



Possible Actions to Support Diversity and Inclusion

Corporate Commitment for 2018-19: Building a Diverse Public Service

Executives are to continue to identify recruitment and development activities to increase the social and cultural diversity of our workforce, in order to better reflect the population we serve and improve decision making. This includes defining diversity goals with respect to the needs of your own organization, implementing the appropriate recruitment and development activities and

This is not intended to be a list of the only actions that could be undertaken to meet the corporate commitment related to diversity and inclusion, but rather ideas to inspire action that would be relevant and appropriate in your context.

1. Dedicate time at a team meeting or all staff meeting to share the diversity commitments of the organization to build awareness. Talk about what it means to be diverse and inclusive. How might some words or actions be comfortable for some but disrespectful to others? How does diversity impact your role? And, how can your role improve the inclusiveness of the organization/unit?
2. Regularly include topics related to diversity and inclusion on team meeting agendas.
3. Volunteer to chair or serve on committees that organize diversity related events and activities.
4. Strengthen your cultural competence by taking the time to learn about different cultures, races, religions and backgrounds represented in your organization. Find ways to share that knowledge with team members, colleagues.
5. Support and encourage participation of team members in diversity training.
6. Ask coworkers if they would be comfortable to share some of the customs and practices associated with their cultures and heritage. Do not single out any one group; everyone on a team can contribute to this exchange.
7. Become a mentor. Support team members who are interested in participating in mentoring (either as mentors or mentees). Encourage team members at different levels to participate as mentors, perhaps on specific issues related to diversity and inclusion.



8. Organize a pot luck to share in the traditional flavours and taste experiences of various cultures.
9. Be a visible spokesperson articulating the business case and support for diversity and inclusion. Support diversity issues that are not necessarily your own.
10. Recognize efforts of staff who take action on diversity and inclusion.
11. Encourage and support team members who participate in diversity networks/initiatives such as Indigenous Circles and Positive Space.
12. Address disrespectful behaviour. Let co-workers know how you feel when they joke about or put down others.
13. Be deliberate in your hiring practices. If the pool of applicants does not reflect the clients you are serving, expand your search beyond traditional hiring approaches. Consider tools such as the Federal Internship for Newcomers (FIN) Program as a source of resources.
14. Make room for open and frank discussions with your staff on Employment Equity, Diversity, and Inclusion. Actively solicit perspectives and ideas from staff. Be open to new or different approaches. Reflect a diversity of perspectives to achieve the objectives of the team.
15. Create and maintain a positive environment for employees and for clients/citizens.
16. In development of policies, programs or services, you
 - a. Use data that supports the analysis and development of recommendations that accurately capture issues related to diversity and inclusion;
 - b. Understand how the demands driving your work reflect needs that might be affected by diversity;
 - c. Consult with stakeholders reflecting an appropriate diversity of perspectives and insight; and
 - d. Develop the program or service proposals that respond to the needs of diverse communities.
17. Commit to ensure that all communications products developed by your team are in plain language and not culturally specific, with images reflective of a diverse population.
18. Expand inclusiveness in your management and decision making practices to mitigate risks of “group think”. Consider “crew or cockpit resource management (CRM)” - CRM can be defined as a management system which makes optimum use of all available resources. This approach will bring diversity of ideas, mitigate risks, and increase engagement and learning.



19. Create environments that allow people to feel safe and secure enough to bring their whole-selves to work. This requires a culture of support. Staff will feel welcome and sufficiently secure to contribute. In-turn they will be more satisfied and innovative and quality of results will increase. (See video: <https://mike-robbins.com/tedxberkeley/>)
20. Familiarize yourself and your team with Gender and sexual diversity glossary: <http://www.btb.termiumpius.gc.ca/publications/diversite-diversity-eng.html>
21. Consider how you could be supportive of employees transitioning to a new gender identity. Read the Public Services and Procurement Canada (PSPC) guide “Trans Employees: A Guide for Employees and Managers”: <https://www.tpsgc-pwgsc.gc.ca/apropos-about/guide-et-te-eng.html#s36>
22. [Building a Diverse and Inclusive Public Service: Final Report of the Joint Union/Management Task Force on Diversity and Inclusion](#) – learn more about the case for diversity, the recommendations, and the Task Force’s proposed diversity and Inclusion lens.
23. The Canadian Human Rights Commission provides an overview of the Canadian Human Rights Act, including details associated with rights, responsibilities and respect - www.chrc-ccdp.gc.ca
24. Status of Women Canada’s self-directed on-line [Gender-Based Analysis Plus \(GBA+\)](#) course is designed as a basic introduction to GBA+. GBA+ is an analytical tool used to assess how diverse groups of women, men and gender-diverse people may experience policies, programs and initiatives. Consider taking the course yourself, peers, or your team.
25. Unconscious biases are a barrier to making our workforce and workplace more inclusive. Here are some strategies to address unconscious biases, from the Office of Diversity and Outreach, University of California San Francisco: <https://diversity.ucsf.edu/resources/strategies-address-unconscious-bias>
26. This Deloitte paper from 2014 answers the question of ‘Why Diversity and Inclusion?’ by explaining the topic, providing metrics and highlighting key takeaways. <https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/human-capital/ca-en-human-capital-diversity-and-Inclusion-in-canada.pdf>
27. Korn Ferry produced this paper in 2016 which discusses the abilities and traits a leader must possess to be truly inclusive. <https://www.kornferry.com/challenges/diversity-and-inclusion>



28. This paper, written by Paul A. Gompers and Sophie Q. Wang at the Harvard Business School, reviews certain areas of the labour market and the participation of visible minorities.
<https://www.nber.org/papers/w23082.pdf>
29. Read about the results of the National Study on Diversity and Inclusion, February 2019, Canadian Centre for Diversity and Inclusion and Dalhousie University:
<https://ccdi.ca/media/1867/20190225-research-national-diversity-and-inclusion-benchmarking-study.pdf>
30. Find out about Canada's best diversity and inclusion employers for 2019 in this Globe and Mail article: <https://www.theglobeandmail.com/business/careers/top-employers/article-canadas-best-diversity-employers-build-respectful-inclusive/>
31. Canadian Centre for Diversity and Inclusion is currently running a pilot project to develop an *Employer Inclusivity Index*. This exciting new initiative eliminates any subjective guesswork in assessing how inclusive a workplace is, ranking each employer based on qualitative and quantitative research with a score that reflects its true inclusivity based on leading indicators and best practices.
Read more: <https://ccdi.ca/diversity-data-analytics/employer-inclusivity-index/>
32. The Canadian Mortgage and Housing Corporation is rethinking its approach to diversity and inclusion - see what you can learn from them.



EN, Rethinking
Diversity at CMHC, AF

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