

## Public Safety Canada Detailed Action Plan

### to the recommendations of the Audit Report on Inclusion in the Workplace for Racialized Employees of the Fall 2023 Reports of the Auditor General of Canada

Report Ref. No.	OAG Recommendation	Departmental Response	Area Responsible	Specific Deliverable(s)	Expected Completion Date
<b>26</b>	<p>Each of the 6 organizations, using guidance and best practices we recommend the Treasury Board of Canada Secretariat prepare, should implement performance measurement frameworks to assess and report on progress towards their equity and inclusion outcomes. Furthermore, each of the 6 organizations should develop and implement its performance measurement indicators and related benchmarks or comparator groups using an extensive and comprehensive approach driven by racialized employees, as they are the employees affected by racism in the workplace.</p>	<p>Agreed. Leveraging the guidance and best practices provided by the Treasury Board of Canada Secretariat, Public Safety Canada is developing a department-wide diversity and inclusion performance framework. The Department will continue to work with racialized employees and departmental networks, as the framework is refined.</p>	<p>Diversity and Inclusion Secretariat, Portfolio Affairs and Communications Branch (PACB)</p>	<p>26.1 Initiative profile – In terms of the development of the performance measurement framework, consult internal stakeholders and enablers to identify roles and responsibilities, resources and governance structure.</p> <p>26.2 Establish working group comprised of key partners including representation from racialized employees and employees from other equity deserving groups within Public Safety Canada.</p> <p>26.3 Develop logic model identifying key activities and outcomes that align with Public Safety Canada strategic priorities, objectives and values.</p> <p>26.4 Develop performance measurement strategy and validate: i) identify and develop qualitative and quantitative performance indicators, ii) data collection strategy and iii) data analysis strategy.</p> <p>26.5 Develop Reporting Strategy including report users, required frequency, report design and delivery methods.</p> <p>26.6 The Treasury Board of Canada Secretariat guidance and best practices will be incorporated when received.</p>	<p>March 31, 2024</p> <p>March 31, 2024</p> <p>June 30, 2024</p> <p>December 31, 2024</p> <p>March 31, 2025</p>

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31	So that all employees are meaningfully informed of and engaged in how the work environment is changing, the Canada Border Services Agency, Correctional Service Canada, the Public Prosecution Service of Canada, Public Safety Canada, and the RCMP should have either communication plans or reporting frameworks that provide all employees with regular and comprehensive updates of measurable progress toward desired equity and inclusion outcomes. Communication plans should include updates on both quantitative and qualitative results.	Agreed. Public Safety Canada will develop a communication plan or reporting framework to provide all employees with regular and comprehensive updates of progress toward desired equity and inclusion outcomes. Quantitative and qualitative results will be included in the plan or framework.	Values, Inclusion, Ethics, and Wellness (VIEW) Team, Corporate Management Branch (CMB)	<p>Collaborate with internal employee networks to identify communication and engagement goals in support of the multi-year Equity Diversity and Inclusion (EDI) Action Plan.</p> <p>Develop and implement a Communications and Engagement Strategy aligned to the EDI Action Plan.</p> <p>Provide first iteration of progress reports to employees and corporate governance on the status of EDI Action Plan, according to the developed Communications and Reporting Framework.</p>	March 31, 2025
50	All 6 organizations should undertake data-informed analysis to understand how racialized employees experience their workplace in comparison to others. By using quantitative data together with qualitative data, such as the lived experiences of racialized and other designated groups, organizations should take concrete and measurable actions to correct situations of employment disadvantage.	<p>Agreed. Supported by the Treasury Board of Canada Secretariat, Public Safety Canada will improve its data analysis to include quantitative data along with qualitative data from sources including but not limited to the Public Service Employee Survey and internal surveys, to better understand how racialized employees experience their workplace in order to implement actions to address situations of employment disadvantage. The improvement of data analysis may be impacted by two limitations: 1) disaggregated data may require suppression to protect the privacy of individuals, and 2) unknown availability of the new secretariat online self-identification form and related data.</p> <p>Addition of some employment equity information to the Organizational Health Dashboard measures will be completed by</p>	Business Management Unit (BMU) VIEW Team, CMB	<p>In order to get a holistic view of the experiences of racialized and other designated groups at Public Safety Canada and inform the EDI Action Plan and address any potential barriers of areas of employment disadvantage across the department, Public Safety Canada will:</p> <ul style="list-style-type: none"> <li>• Analyze and share the 2022 Public Service Employee Survey results (and other currently available qualitative data) for racialized and other designated groups including a comparison with non-designated groups.</li> <li>• Collaborate with the Ombuds team to monitor trends in exit interview feedback.</li> </ul>	March 31, 2024

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		<p>March 31, 2024. Improvements will continue on an ongoing basis as data becomes available from the secretariat. Parallel analysis of quantitative and qualitative data for a holistic view of issues, challenges and potential solutions to be applied is an ongoing activity that Public Safety Canada continues to implement and improve.</p>		<ul style="list-style-type: none"> <li>Analyze quantitative data including representation, recruitment, turnover, tenure, and promotions for racialized and other designated groups and compare with non-designated groups.</li> <li>Share the results of the analysis and consult with stakeholders (e.g. racialized employee networks, corporate governance) on concrete and measurable actions to address situations of employment disadvantage. These actions will then be included in Public Safety's 2024-2026 EDI Action Plan and in the equity and inclusion performance measurement framework (recommendation 16 above) in order to link the actions with measurable program outcomes.</li> </ul>	
<b>66</b>	<p>All 6 organizations, supported by the Treasury Board of Canada Secretariat, should examine their existing complaint resolution processes and ensure that they specifically address instances of racism in the workplace and that complaints are received and managed by professionals trained and experienced in the area of racism.</p>	<p>Agreed. Supported by the Treasury Board of Canada Secretariat, Public Safety Canada will review the existing complaint mechanisms and processes to ensure they address instances of racism in the workplace. Additionally, Public Safety Canada will assess the required competencies and necessary funding for the assignment of professionals to receive and manage complaints of racism in the workplace in accordance with support and training provided by the secretariat.</p>	<p>Ombuds Office Labour Relations (LR), CMB</p>	<p>Public Safety Canada will implement an electronic complaint submission form for employees to report instances of racism. The form allows for employees to identify themselves, or to submit complaints anonymously.</p> <p>Public Safety Canada will also ensure that employees receiving and handling complaints of racism have the necessary training to ensure a thorough understanding of the impacts of racism. An external party may be retained to provide the necessary training.</p> <p>Where concerns of racism are raised</p>	December 31, 2024

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				through other complaint mechanisms, the Labour Relations team will consult with the Ombuds team and the Values, Inclusion, Ethics and Wellness Team in an effort to resolve the complaints.	
<b>67</b>	All 6 organizations, supported by the Treasury Board of Canada Secretariat, should collect and analyze information gathered through complaint resolution processes to identify root causes of disadvantage for racialized employees. Analysis of this information should contribute to preventing and resolving racism in the workplace.	Agreed. Supported by the Treasury Board of Canada Secretariat, Public Safety Canada will review data collection and analysis methods supporting the complaints resolution processes. In collaboration with the secretariat, the review will identify causes of disadvantage for racialized employees, the analysis of which will assist with informing the approach to preventing and resolving racism in the workplace.	Ombuds Office LR, CMB	The Labour Relations and Ombuds teams will work together to analyze information gathered through complaint resolution processes to identify root causes of disadvantage for racialized employees, with consultation with the Values, Inclusion, Ethics and Wellness Team where necessary. The analysis of this information will inform efforts to prevent and resolve racism in the workplace.	Anticipated completion date: March 2025, however, is conditional on completion of recommendation 66 and receipt of complaints for analysis.
<b>79</b>	Each of the 6 organizations and the Treasury Board of Canada Secretariat should establish expected behaviours needed for an anti-racist and inclusive work environment and against which performance should be assessed for all employees. These behaviours should be aligned with specific equity and inclusion outcomes indicators and the performance measurement frameworks.	Agreed. Public Safety Canada will establish behaviours to cultivate an equitable, diverse and inclusive work environment for all employees. In the meantime, Public Safety Canada has implemented a department-wide mandatory objective on Wellness, Equity, Diversity and Inclusion which was included in employees' 2023-24 performance agreements.  Performance indicators for the 2024-25 department-wide mandatory objective will be updated to outline expected behaviours for an anti-racist and inclusive work environment; against which each employee's performance will be assessed.  Public Safety Canada will develop a	Learning and Development Team, CMB	Update the mandatory objective to include specific and measurable behaviours needed to cultivate an equitable, diverse and inclusive workplace, in collaboration with the VIEW team and in consultation with employee networks. New version will be finalized by March 2024 to be ready for the 2024-25 Beginning of Year Launch in April/May 2024.  The monitoring and reporting strategy for the mandatory objective will be finalized by March 2024 and will be included in the diversity and inclusion performance framework, when available (recommendation 26 above).	Anticipated completion date: March 2024, however; could be adjusted to match the diversity and inclusion performance framework when available.

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		monitoring and reporting strategy for the new mandatory diversity and inclusion objectives, which will feed into the department-wide Diversity and Inclusion performance framework (see response to recommendation 26 above).		In the meantime, information will be communicated in winter 2024 on how to adequately evaluate the current mandatory objective.	