

# Diversity, Inclusion and Employment Equity:

An ECCC Strategy for 2021-2024



Environment and  
Climate Change Canada

Environnement et  
Changement climatique Canada

Canada



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## Message from the Deputy Minister

Environment and Climate Change Canada (ECCC) is a world-class organization that delivers a range of programs and services to Canadians across Canada. In order to effectively meet the needs of all Canadians, ECCC itself must reflect the diversity of those we serve and provide a work environment that is inclusive for everyone.

We know that issues of systemic racism, harassment, and discrimination persist in society and in our workplace. These are serious issues that demand our full attention and action. In recent years, ECCC has worked steadily to build a diverse workforce and create an inclusive, respectful work environment for all employees. And yet, we need to do more as part of the Government of Canada to take lasting action for our employees, our clients and Canadians. *Diversity, Inclusion and Employment Equity: An ECCC Strategy for 2021-2024* (the Strategy) will be another important step forward. Through bold, concrete, measurable and meaningful commitments, executives, managers and employees alike will work together to create a more diverse and inclusive workplace, focusing on our four key pillars: recruitment, employee development and retention, education and awareness, and strengthened governance supports. Under the Strategy, we will report on progress annually. As we learn, the Strategy will adapt and remain evergreen, responding to our changing needs and priorities.

I invite you to take the time to read the Strategy and discuss it with your colleagues. Given that actions speak louder than words, I encourage you to reflect on and identify ways each of us, individually and collectively, can contribute to a more diverse and inclusive ECCC. For some, it may be committing to personally learning more about racism or reconciliation. For others, it may be engaging for the first time with one of our Employee Networks. It may also be doing your part to foster safe workspaces at ECCC, where positive conversations about inclusion can happen, where discussions about racism and systemic barriers are normalized and where positive actions and contributions can be celebrated. This Strategy calls on each of us to play our part and get involved.

I look forward to working with you to bring this Strategy to life.

**T. Christine Hogan**  
Deputy Minister



## Acknowledgement

ECCC's Executive Management Committee would like to acknowledge the ongoing and extensive collaboration by so many of you across the Department – managers and employees, students and champions, in headquarters and regions – who have dedicated time, resources, and energy to guide the development of the *Diversity, Inclusion and Employment Equity: An ECCC Strategy for 2021-2024*. We would like to say a special thank you to ECCC's vibrant employee networks representing the following communities (in alphabetical order): [Black](#), [Indigenous](#), [LGBTQ2+](#), [Managers](#), [Persons with Disabilities](#), [Visible Minorities](#), [Women in Science and Technology](#), and [Youth](#). Your perspectives and willingness to improve the workplace are what make this Strategy powerful. Your commitment, honesty, and continuous feedback have challenged us to keep growing and to remain focused on finding concrete actions to lead us to desired outcomes.

We would also like to acknowledge the inspiration that has come from the Clerk of the Privy Council's Call to action on anti-racism, equity, and inclusion in the Federal Public Service and the efforts and best practices of other federal departments and agencies who, like ECCC, are challenged to do better on diversity and inclusion.



***“We must encourage and support the voices that have long been marginalized in our organizations. We must create opportunities where they have long been absent. We must take direct, practical actions to invoke change. This is a true test of leadership, and one we must meet head on. Now.”***

**Ian Shugart**, Clerk of the Privy Council (Call to Action on anti-racism, equity, and inclusion in the Federal Public Service, January 2021)

***“If we want different outcomes, we need to do things differently. We can't keep doing the same things and expecting a different result. We need more audacity, to try new things, to take inspiration from our colleagues who have had the courage to share their lived experiences.”***

**Janice Charette**, Interim Clerk of the Privy Council (Opening Remarks, Anti-Racism Event Series: Systemic Racism and the Public Service – Moving the Dial Forward, Canada School of Public Service, April 2021)





## Context

Diversity and inclusion are commitments at the highest levels of the public service, including ECCC's senior management. The Strategy will help advance these commitments across the entire department to contribute towards ensuring workplace well-being and being an employer of choice.

As a science-based department comprised of over 7000 employees working across a number of areas, including enforcement, science, policy, regulatory, and meteorology from coast to coast, and everywhere in between, we have a unique opportunity to better represent and embrace all of Canada's diversity. The 50th and 150th anniversaries of ECCC and the Meteorological Service of Canada remind us how far we have come as an organization working to protect and conserve Canada's natural heritage and ensure a clean, safe, and sustainable environment for present and future generations. The Strategy will help us advance these commitments by building a diverse and inclusive workforce, which will undoubtedly strengthen the Department's capacity to deal with increasingly complex and changing environmental issues.

We will continuously aim to achieve a diverse and inclusive workforce, representative of Canada's diversity. We will strive to eliminate harassment, discrimination and racism in all forms. As emphasized by the Clerk of the Privy Council's *Call to Action on anti-racism, equity, and inclusion in the Federal Public Service*, inaction is not an option!

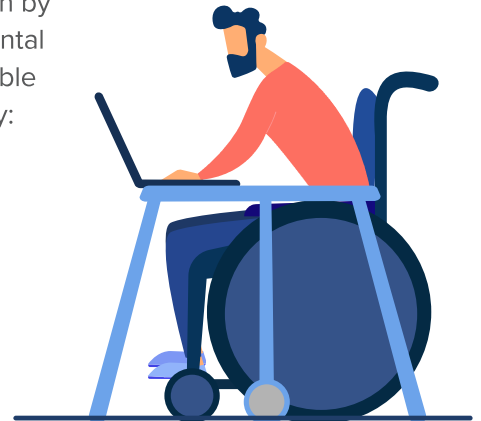
***A diverse workforce with a broader perspective benefits all of our work – our scientific work, our policy and program development, and our ability to serve Canadians.***



ECCC has made important strides, but we are not yet where we need to be. Much work remains. The 2020 Public Service Employee Survey results indicated that ECCC has a very good rate of satisfaction when it comes to treating employees with respect (89%) and feeling free to speak about racism in the workplace without fear of reprisal (85%). ECCC also has a good rate of satisfaction when it comes to supporting a diverse workplace (80%) and respecting individual differences (81%). ECCC has seen a slight decrease (2%) in the percentage of employees who report having experienced harassment. As for discrimination, the percentage of employees indicating that they experience discrimination remained the same as the last survey (5%).

These results, along with government-wide and ECCC commitments driven by the input, the guidance and the ideas of stakeholders, including departmental employee networks, demonstrate the need to take concrete and measurable actions. Follow these links to learn more about what is behind the Strategy:

- [2020-2021 Deputy Minister Commitments on Diversity and Inclusion](#)
- [Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service](#)
- [ECCC Public Service Employee Survey \(PSES\) Results](#)
- [Employment Equity Gaps Reports](#)
- [Joint Union/Management Task Force on Diversity and Inclusion in the Public Service](#)



### The Strategy is aligned with the following supporting departmental strategies:

- [Accessibility Strategy](#)
- [Indigenous Recruitment and Retention Strategy \(IRRS\)](#)
- [Inuit Employment Plan \(IEP\)](#)

*“Organizations with inclusive cultures are three times more likely to be high-performing, six times more likely to be innovative and agile, and eight times more likely to achieve better business outcomes.”*

**Kim Lessley** (Forbes, “*Fostering An Inclusive Culture Is A Business Imperative, Not A Trend*”, 2018)



## Strategy Development and Evolution

ECCC has taken numerous actions since 2017 to advance diversity and inclusion. The Strategy is built on the successes and lessons of the 2018-2021 DIEE Action Plan; however, this Strategy takes us even further by committing to concrete and measurable actions and timely reporting. The past actions and achievements can be found in Annex A and B, respectively.

The Strategy was developed through consultation and engagement across ECCC including with employee networks, branch representatives, the Executive Leadership Council, union representatives, and individual employees. Efforts were made to create safe spaces and open discussions to talk about ECCC's unique challenges and the experiences of employees and to identify ways to move forward. These conversations have helped to shape the actions that are set out in the Strategy, and are highlighted below:





## Strategic Outcomes

The Strategy is guided by a vision where all employees are treated with the utmost respect in a welcoming, safe, and supportive environment. Diversity and inclusion are at the core of our values.

### Vision

ECCC is a model organization fostering an inclusive, healthy and respectful workplace where a diverse workforce that is reflective of the Canadian population can achieve excellence.

### Mission

To be a diverse and inclusive workplace that allows all employees to participate fully within their teams, promotes collaboration, encourages communication, accepts and respects individual differences, treats others with dignity and fairness, and is intolerant of harassment and discrimination.

The Strategy provides the opportunity for ECCC to make diversity and inclusion the foundation of who we are as an organization by focusing on **strategic outcomes**:

- **Increase representation** for all groups to address existing representation gaps, keep up with changing demographics and continue to build a talented ECCC workforce that fully reflects Canada's diversity.
- **Bring about a culture change** to improve the workplace by creating and fostering an inclusive, respectful and healthy environment where employees feel engaged, supported and able to contribute, and where differences are embraced.
- Create and maintain a positive and accommodating workplace that is nurtured with trust, honesty and fairness and that **does not tolerate harassment, racism and discrimination**.



## Guiding Principles

The Strategy is the next step in the Department's evolution towards a more diverse and inclusive organization. The Strategy is built on the following three guiding principles:

- **Evergreen** – the Strategy is a living document that will be adjusted as needed to ensure that ECCC remains responsive to internal and external changing needs and priorities with a desire for continuous improvement. The outcomes from the reviews of the Employment Equity Act and the Public Service Employment Act are two key examples that will influence the Strategy.
- **Informed by data** – the Strategy leverages data analytics to inform decisions and measure success.
- **Transparency and reporting** – implementation of the Strategy will be monitored and progress will be tracked and reported on annually.



## Everyone Has a Role to Play

Ensuring a diverse and inclusive workplace is everyone's responsibility, and we can all make positive contributions. Leadership and accountability are essential to ensuring the success of the Strategy, therefore roles and responsibilities are clearly defined below.

As with any organizational change, commitments and actions start at the top. At ECCC, leaders such as the Champions, senior executives and managers are called upon to model mindsets and behaviours and to inspire through example. They help to make sure that diversity and inclusion are embedded in all aspects of our work.

*Accountability and leadership are not just for senior management. Employees at all levels have a role to play in ensuring a diverse and inclusive workplace.*

### Diversity and Inclusion Champions

- Serve as a role model for diversity and inclusion for all employees
- Promote diversity and inclusion across ECCC and share updates regarding the Strategy's progress
- Encourage senior management to continuously engage in the implementation of the Strategy
- Engage with the employee networks and promote their initiatives across the Department
- Engage with other champions across the public service to support intersectionality of programs, initiatives and priorities

### Executives

- Serve as visible leaders in the promotion and advancement of diversity and inclusion across the Department
- Be accountable for identifying staffing targets that exceed existing gaps and track progress through regular monitoring
- Serve as a role model for diversity and inclusion across ECCC and sign the Diversity and Inclusion Pledge
- Hold managers accountable for contributing to an inclusive and respectful workplace
- Recognize and continuously support inclusive acts by employees
- Foster a work environment that attracts, retains and enables talent
- Support recruitment efforts and employee development and retention



## Managers

- Foster a safe and positive environment where diversity and inclusion are embraced in the workplace
- Serve as a role model by encouraging employees to participate in diversity and inclusion activities
- Support employees if they are the subject of discrimination, harassment or disrespectful behaviours
- Hold employees responsible for contributing to an inclusive and respectful workplace and recognize inclusive acts
- Support employee training and participation in employee networks, and recognize this in the employees' Learning Plan
- Are diligent in fulfilling responsibilities with respect to accessibility, including duty to accommodate
- Support recruitment efforts and employee development and retention

## All Employees

- Increase personal awareness of diversity, inclusion and employment equity by participating in development and training opportunities
- Raise occurrences of harassment, discrimination or racism to managers in a timely manner
- Contribute to an inclusive workplace by addressing unconscious biases and behaving in a respectful manner
- Join, participate in and support the employee networks
- Participate in departmental and external diversity and inclusion activities
- Complete the Self-identification Form to contribute to an accurate representation of the workforce

## Networks

- Promote diversity and inclusion across ECCC
- Offer advice and recommendations to guide actions related to the promotion of diversity and inclusion
- Actively participate in the Working Group on DIEE and the Leadership Council on Diversity and Inclusion
- Engage with employees across ECCC by organizing departmental and network activities and communicate regularly
- Collaborate with other networks to support intersectional communities and initiatives
- Actively engage in consultations and offer recommendations to guide actions related to the promotion of diversity and inclusion



## Human Resources Branch

- Lead the monitoring and progress reporting of the Strategy
- Collect, monitor and share data and collaborate with central agencies to continue to develop disaggregated data
- Support branches in developing detailed staffing plans
- Tailor existing tools and create new tools to support managers and employees
- Promote the use of existing pools, tools and flexible staffing strategies
- Collaborate on intersectional DIEE initiatives internally and with other departments

## Respect Bureau

- Provide a safe and confidential place where employees can raise and address racism and discrimination issues without fear of reprisal or judgment
- Provide a safe and confidential place where managers can discuss options to address racism and discrimination issues without fear of reprisal or judgment
- Provide tools and processes to support all employees (including management) to have conversations about creating and nurturing inclusive workplaces
- Engage with employee networks and champions to drive change within the organisation
- Identify systemic issues and trends regarding racism and discrimination, raise organizational awareness, and provide recommendations

## Communications

- Provide regular communication on DIEE initiatives and resources to all employees
- Make diversity and inclusion a cross-cutting theme through all our internal communications
- Adopt a diversity and inclusion lens in all our communications, both internal and external, including events, visual products and surveys
- Continue to provide quality and proactive communication support to networks and champions
- Work in collaboration with central agencies and other federal departments to leverage tools and best practices and participate in interdepartmental working groups





## From Words to Action: Implementing the Strategy

The Strategy consists of two pillars: diversity and inclusion. Each pillar has two sub-pillars, with concrete actions and performance indicators. The Strategy is governed by leadership and accountability, and assessed through performance measurement, monitoring and reporting through an annual dashboard.







## Measurement and Accountability


Measuring progress and driving improvements in the workplace will be key to the success of the Strategy. As such, progress on each action will be monitored throughout the year and results will be reported annually. The [Diversity and inclusion intranet page will be updated regularly](#). Accountabilities for actions are clear. Identified leads, whether a Branch head, the Human Resources Branch, executives, managers, employee networks or champions, will be accountable for moving the actions forward as part of this monitoring and reporting process. Overall progress on the Strategy will be measured quantitatively (e.g. reports to the Treasury Board Secretariat, PSES results, disaggregated survey results, departmental reports) and qualitatively (e.g. employee feedback and employee surveys).

To support the implementation of the Strategy, data will be gathered, analyzed and shared with appropriate stakeholders, to act on what the results are telling us. The Strategy also acknowledges that the data challenge around diversity, inclusion and employment equity is real and must be tackled. The development of disaggregated data is a priority for the Department and central agencies, and efforts will continue to be made to report with more detailed data.




## Twenty Point Action Plan for 2021-2024

The following tables illustrate the **twenty actions for the Diversity, Inclusion and Employment Equity: An ECCC Strategy for 2021-2024** as well as the associated **performance indicators** within the primary pillars of diversity and inclusion and sub-pillars of recruitment, employee development and retention, education and awareness, and governance support.

 Diversity – Recruitment				
FISCAL YEAR	#	ACTIONS	LEADS	PERFORMANCE INDICATORS
2021-2024	1	<b>Recruit qualified candidates at all levels (EX recruitment addressed specifically under action #2) from across all regions of Canada:</b> <ul style="list-style-type: none"> <li>Indigenous communities including through the <a href="#">Inuit Employment Plan (IEP)</a> and the <a href="#">Indigenous Recruitment and Retention Strategy (IRRS)</a></li> <li>Black and other racialized communities</li> <li>Persons with disabilities including efforts through the <a href="#">Accessibility Strategy</a></li> <li>Women in science and technical groups</li> </ul>	Branch Heads	a. Branch heads have a mandatory annual detailed staffing plan to address Indigenous, Black and other racialized employees (visible minorities), persons with disabilities, and women in science and technology gaps by occupational groups
			Hiring Managers	b. # of recruited Indigenous, Black and other racialized employees as well as persons with disabilities per year c. Reducing the departmental gap for racialized employees (visible minorities) by 25% each year to attain the objective set in Deputy Minister Commitments on DI d. Reducing the departmental gap of persons with disabilities by 25% each year to attain the objective set in Deputy Minister Commitments on DI e. Reducing the departmental gap for women in science and technical occupational groups by 25% each year



<div>  <b>Diversity – Recruitment</b> </div>				
FISCAL YEAR	#	ACTIONS	LEADS	PERFORMANCE INDICATORS
2021-2024	2	<b>For the Executive Group, recruit qualified Indigenous, Black and other racialized employees, and persons with disabilities</b>	Branch Heads	a. Reducing the departmental gap for Indigenous, other racialized employees (visible minorities), and persons with disabilities in the EX group by 25% each year to attain the objective set in the Deputy Minister Commitments on DI b. Demonstrated increase in the Black employees appointed to the EX group as compared to previous fiscal years (gap information is currently unavailable)
2021-2024	3	<b>Recruit qualified students from diverse backgrounds through various outreach activities</b>	Hiring Managers	a. Develop baseline disaggregated data during 2021-2022 b. Increase representation of Indigenous students, Black students, racialized students (visible minorities), and students with disabilities 2022-2024
2021-2022	4	<b>Use existing pools to appoint qualified candidates from employment equity (EE) groups</b>	Hiring Managers	a. % of candidates from EE groups appointed from existing pools
2021-2023	5	<b>Further equip hiring managers and HR advisors to support recruitment efforts and ensure diverse selection boards whenever feasible</b>	Human Resources Branch	a. # of resources offered to hiring managers and HR advisors b. % of hiring managers and % of HR advisors who completed the training



## Diversity – Employee Development and Retention

FISCAL YEAR	#	ACTIONS	LEADS	PERFORMANCE INDICATORS
2021-2023	6	Pilot an approach to support the development of the second official language of Indigenous, Black and other racialized employees, and persons with disabilities	Human Resources Branch	<ul style="list-style-type: none"> <li>a. Pilot centralized language training program for Indigenous, Black and other racialized employees (visible minorities), and persons with disabilities</li> <li>b. Employee satisfaction with the pilot through a survey</li> </ul>
2021-2024	7	Launch and grow the <i>Indigenous Director Development Program (IDDP)</i> , including creating opportunities for sponsorship and mentoring	Human Resources Branch	<ul style="list-style-type: none"> <li>a. Launch the IDDP in 2021-2022</li> <li>b. % of Indigenous employees at the EX minus 1 and EX minus 2 levels participating in the program</li> <li>c. Participant and manager satisfaction in the program through a survey</li> </ul>
2022-2024	8	Develop and implement the <i>Director Development Program (DDP)</i> to include Black and other racialized employees, and persons with disabilities, including creating opportunities for sponsorship and mentoring	Human Resources Branch	<ul style="list-style-type: none"> <li>a. Launch the DDP in 2022-2023</li> <li>b. % of Black and other racialized employees, and persons with disabilities employees at the EX minus 1 and EX minus 2 levels participating in the program</li> <li>c. Participant and manager satisfaction in the program through a survey</li> </ul>
2023-2024	9	Branches will create and implement retention and development plans for Indigenous, Black and other racialized employees, and persons with disabilities	Branch Heads	<ul style="list-style-type: none"> <li>a. Improved PSES results related to career progression of EE group members</li> <li>b. Annual increase in the number of assignments and acting opportunities for Indigenous, Black, other racialized employees, and persons with disabilities</li> </ul>



## Inclusion – Education and Awareness


FISCAL YEAR	#	ACTIONS	LEADS	PERFORMANCE INDICATORS
2021-2024	10	Explore and implement opportunities to increase employee awareness in DIEE such as cultural competence and behaviour changes	Human Resources Branch	<ul style="list-style-type: none"> <li>a. Conduct a needs analysis on areas of training and tools in 2021-2022</li> <li>b. Promote a list of recommended training and tools to employees</li> <li>c. Increase % of employees participating in training per year</li> </ul>
2021-2024	11	Mandatory training for managers and employees on the prevention, recognition and elimination of harassment and discrimination, and on anti-racism	All Managers	<ul style="list-style-type: none"> <li>a. Conduct a needs analysis to identify mandatory training related to harassment, discrimination and anti-racism in 2021-2022</li> <li>b. All managers and all employees will have completed the identified mandatory training by March 31, 2024</li> <li>c. Decrease % of employees experiencing harassment and discrimination, as indicated in the PSES results</li> </ul>
2021-2024	12	Senior management to facilitate discussions to address anti-racism and unconscious bias	Senior Management	<ul style="list-style-type: none"> <li>a. # of facilitated discussions on anti-racism and unconscious bias per year</li> <li>b. % of employee satisfaction reported through PSES on questions pertaining to racism (minimum 90%) and focused mechanisms for employee feedback</li> </ul>
2021-2024	13	Management to support and encourage employees to join an employee network and participate in activities	All Managers	<ul style="list-style-type: none"> <li>a. Increase # of active members in each of the employee network</li> <li>b. Increase % of employee satisfaction through PSES and focused mechanisms for employee feedback</li> </ul>



## Inclusion – Education and Awareness

FISCAL YEAR	#	ACTIONS	LEADS	PERFORMANCE INDICATORS
2021-2024	14	<b>Provide regular communication on DIEE initiatives and resources to all employees</b>	Networks Communications Human Resources Branch	<ul style="list-style-type: none"> <li>a. Communications on DIEE initiatives and resources are provided through various channels on a regular basis (e.g. ECCC News)</li> <li>b. # of communications per year</li> <li>c. Assess employee satisfaction through focused mechanisms for employee feedback</li> </ul>
2021-2024	15	<b>Further promote the Positive Space Initiative (PSI) training across the Department (NCR and regions)</b>	LGBTQ2+ Network	<ul style="list-style-type: none"> <li>a. % of employees who participated in the PSI training via ECCC or Canada School of Public Service</li> <li>b. Assess employee satisfaction through focused mechanisms for employee feedback</li> </ul>
2021-2024	16	<b>Self-identification Awareness Campaign to increase representation</b>	Human Resources Branch	<ul style="list-style-type: none"> <li>a. All employees have completed the self-identification form</li> </ul>



<div>  <b>Inclusion – Governance Support</b> </div>				
FISCAL YEAR	#	ACTIONS	LEADS	PERFORMANCE INDICATORS
2021-2022	17	Create one or more permanently funded positions to support networks in managing various activities	Human Resources Branch	a. Position(s) dedicated to employee networks
2021-2024	18	Dedicate funding for network and departmental DI activities	Human Resources Branch	a. % of the DI Fund used
2021-2024	19	Senior management will regularly engage with employee networks in senior management meetings	Senior Management	a. All senior management have consulted with employee networks to plan engagement in senior management meetings b. # of senior management meetings per year which engage employee networks c. Assess employee network satisfaction through focused mechanisms for employee feedback d. The Deputy Minister will convene the Leadership Council on Diversity and Inclusion (with Chairs of Employee Networks) twice a year
2021-2022	20	Review the department's governance structure and funding on DI and anti-racism efforts	Senior Management	a. Complete review and make any adjustment to implement the governance structure for managing, supporting, advancing, and championing DI and anti-racism efforts

The *Diversity, Inclusion and Employment Equity: An ECCC Strategy for 2021-2024* is the next step towards meaningful change at ECCC. We must continuously strive towards creating a more diverse and inclusive workplace together.

**The time to act is now!**



## Past Actions and Achievements

### Annex A – Retrospective of the 2018-2021 DIEE Action Plan


ECCC's 2018-2021 [Diversity and Inclusion, and Employment Equity \(DIEE\) Action Plan](#), based on the recommendations from the Joint Task Force, was launched in 2018. It covered a two-year period and contained a total of 41 action items across four pillars. The plan has been updated annually and the 2019-2020 actions have been extended to 2020-2021.

Overall, 80% of the actions have been completed or are ongoing. The implementation of some of the actions was impacted by COVID-19. Two of the three actions in progress from 2019-2020 have been carried over into the 2021-2024 DIEE Strategy.

2018-2021					
Status/Pillars	Education and Awareness	People Management	Diversity and Inclusion Lens	Leadership and Accountability	Total
Completed	8	8	—	8	24
Ongoing	1	2	1	5	9
In progress	2	4	1	—	7
Not started	1	—	—	—	1
Total	12	14	2	13	41





Status	2018-2021
	<p><b>Achieved/Completed (24)</b></p> <ul style="list-style-type: none"> <li>• 2018-1 Implement a Diversity and Inclusion (DI) Fund</li> <li>• 2018-2 Promote and report on the Action Plan's activities and progress</li> <li>• 2018-3 Review and enhance ECCC's Onboarding/Offboarding Framework</li> <li>• 2018-6 Promote existing tools for hiring managers</li> <li>• 2018-7 Explore options/tools for including DI as part of competencies advertised in job posters</li> <li>• 2018-9 Undertake targeted outreach</li> <li>• 2018-10 Promote departmental awards</li> <li>• 2018-11 Use the DI Fund to support instant awards</li> <li>• 2018-15 Executive Management Committee (EMC) endorses the Action Plan</li> <li>• 2018-17 Establish ongoing commitments in performance-management agreements</li> <li>• 2018-18 Implement an integrated DI and employment equity (EE) governance</li> <li>• 2018-21 Analyze and disseminate Public Service Employee Survey 2017 and 2018 results from a diversity and inclusion lens</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 2019/20-1 Continue to promote and use the DI Fund</li> <li>• 2019/20-3 Networks to build strategic relationships with other networks</li> <li>• 2019/20-4 Launch DI national training series with recognition for branches with highest participation rate</li> <li>• 2019/20-6 The DM, or Associate DM, is present to several DI events in the year</li> <li>• 2019/20-7 ECCC officials with talent management plans and executives in the EX Learning and Leadership Development program participate at least once in a DI activity</li> <li>• 2019/20-10 Develop and implement recommendations further to drop-off analysis based on 2016-2018 results</li> <li>• 2019/20-11 Promote departmental awards</li> <li>• 2019/20-13 Develop and start the implementation of the departmental Accessibility Strategy</li> <li>• 2019/20-15 Enhance promotion of this Action Plan's activities and progress</li> <li>• 2019/20-16 Establish ongoing commitments in performance management</li> <li>• 2019/20-19 Based on the analysis of Public Service Employee Survey (PSES) 2018 results from a DI lens, identify problem areas and determine actions</li> <li>• 2019/20-20 Evaluate the current Action Plan and develop a plan for 2020–2023</li> </ul>
	<p><b>Ongoing (9)</b></p> <ul style="list-style-type: none"> <li>• 2018-4 Maintain intranet site for DI</li> <li>• 2018-8 Undertake targeted outreach</li> <li>• 2018-16 Co-champions report back to EMC and to Labour-Management Consultation Committee</li> <li>• 2018-19 Ensure regular dialogue and follow up with concerned branches and human resource teams</li> <li>• 2018-20 Prepare and distribute workforce analysis information</li> </ul> <hr/> <ul style="list-style-type: none"> <li>• 2019/20-9 Undertake targeted outreach to colleges, universities and diversity-oriented events with support from HR ICSS</li> <li>• 2019/20-14 Promote gender-based analysis plus (GBA+) lens within ECCC</li> <li>• 2019/20-17 Prepare and distribute workforce analysis information</li> <li>• 2019/20-18 Ensure regular dialogues and follow-ups with concerned branches</li> </ul>





Status	2018-2021
	<b>In progress (7)</b> <ul style="list-style-type: none"><li>• 2018-5 Rename several meeting rooms with Indigenous names</li><li>• 2018-12 Targeted professional career development program for EE groups</li><li>• 2018-13 Review ECCC's current accommodation process/policies/practices</li><li>• 2018-14 Strategic Policy Branch's (SPB) GBA+ team incorporates DI analysis into their work</li></ul> <hr/>
	



## Annex B – Summary of the 2017-2021 DIEE Achievements

The following includes a summary of many of the broader DIEE achievements across the department by fiscal year for 2017-2021. For the summary of the 2018-2021 DIEE Action Plan achievements, please refer to the Retrospective for the 2018-2021 DIEE Action Plan (Appendix A).

### 2020-2021 achievements

- Deputy Ministers undertook a series of consultations with all diversity, inclusion and employment equity networks in the department to hear first-hand of the various challenges faced by their members.
- The topic of diversity, inclusion and employment equity has become a monthly standing item on the agenda of the Executive Management Committee (EMC).
- Establishment of [Deputy Minister's Commitments on Diversity and Inclusion](#).
- Senior management held frank and open conversations with Indigenous, Black and Visible Minorities employees to discuss racism.
- Diversity and inclusion was one of the main topics of discussion at the annual Executive Leadership Council meeting. For the first time, the discussions were enriched by the participation of representatives from many employee networks.
- The following initiatives aimed at creating a diverse and inclusive workplace were supported by the departmental Diversity and Inclusion Fund: [Introductory Session on Environmental Racism](#) (partnership between the National Youth Network and the Black Employee Network), an armchair discussion on the theme of [Respect through my eyes](#) (Mental Health Team), Branch Accessibility seminar/workshop (EPB) and the hiring of a student to assist the Persons with Disabilities Network.
- Administrative support provided by the Public and Indigenous Affairs and Ministerial Services (PIAMS) Branch to the [Indigenous Employee Network](#) (IEN) to assist with the operation and secretariat role of the IEN.
- Creation of the [Black Employees Network](#) (BEN). The BEN currently has approximately 80 members and has established Terms of Reference. It successfully hosted more than a dozen events and presentations and will continue to engage with various branch heads to address anti-black racism.
- The [Persons with Disabilities Network](#) held two meetings. They asked how members were coping with the “new normal” of working at home and received information on the plans for a gradual return to the workplace.
- The [Managers' Network](#) shared tools and information to support diversity and inclusion, provided opportunities for increased interaction between managers and senior executives and responded to requests from managers. The network also organized events that were inclusive of managers' needs.
- Launch of the [Diversity, Inclusion and Employment Equity Toolbox](#) for employees.
- Conducted a [Departmental Self-Identification Awareness Campaign](#).
- Continued delivery of Employment Equity and Staffing Flexibilities training to Human Resources Advisors.



- Maintained ongoing commitments in executives' performance management agreements for an inclusive workplace.
- The [Women in Science and Technology Committee](#) was invited, across the department, to present their initiatives and discuss multiple key subjects such as mental health, career progression and mentoring. The network also promoted Women's History Month, International Day of the Girl, International Day of Women and Girls in Science and International Women's Day.
- Assessment of current action plan and development of the 2021-2024 Diversity, Inclusion and Employment Equity Strategy.
- Communicated over 75 messages to employees through ECCC News to raise awareness on diversity and inclusion, including combatting racism and prejudice.
- Presented Public Service Employee Survey results by employment equity groups to corresponding networks.

## 2019-20 achievements

- Overall, ECCC has succeeded in meeting commitments on the departmental Diversity and Inclusion, and Employment Equity Action Plan.
- The departmental Diversity & Inclusion Fund saw an increase in usage compared to fiscal year 18/19, with nearly \$48,000 distributed to provide capacity to employment equity networks and support activities promoting a diverse and inclusive workplace across the Department. This represents an increase of 108% over the past fiscal year. Requests to fund activities nearly doubled and the fund was used to hire two students to support the employment equity networks.
- Continued dialogue took place among D&I networks and with the champions and DM through the Working Group on Diversity and Inclusion, and Employment Equity and Leadership Council on Diversity and Inclusion. Overall, six meetings took place in FY 19/20 (four Working Group, two Leadership Council).
- Held an [Indigenous renaming ceremony](#) in the spirit of respect and reconciliation. A boardroom at Place Vincent Massey (PVM) in the National Capital Region (NCR) was officially renamed as the Ode'naa Room.
- Launched tools of leveraging [Employment Equity Staffing Flexibilities](#) and delivered training for human resources advisors to better support managers.
- Champions and representatives of employment equity networks participated in interdepartmental Champions and Chairs Committees/Circles of designate groups.
- Launched D&I training series as part of the [Leadership and Management Development Curriculum](#).
- Continued to promote programs for hiring managers such as [#iwantasciencejob](#), [Indigenous Student Employment Opportunity \(ISEO\)](#), and [Employment Opportunity for Students with Disabilities \(EOSD\)](#).
- The ECCC National Youth Network (NYN) scaled up communications mechanisms to support the professional growth and foster inclusion of 1300 student and young employees, hosted over 15 events (e.g. guest speakers, career workshops, policy jams) to engage over 1000 student and young employees including a Department wide orientation for over 500 new employees.
- Launched guidelines on [Building an Inclusive and Diverse Selection Committee](#) for hiring managers.
- Launched [Indigenous Career Fair and Outreach guide](#), which includes the HR [Welcome Package for Indigenous Students](#) to support outreach activities.
- Launched [Employment Equity Gap Reports on the HRSO Portal](#) making it accessible to all employees.



- Developed recommendations further to drop-off analysis of employment equity groups in staffing processes at ECCC.
- Created an Accessibility Secretariat and an Accessibility Advisory Committee to guide and support the development and implementation of the Departmental Accessibility Strategy. Created an [Accessibility intranet page](#).
- Continued to use and develop tools and resources to support the mainstreaming of GBA+ in all ECCC activities.
- Expanded the Department's center of expertise on youth engagement within the Innovation and Youth Engagement Division (IYED) to support a greater number of groups in the Department to create meaningful opportunities to engage youth and implement Canada's Youth Policy.
- Maintained ongoing commitments in executives' performance management agreements for an inclusive workplace.
- Launched [Positive Space Initiative training](#) across the department resulting in over 200 ECCC employees trained.
- The Canadian Centre for Diversity and Inclusion facilitated [Unconscious bias training](#) to employees in the NCR.
- The ECCC EX Network hosted the [Conversation on diversity and inclusion with guest speaker "Ojibwe dude" Jesse Wentz](#).
- Communicated over 50 messages to employees through ECCC News to raise awareness on diversity and inclusion.
- Participated in a Travelling Career Fair hosted by Pilimmaksaivik to promote Science programs, Inuit Mentorship Program and Inuit Field Research Assistant at ECCC to students and the general public.
- The Human Resources Branch (HRB) participated in a Multi Sector Career Fair with the Canadian Wildlife Service Branch (CWSB) and the Enforcement Branch (EB) to promote positions at ECCC to students from middle school, high school and colleges and the general public.
- Created and shared the first Inuit Employment Plan Newsletter across the department to all of the Executive Management Committee and was cascaded down within branches.

## 2018-19 achievements

- Appointed two Environment and Climate Change Canada (ECCC) Senior Management level Disability and Accessibility Champions (Helen Ryan and Nicole Cote) who are undertaking the development of a targeted action plan on accessibility.
- Implemented the Diversity & Inclusion (D&I) Fund. More than \$20,000 was used to support various activities and events including instant awards.
- Developed and implemented ECCC's Indigenous Recruitment and Retention Strategy in alignment with the Many Voices One Mind report (including the recruitment and retention of current and future EX Indigenous employees).
- Reviewed and enhanced the onboarding/offboarding framework and supporting documents through D&I/ Employment Equity (EE) lens.
- Promoted programs for hiring managers such as #iwantasciencejob, Indigenous Student Employment Opportunity (ISEO), and Employment Opportunity for Students with Disabilities (EOSD).



- Strengthened connection between ECCC EE and other employee networks through bi-monthly D&I working group meetings.
- Provided quarterly departmental and branch level updates on EE representation.
- Launched tools in order to include D&I as part of the competencies advertised in job posters such as the Integrating D&I Competencies Guide and the Inclusive Language Guide.
- Launched an EE staffing flexibilities document to better support managers and human resources advisors.
- Established ongoing commitments in executive's performance management agreements.
- Implemented an integrated D&I EE Governance.
- Communicated over thirty messages to employees through ECCC News to raise awareness on diversity and inclusion.

## 2017-18 achievements

- Created a departmental working group (monthly meetings).
- Created the Leadership Council on Diversity and Inclusion chaired by the Deputy Minister (three meetings) including a workshop on December 14, 2017, which explored barriers to inclusion and ways to overcome them.
- 170 executives participated in a day long discussion on diversity and inclusion, on January 11, 2018, with results integrated into this action plan.
- Collected, developed and adapted tools to promote diversity and inclusion.
- Developed a communication strategy and shared diversity and inclusion tools and resources through the creation of a diversity and inclusion website/ECollab.
- Launched a LGBTQ2+ network and re-established the Persons with Disabilities Network.
- Nominated two champions on diversity and inclusion and employment equity.
- Created a fund for activities that promote diversity and inclusion.