareness education opportunities.
Creating safer spaces to learn how to use peaceful communication techniques.

Success:

Adopting a growth mindset.
Aligning lived workplace experience with organizational values.



3. Transparency

Motivator:

Transparency is an attribute of corporate culture that gets revealed through the behaviors of an organization's leaders, employees, and stakeholders.

Support:

Using peaceful communication approaches which promotes honesty and empathy to exchange information.
Empowering managers to lead with a transformation mindset by providing resources to lead inclusive, innovative teams.

Success:

Retaining high performers.
Matching performance with rewards.



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MANDATE LETTER COMMITMENTS

Our 5 Responsibilities to Diversity and Inclusion

#1. Building a Respectful, Accessible, Diverse, Psychologically Safer and Inclusive Workplace

We are calling on all the leaders of Materiel Group to come together to establish psychological safety in our organization. The goal is to create an environment where employees are not only included, fully engaged, and encouraged to collaborate, but also where they feel respected, confident and motivated. Leaders must engage team members and prioritize psychological safety alongside operational objectives. Creating healthy and supportive spaces that will foster intercultural competence and tolerance, and uplifting each other are fundamental to psychological safety, preventing and stopping cases and instances of unacceptable conduct. Preventive measures include: hosting open discussions with our teams to inform on harassment in the workplace and advise on possible strategies to address it; participating in learning opportunities such as Ask Me Anything, Town Halls and Jam Sessions, and learning about the resources available to all members; raising awareness about the existence of unconscious bias; and, promoting access to centrally curated resources and processes in support of diversity and inclusion.

#2. Partnering to Build Resilient, Sustainable Communities

We will create and maintain workplaces, events, and workgroups that support work on diversity and inclusion. Based on values of open-mindedness, compassion, equity, and fairness, these spaces will encourage members to contribute their best efforts and ideas and share their diverse backgrounds, authentic selves, and talents. These spaces will inspire colleagues to take meaningful actions towards evolving our workplaces and our communities to be connected, adaptable, resilient, and sustainable.

#3. Expanding Unconscious and Conscious Bias Education

We will support ongoing learning opportunities and expand knowledge materials on unconscious and conscious biases and objective staffing processes. We will continue to strongly encourage leaders and members to attend learning opportunities such as listening circles, Jam Sessions, and monthly Ask Me Anything events. Events such as these introduce us to different backgrounds and experiences and allow us to walk in another person's shoes. They serve as a step towards creating a psychologically safer workplace and preventative measures against unacceptable conduct. In a diverse, inclusive, and psychologically safe environment, leaders and members make better decisions for our organization and do their best work for Canadians.

MANDATE LETTER COMMITMENTS

#4. Share Best and Previously Ineffective Practices

We will share best and ineffective practices through ongoing dialogue within teams using a library of resources, including the #AMACHallenge, Cascade conversations, Jam Sessions, and bi-weekly L1 Working Group Meetings on Diversity and Inclusion. We will welcome feedback from colleagues to update and improve the library of resources. We will share what has worked and what has not, which will help attain equity and fairness, and evolve our organizations' future. Sharing our best and previously ineffective practices is vital for ongoing annual updates to the Mandate Letter.

#5. Commitment to Working Together on the Diversity and Inclusion Plan

Our commitment to working together begins with fulfilling the commitments contained in the Diversity & Inclusion Action Plan. We commit to using the Companion Guide attached to this Mandate Letter and adding relevant actions at Annual Performance Reviews. We're making daily commitments to consciously create an inclusive workplace and using resources and tools to address unconscious and conscious biases. By leaders and members working together on the Commitments, our organization will illustrate diversity and inclusion's power in decision-making and in encouraging Federal Public Servants to contribute their best efforts and ideas.



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COMPANION GUIDE

7 Meaningful Actions We Can All Take

The Companion Guide outlines actions all members of our organization can take to improve themselves, their teams and overall the Federal Public Service. The Guide serves as a starting point for systemic change through meaningful actions that will uphold the commitments defined in the Mandate Letter and is in alignment with Materiel Group's Diversity and Inclusion Action Plan.

#1 Participate in regular discussions about IDEA (inclusion, diversity, equity and anti-racism). This includes regular participation in learning activities offered by Materiel Group such as the monthly Ask Me Anything Series and Respectful Workplace Conversations. Dedicate time at regular section/team meetings to discuss what you are learning at these activities with your teams.

#2 Invest time and energy to sponsor and support racialized employees on their journeys to leadership roles. Nominate and support their participation in the Materiel Group Executive Development Program, and provide career development services (i.e. official language training).

#3 Create opportunities to build rapport with systematically marginalized members of the organization, either as individuals or as groups, in ways that are meaningful to those individuals.

#4 Establish, maintain and promote effective mechanisms within your teams for members to feel psychologically safe to speak up about bias and discrimination without fear of reprisal, and reassure that these courageous employees are heard and their concerns acted upon. The effect of these mechanisms will be assessed at annual performance reviews.

#5 Identify individual learning needs within your teams, which can span a spectrum of anti-racism issues to cultivate tailored learning and self-reflection.

#6 Apply a diversity, inclusion and equity lens to all actions (i.e. staffing, creation of products and services etc.).

#7 Encourage and support colleagues to get involved and share their expertise to advance the people/culture side of business in our organization. This includes taking a Micro-Mission at the L1 level and joining the Diversity & Inclusion Working Groups being formed at the L1 and L2 levels.



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FREQUENTLY ASKED QUESTIONS

- **When did the Mandate Letter for the Diversity & Inclusion initiative launch?**

The Mandate Letter launched on February 25, 2022 at the Town Hall - Inclusion Means Everyone: Consciously Creating a Diverse & Inclusive Workplace at Materiel Group.

- **What is the Mandate Letter for Diversity & Inclusion?**

Our Diversity and Inclusion Mandate Letter aims to bring together all the leaders and members of the Materiel Group to advance diversity, inclusion and equity within the workplace. We hope this Mandate Letter brings us all together to take action and co-create an atmosphere of lasting, sustainable change. Inclusion means everyone, always.

- **Do signatories have to agree to execute against all Mandate Letter commitments?**

Yes, by signing the Mandate Letter, signatories pledge to uphold the commitments. From our leaders to our members, we can all do better together. We strive to be a leading example in the Federal Public Service for taking action on diversity, inclusion and belonging. When you are dedicated to diversity, inclusion and belonging it empowers us to make better decisions for our organizations and for Canadians.

- **Who created the commitments?**

The Mandate Letter Commitments were co-created by the Materiel Group Diversity & Inclusion office with the support of the Department of National Defence HR-CIV and Anti-Racism Secretariat. It also aligns with key Federal reports such as Clerks Call to Action, 2021 Minister of National Defence Mandate Letter, 2020-21 Deputy Minister Commitments on Diversity and Inclusion, and Diversity and Inclusion Areas of Focus for the Public Service).

- **What are the Mandate Letter for Diversity & Inclusion commitments?**

There are five commitments which include:

1. Building an inclusive and diverse psychologically safer workplace
2. Building resilient communities
3. Expanding unconscious bias education
4. Share best and previously ineffective practices
5. Commitment to working together on the Diversity & Inclusion Plan

For details on each of the commitments please refer to the Mandate Letter.

FREQUENTLY ASKED QUESTIONS

- **How is the Mandate Letter for Diversity & Inclusion different?**

The Mandate Letter for Diversity and Inclusion is synchronously tied to the Materiel Group's Civilian Diversity and Inclusion Plan but is written in a "Mandate letter" format to bring the action plan to life in a pledge/commitment letter format. Bringing the Action Plan to life through the Mandate Letter that all leaders – from our ADM to all members of our organization – sign helps secure the importance of this work to create transformational change. It lays out clear and concise objectives to improve psychological safety, diversity, inclusion, and equity that resonate with all leaders and members of our organization. Accompanying this Letter is a unique Companion Guide, which is a tool to help bring actions to life that focuses on action and holding leaders and members accountable. We commit to making diversity and inclusion a practice; not just policies, programs and headcounts. Our success will be measured by the successes of those around us.

- **Is this commitment aimed at benefiting one group?**

Inclusion means everyone, always. It's impossible to be inclusive, diverse and equitable if this Mandate Letter benefits ONE group. We must work together to co-create an atmosphere of belonging and equity where everyone is safe to conduct their best work internally and externally for Canadians. Uplifting and educating each other on diversity, inclusion and equity, not isolating any group or individual. We all have unconscious and conscious biases to overcome. We could all use a psychologically and physically safer workplace, where our layers are celebrated and each member of our organization can bring their authentic selves to work.

- **Are there financial contributions as part of the Mandate Letter for Diversity & Inclusion?**

We have committed to providing the human resources required to lead this work at the L1 Level but it will take all leaders and members working together on a daily basis to strengthen psychological safety, diversity and inclusion in our organization. We request that each member take the time to read this Mandate Letter and Companion Guide and consider signing it. Measure your commitments and actions in your performance agreements. When we build this work into our daily operations, over time it bridges seamlessly into our business operations. Together, let's commit to putting the personnel resources, intellectual capital and time to the people's side of the business.

FREQUENTLY ASKED QUESTIONS

- **What does success look like and how do you measure it?**

We commit to making diversity and inclusion a practice; not just policies, programs and headcounts. Our success will be measured by the successes of those around us. We will measure and track it's success every business quarter through our reporting to HR-Civ via our Materiel Group's Civilian Diversity and Inclusion Action Plan.

- **How often are new commitments added to the Mandate Letter?**

This Mandate Letter was created as a result of ten months of active consultation with the LI Diversity and Inclusion Working Group and our partnerships with HR-Civ, Anti-Racism Secretariat at National Defence and the RCMP HR Equity, Diversity and Inclusion Unit. We are committed to active consultations with our members to continually improve the Mandate Letter. Every February, we commit to reviewing the Mandate Letter for updates in synchronicity with the Materiel Group's Civilian Diversity and Inclusion Action Plan.



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For more information about the Diversity and Inclusion Mandate Letter, contact the Materiel Group's Diversity and Inclusion office at National Defence: DiversityandInclusion-Diversiteetinclusion@forces.gc.ca



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