

## **Systemic Barriers – Correctional Service of Canada Report of the Standing Committee on Public Accounts**

### **Recommendation 6**

CSC should provide the Committee with a report outlining: (1) the changes made following the adoption of its Comprehensive Plan for Employment Equity, Diversity and Inclusion; and (2) unconscious bias and antiracism/discrimination as well as diversity and cultural competency training compliance rates.

### **Response:**

#### **Advances in Employment Equity, Diversity and Inclusion**

This report highlights key advancements made by the CSC since the 2022 implementation of its Comprehensive Plan against some of the communicated objectives and the progress is detailed through changes, statistics, and initiatives, and organized by strategic people management priority.

#### **Strategic People Management Priority: Foster performance excellence by building and developing an engaged and diverse workforce.**

**Strategic use of Employment Equity Data** – CSC prioritizes the collection and internal sharing of representation and EE data across its HR groups. This data serves as a foundation for integrated HR activities, including strategic planning, targeted recruitment, staffing decisions, and the development of training initiatives. By understanding its workforce demographics, CSC aims to create a workforce that better reflects and serves the needs of its diverse offender population.

**Gains in representation** – CSC established representation objectives to reflect its overrepresented offender population (Indigenous and racialized people). By March 2023, CSC expanded on these objectives for both the CX and WP groups, identifying sites and regions with the largest gaps in representation. These objectives and data will be shared with key Human Resource Advisors and management groups to support informed decision-making. CSC has seen positive results in representation across a few key areas:

- **Women:** Women’s representation in the EX-group has been increasing since the creation of the hiring objectives in 2021. From April 2022 to March 2023, CSC nearly met the EX-women promotional objective - 15 women entered the EX-cadre with the objective being 16.
- **Indigenous:** Indigenous representation on a national level continues to remain above the WFA. With CSC’s continued emphasis on recruiting Indigenous Peoples, there has been notable improvements in representation across the regions. Most regions now either meet or are just below the WFA.

- **Racialized Persons:** Racialized representation continues to remain above the WFA. The CX group makes up 40% of our workforce and is above the WFA for this EE group.
- **Black employees:** Overall representation has been increasing since 2019. In 2022-2023 CSC experienced an increase of 61% in the EX and EX equivalent group. This resulted in the EX equivalent group representation exceeding CSC's overall Black employee representation rate.

**Ongoing and new collaboration** – CSC has continued to form active partnerships and engage with diverse communities and equity stakeholders to broaden its diversity. For example, CSC has:

- put in place a dedicated Indigenous Outreach Officer in the Prairie Region who works closely with different Indigenous communities and promotes employment opportunities within CSC.
- made itself present at several Indigenous events and communities.
- developed a specific Indigenous promotional card to highlight the different Indigenous jobs within CSC and is being used at career events.

Recently, CSC renewed two Memoranda of Understanding (MOU) pertaining to the Training Allowance for Indigenous Candidates in the Correctional Officer Training Program and enhanced recruitment collaboration with the aim to increase the representation of Indigenous Persons within CSC's workforce. The MOU with the Native Women's Association of Canada was signed in September 2023 and covers the period until 2025-26, and the MOU with the Congress of Aboriginal Peoples was signed in January 2024 and covers the period until 2026-27.

Other examples of where partnerships have been created include:

- Federal Internship for Canadians with Disabilities
- Community Outreach initiatives in the regions
- Post-secondary institutions
- First Nation, Metis and Inuit communities and organizations
- Federal Student Work Experience Program (FSWEP) and placement opportunities for positions within the Indigenous Continuum of Care

**Enhanced data tools** – In March 2023, representation objectives were added to the existing PowerBI dashboard (EE dashboard). Previously focused on comparing representation to Workforce Availability estimates, these new objectives specifically reflect the offender population. This enhancement provides human resources advisors and management with a more nuanced understanding of EE gaps. By comparing the employee workforce to the population, they serve, they can make better-informed EE decisions and consider innovative strategies.

**Prioritized employee development** – The Leadership Connexion Program is CSC's Mentorship Plus/Sponsorship Program that seeks to match senior executives (sponsors) with participants (protégés) who identify as belonging to a designated EE

group or equity-seeking community. This program was launched in 2022 and, in the first cohort, offered opportunities to seven protégés over the year.

It has since expanded the eligibility to further advance gaps where they exist in the EX minus two group and is offering a second cohort in 2024 with 12 protégés and 12 sponsors.

CSC participates in the Treasury Board of Canada Secretariat's Mosaic Leadership Development Program aimed at developing EE and equity-seeking groups. In the first offering in 2022, CSC had a successful candidate who was appointment into an executive role. In 2023, CSC has two participants who are participating and if successful upon completion, will be appointed to the executive cadre.

In December 2023, CSC launched the Indigenous Career Navigator Program and hired two navigators who will play a key role in supporting Indigenous employees in navigating their careers by providing advice and guidance on recruitment, retention and advancement, and support managers identify and recruit Indigenous talent.

**Supported diversity in hiring practices** – CSC reinforced its commitment to an EE-focused staffing approach, that centers on providing managers with the knowledge and tools to implement inclusive hiring practices. HR Advisors routinely emphasize the use of targeted selection processes, encourage the use of diverse selection boards, specialized job inventories, and adaptable evaluation methods to enhance the attraction and recruitment of individuals from employment equity groups. CSC has expanded accessibility to include clear and inclusive language on job posters and continues to promote the use of the Internal Priority Program as a mechanism that supports the retention of persons with disabilities.

**Strategic People Management Priority: Uphold, promote and build a culture that fosters an inclusive, respectful, and healthy workplace**

**Closer examination of available survey data** – In 2023, CSC used Public Service Employee Survey (PSES) results to gain a better understanding of employee sentiment. The organization compared based on the past two PSES to find that EE groups and equity-seeking groups are showing improvements with how the department implements anti-racism initiatives, signaling progress in this domain. Results related to the satisfaction on how discrimination issues are resolved and on initiatives to prevent discrimination, EE groups and equity-seeking groups are showing stable results or a slight improvement. Furthermore, in the 2023 survey, there has been the addition of 2SLGBTQIA+. Results demonstrate that much work needs to be done to improve workplace discrimination and harassment for the 2SLGBTQIA+ community.

**Expanded its diversity training portfolio** – In 2023, CSC launched *Uniting Against Racism*. This series provides learning on the role that racism plays in our history and current society. It supplements CSC's mandatory Unconscious Bias Training, which was put in place in 2020.

Further to training programs, CSC maintains ongoing and updated information on its intranet Hub page to provide employees and managers with current information on harassment and violence prevention to create and maintain a healthy and safe work environment.

**Progressed in Accessibility** – In 2023, CSC published a progress report linked to its Accessibility Plan, originally developed in 2022. The report demonstrates notable progress in employment, the built environment, and communication (other than information and communication technologies). Key achievements include:

- Communication of various tools and resources to support employees and hiring managers in creating a more accessible employment process.
- Contracting a consultant to develop new standards and guidelines for a more inclusive built environment.
- Ensuring the accessibility of forms to enhance overall communication practices.

**Focused on Indigenous recruitment and retention** – CSC communicated progress on its Tiger Team Action Plan for Indigenous recruitment and retention in 2022-23 and continues to review goals and progress made towards their achievement.

**Enhanced front-line recruitment** – In 2022, CSC implemented a dedicated Front-line Planning and Recruitment Division, with the aim to enhance recruitment initiatives, improve representation among front-line groups, including Correctional Officers, Parole Officers, Program Officers, Health staff, and trades.

**Unconscious bias and antiracism/discrimination as well as diversity and cultural competency training compliance rates.**

<b>Compliance DCCT – FIC as of 2024-02-13</b>	<b># Employees who Completed the Training</b>	<b># Employees to be trained</b>	<b>Compliance %</b>
Diversity and Cultural Competency Training	15556	2344	<b>86.91%</b>
Diversity and Cultural Competency Training - online	16349	1551	<b>91.33%</b>
FIC -Foundations for Indigenous Corrections - CTP	967	36	<b>96.41%</b>
FIC -Foundations for Indigenous Corrections - Non CX	1093	2248	<b>48.62%</b>
<b>Compliance UB - UAR 2024-02-13</b>	<b># Employees who Completed the Training</b>	<b># Employees Targeted for Year 2023-24</b>	<b>Compliance %</b>
*Unconscious Bias	3786	5866	<b>64.54%</b>
*Uniting Against Racism	3163	5866	<b>53.92%</b>
*Uniting Against Racism Online	6375	5866	<b>108.67%</b>

\* The implementation of these trainings is over three years and began in FY2023-24 where 33% of the workforce is targeted each year for training completion.

Each region has trainers to provide an acceptable schedule. Trainer turnover is high in some regions and requires an ongoing train-the-trainer schedule. It should be noted that each region has the potential to use their experienced trainers to train new trainers in their region. The number of sessions offered in the regions is due to the availability of associate trainers, the availability of Elders and also the taking of seats by the regions. These three parameters impact the rate of progress of compliance.

For information, here is the number of trainers per site:

- PAC CTP and 1 day: 8 and 9
- PRA CTP and 1 day: 18 and 25
- ONT and NTA CTP and 1 day: 3 and 14
- QUE CTP and 1 day: 12 and 11
- ATL and NSTA CTP and 1 day: 10 and 9

**Conclusion**

CSC is continuing its dedication on promoting employment equity, diversity and inclusion and removing barriers for equity-seeking groups. Creating a work environment that meets employment equity requirements and that is diverse and inclusive is essential as a principle of justice, to organizational success, and for the safety and well-being of all employees.