

## Appendix to the First Report of the Subcommittee on Diversity

### Recommendations of the former Advisory Working Group on Diversity and Inclusion Training (AWG)

**Prepared by the Legislative Sector with Input from the Human Resources Directorate**

\*Please note that any changes involving senators or their staff would require additional consultations.

#### DEFINITIONS FOR TERMS IN THE “HR INPUT” COLUMN BELOW

<u>Dimensions:</u>	<u>Progress:</u>	<u>Level of Effort:</u>	<u>Time Horizon:</u>
<b>Accountability / Measurement:</b> Establishing clear goals and outcomes	Completed	Low: Is relatively straight forward with minimal approvals required	Short: 12-18 months (proposed phase 1)
<b>Awareness:</b> Developing organizational competence	Ongoing / Continuous	Medium: Involves collaboration between directorates or HR teams	Medium: 18 months – 3 years (proposed phase 2)
<b>Engagement:</b> Strengthening connections within workplace and workforce	Partially Undertaken	High: Is complex and involves high levels consultation and approvals	Long: 3-5 years (proposed phase 3)
<b>Integration:</b> Coordinated into the fabric of the organization (i.e., programs/services)	Not Started		

Recommendation	AUTHORITY	HR INPUT
<b>Recommendation 1:</b> <i>That the Senate of Canada contract an external provider to conduct an independent assessment of the issues relating to diversity, equity, and inclusion in the Senate of</i>	CIBA could examine the feasibility of implementing this recommendation within the Senate Administration in consultation with the Senate Human Resources Directorate. Integrating senators and their staff into	Dimension: <b>Accountability / Measurement</b> Progress to date: Not started Level of Effort: <b>Medium</b> Time Horizon: <b>Medium</b> Progress: Not Started Resources: Financial, contracting

<i>Canada.</i>	<b>this assessment would require further consultation.</b>	
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<p><b>Recommendation 2:</b> <i>That the Senate of Canada conduct a survey of its workforce that collects disaggregated demographic data and asks questions related to inclusion on a three-year cycle.</i></p>	<p>CIBA could examine the feasibility of implementing this recommendation within the Senate Administration in consultation with the Senate Human Resources Directorate. Including senators and their staff in this survey would require further consultation.</p>	<p><b>Dimension:</b> Accountability/Measurement  <b>Progress to date:</b> Partially undertaken  <b>Level of Effort:</b> Medium  <b>Time Horizon:</b></p> <ul style="list-style-type: none"> <li>Demographic data: Short</li> <li>Inclusion data: Medium</li> </ul> <p><b>Progress:</b> Partially Undertaken  <b>Resources:</b> Human + Financial</p> <p><b>Notes:</b> Demographic data currently records four employment equity groups for Senate Administration and senators' staff members. For collection of inclusion data expertise in social data, collection and manipulation required.</p> <p>The Human Resources Directorate (HR) sees this as part of HR's responsibility in focusing on workspace inclusion and belonging, therefore it is included in the HR strategy for the Senate Administration.</p>
<p><b>Recommendation 3:</b> <i>That the Senate Administration hire staff whose sole focus will be the institution's performance on equity, diversity, and inclusion.</i></p>	<p>CIBA could examine the feasibility of implementing this recommendation within the Senate Administration in consultation with the Senate Human Resources Directorate.</p>	<p><b>Dimension:</b> Accountability / Measurement  <b>Progress to date:</b> Not started  <b>Level of Effort:</b> High  <b>Time Horizon:</b> Short/Medium  <b>Progress:</b> Not Started  <b>Resources:</b> Human + Financial</p> <p><b>Notes:</b> With CIBA's approval, a dedicated resource, ideally a full-time resource with capabilities in terms of subject matter expertise and programming experience, as well as competencies with statistical and data analysis, will further ensure HR's ability to advance diversity, equity, and inclusion (DEI) goals with a level of intentionality that will result in meaningful and sustainable change at the Senate.</p>

<p><b>Recommendation 4:</b> <i>That the Senate dedicate adequate resources to fund diversity, equity, and inclusion initiatives within the institution.</i></p>	<p>CIBA could examine the feasibility of implementing this recommendation within the Senate Administration in consultation with the Senate Human Resources Directorate. An examination of resources specific to senators and their staff would require further consultation.</p>	<p><b>Dimension:</b> Accountability / Measurement  <b>Progress to date:</b> Not started  <b>Level of Effort:</b> High  <b>Time Horizon:</b> Short/Medium  <b>Progress:</b> Not Started  <b>Resources:</b> Human &amp; Financial</p> <p><b>Notes:</b> With CIBA approval, dedicated resources will allow for prioritization and time needed to advance DEI initiatives and programs. It will also allow for the necessary assessment of our practices, initiatives, programs, policies, etc. to ensure removal of barriers, application of a Gender Based Analysis+ (GBA+) lens, continuous transition to meet obligations under the Accessible Canada Act, etc.</p>
<p><b>Recommendation 5:</b> <i>That the Senate Administration examine its hiring criterion related to education and seek to remove barriers that reinforce discrimination based on class and other forms of economic marginalization.</i></p>	<p>CIBA could examine the feasibility of implementing this recommendation in consultation with the Human Resources Directorate.</p>	<p><b>Dimension:</b> Integration  <b>Progress to date:</b> Ongoing / Continuous  <b>Level of Effort:</b> Medium  <b>Time Horizon:</b> Short  <b>Progress:</b> Ongoing/Continuous  <b>Resources:</b> Human</p> <p><b>Notes:</b> HR is carrying out activities deemed to be its responsibility under diversity, inclusion and belonging, as well as a function of best practice in recruitment/talent acquisition and talent management. Activities that serve to systemically improve access and remove barriers as part of our recruitment process are continuous and ongoing.</p> <p>As leaders across the Administration become more knowledgeable of DEI, ways to remove barriers and hiring criteria will be more inclusive. HR Advisors continue with training that supports building cultural competency and inclusiveness. GBA+ training has been completed by some HR team members and will be completed by others. Funding will be required to ensure this training is being made available to leaders across the</p>

		<p>organization.</p> <p>CIBA's approval is required for anything outside the current purview of HR.</p>
<p><b>Recommendation 6:</b> <i>That basic diversity, equity and inclusion learning be imbedded into onboarding for senators and staff and repeated on a cyclical basis.</i></p>	<p><b>CIBA could examine the feasibility of implementing this recommendation and instruct the Administration accordingly. Integrating senators and their staff would require further consultations.</b></p>	<p><b>Dimension:</b> Awareness  <b>Progress to date:</b> Not started  <b>Level of Effort:</b> Medium  <b>Time Horizon:</b> Medium  <b>Progress:</b> Not Started  <b>Resources:</b> Human + Financial</p> <p><b>Note:</b> HR is currently working to procure a vendor to deliver training on unconscious bias. More training is envisaged as part of our vision/plan.</p> <p>CIBA direction is required for the engagement of senators.</p>
<p><b>Recommendation 7:</b> <i>That there be basic learning, training and development opportunities for all senators, Senate Administration employees and senators' staff. In the near term (6-12 months), the curriculum for diversity, equity and inclusion training and development, be determined with the input of senators, staff, and members of the Senate Administration. Due to limited internal resources these opportunities may be offered and developed by an external entity to respond to near term needs.</i></p>	<p><b>CIBA could examine the feasibility of implementing this recommendation and instruct the Administration accordingly. Integrating senators and their staff would require further consultations.</b></p>	<p><b>Dimension:</b> Awareness  <b>Progress to date:</b> Partially undertaken  <b>Level of Effort:</b> Medium  <b>Time Horizon:</b> Short  <b>Progress:</b> Partially Undertaken  <b>Resources:</b> Human + Financial</p> <p><b>Notes:</b> HR develops a corporate learning calendar for each fiscal year. A key strategic objective for HR in 2022-2023 is to modernize and enhance the learning and development program. To meet this objective, we are assessing options that will provide training and development opportunities in the area of DEI.</p>

<p><b>Recommendation 8:</b> <i>That the Human Resources Directorate in consultation with senators, and staff, should seek to offer a suite of both traditional and experiential, diversity, equity and inclusion learning, training and development opportunities on an ongoing and non-mandatory basis.</i></p> <p><i>These opportunities should seek to:</i></p> <ul style="list-style-type: none"> <li>• <i>Build knowledge: e.g. diversity of Canada, principles found in the Canadian Charter of Rights and Freedoms, the Canadian Human Rights Act, the Accessible Canada Act, and the Employment Equity Act, and the values of the Senate of Canada.</i></li> <li>• <i>Build awareness: e.g. racism, colonialism, disability, discriminatory behaviour.</i></li> <li>• <i>Build skill: e.g. psychological safety.</i></li> </ul>	<p><b>CIBA could examine the feasibility of implementing this recommendation and instruct the Administration accordingly. Integrating senators and their staff would require further consultations.</b></p>	<p><b>Dimension:</b> Awareness</p> <p><b>Progress to date:</b> Partially undertaken</p> <p><b>Level of Effort:</b> Medium</p> <p><b>Time Horizon:</b> Medium</p> <p><b>Progress:</b> Partially Undertaken</p> <p><b>Resources:</b> Human + Financial</p> <p><b>Note:</b> From HR's perspective, this is a critical recommendation. Organizational readiness means we must build the capacity within the Senate to develop and assess our programs, practices, initiatives, policies and events through a diversity and inclusion lens. Learning, training, and development are key to advancing change and diversity objectives. Notably, formal training, coupled with continued engagement and facilitated discussions on key DEI topics will advance the intended objective of this recommendation.</p> <p>The Senate Administration's strategic objectives for the next fiscal year include further enhancement of HR's learning and development program intended to support leadership development. While this can include offerings under the umbrella of DEI, an additional resource dedicated to DEI will be necessary to fulfill this recommendation. CIBA approval is necessary for funding and staffing needs.</p> <p>In the meantime, some training has been provided (e.g., Indigenous Learning Series offered by the Canada School of Public Service).</p> <p>In 2022, the mandatory violence and harassment training was launched at the Senate and, as of April 29, 2022, has been completed by 90% of Senate employees and senators.</p> <p>Under provisions set out under Part II of the <i>Canada Labour Code</i>, the Senate is launching more training health and safety training this Fall 2022. It includes information on the prevention</p>
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		<p>of psychological injuries and illnesses. HR is also assessing potential training on psychological first aid, intended to help with individual responses to a mental health crisis.</p> <p>Psychological safety training focuses on creating a safe environment and therefore improving inclusiveness. This responsibility is appropriately assigned and is being led by our Occupational Health, Safety and Wellness Team and will be addressed in plans for a wellness initiative to be developed over the next fiscal year.</p> <p>HR, in collaboration with Finance and Procurement, are working to identify a vendor to provide unconscious bias training.</p> <p>HR will require CIBA consideration/direction for engagement of senators.</p>
<p><b>Recommendation 9:</b> <i>That Human Resources staff undergo regular diversity, equity and inclusion learning, training, and development as part of their responsibilities.</i></p>	<p><b>CIBA could examine the feasibility of implementing this recommendation and instruct the Administration accordingly.</b></p>	<p><b>Dimension:</b> <i>Awareness</i></p> <p><b>Progress to date:</b> Ongoing / Continuous</p> <p><b>Level of Effort:</b> <i>Low</i></p> <p><b>Time Horizon:</b> <i>Short</i></p> <p><b>Progress:</b> Ongoing/Continuous</p> <p><b>Resources:</b> Human + Financial</p> <p><b>Notes:</b> DEI is an integral part the continuous learning and development yearly plan for HR employees.</p>