



Staff of the Non-Public Funds, NPF

Canadian Forces Morale & Welfare Services

Diversity, Equity and Inclusion Report 2021/2022





Foreword by the Chief Human Resources Officer

As Chief Human Resources Officer (CHRO) of the Staff of the Non-Public Funds, Canadian Forces (SNPF, CF), I am proud of our commitment to diversity, equity and inclusion in the workplace. Employment Equity (EE) strategies are an integral component of the organization's mission, vision, policies, programs, and decision-making processes. These pillars support a diverse and inclusive workforce and provide a healthy, safe and respectful work environment for *all* individuals.

Canadian Forces Morale and Welfare Services Annual Diversity, Equity and Inclusion Report 2021/2022 provides information on representation of the designated groups as of 31 March 2022. The Workforce Analysis for this report is based on the data provided by Workplace Equity Information Management System (WEIMS). The report also captures initiatives undertaken to support an inclusive workplace and a diverse and representative workforce, with particular emphasis on the four designated groups identified in the EEA: Women, Indigenous People, Persons with Disabilities, and Members of Visible Minorities. The current pandemic has affected our workforce. The impact is noticeable on the movement within the organization, mostly on recruitment and on our abilities to action some of the initiatives planned.

Earlier last year, we have the Diversity and Inclusion Plan 2021-2024. This plan includes specific actions to ensure that the organization further improves the representation of underrepresented groups through recruitment, talent selection, training and education. We have completed year one of our action plan, and we continue to implement meaningful initiatives to reach the goal of identifying and eliminating systemic barriers related to the recruitment along with retaining talent from employees of designated groups.

Our Strategic Vision 2030 and our Strategic Plan 2021-2024 emphasizes how we will be an employer of choice that focused on creating an engaged and diverse workforce who are enabled to serve those who serve Canada. As we look to the future, we continue to take the necessary steps to strengthen our commitment to a strong and inclusive organization that reflects the rich diversity of the Canadian population.

Robin Ross

Robin Ross
She/Her
Chief Human Resources Officer Staff of the Non-Public Funds
Canadian Forces Morale & Welfare Services



Who we are

The Staff of the Non-Public Funds, CF (SNPF, CF) is a separate agency listed under Schedule V of the *Financial Administration Act* (FAA). By Order in Council, the Minister of National Defence has been granted the powers and authorities for personnel management of the SNPF, CF. These authorities have been delegated by the Minister to the Chief of Defence Staff (CDS) who has appointed the Chief Executive Officer (CEO) of the SNPF. As a separate agency, SNPF is subject to the federal *Employment Equity Act* (EEA), which requires SNPF to strive to achieve full representation for each Designated Group.

The SNPF, CF are the employees engaged in the management, oversight and operations of the Non-Public Property (NPP) of the Canadian Armed Forces. The Staff of the Non-Public Funds, CF (SNPF, CF), operates under the name of Canadian Forces Morale and Welfare Services, CFMWS.

Since 1968, CFMWS, and predecessor entities, have been delivering Morale and Welfare services to the military community. CFMWS' mission contributes to the CAF's and Canada's mission by building stronger, more resilient communities, one individual at a time. As part of the military community, our employees are uniquely positioned to improve our members' lives. Our vision for the integration of mental, social, physical and financial services ensure the wellbeing of our members that make up our 1 million strong community.

Diversity, Equity and Inclusion - Moving Forward Progressively

In 2021/2022, CFMWS focused on completing initiatives that were part of the Diversity & Inclusion Action Plan 2021-2024 with the goal of reducing employment gaps in all designated groups and fostering a safe, equitable and inclusive workplace for all. This year, CFMWS focused on the following objectives:

Attract an inclusive workforce of qualified employees

- **Partnerships Pilot Project:** In October 2021, CFMWS started a Partnership Pilot Project to support external partnerships with local organizations. Five human resources offices across Canada received coaching sessions on how to create external recruitment partnership with organizations representing marginalized groups. The human resources offices in Comox, Shilo and Winnipeg were selected for this program with the goal of creating partnerships with local Indigenous organizations. NCR and Edmonton were selected to pilot the partnership program and to connect with external organizations representing Members of Visible Minorities. We will gather recruiting data for a period of one year and continue to educate and support all locations in their partnership effort. After the one-year period is over, we will analyze and create best practices to share with all locations.



- **Partnership with Canadian Center for Diversity and Inclusion (CCDI):** CFMWS signed a three years partnership with the Canadian Centre for Diversity and Inclusion, joining over 400 other DEI leading organizations. This partnership provides employees with access to free webinars and 600+ documentations and reports to implement inclusive measures in the workplace.

Maintain a respectful and inclusive organizational culture

- **Acquisition of a new Learning Management System:** The Learning Management System enables the organization to share training and development opportunities on specific subjects and to track completion of learning goals. The Human Resources Legislated Programs team is currently developing a DEI learning curriculum to expand the training available to employees.
- **Leveling the Champions and their Network of Allies:** CFMWS has seven active Champions representing Indigenous Peoples, Members of Visible Minorities, Women, LGBTQ+Rights, Persons with Disabilities, Wellness and Official languages. CFMWS employees are passionate and want to make a difference; in fact, we now have over 100 employee active members of the Networks of Allies. This year, the Champions used our intranet CORE to connect with the employees, 51 News Features were shared, and we created a DEI Social Channel. In February 2022, the Champion for Visible Minorities held a virtual discussion on racism and identified meaningful actions employees can take to eradicate racism in the workplace. In March 2022, the Champion for Women held a session on Women in leadership positions with an external guest speaker. The Champions are committed to creating awareness and building a safe workplace for all employees.
- **Leadership Training:** In January 2022, the Executives and Directors took Diversity, Equity & Inclusion (DEI) training and made the commitment to apply the DEI strategies in their leadership and actions plans. This commitment supports the organization's mission and values, and ensures that the leadership team will continue to educate themselves and share their knowledge with employees. They have contributed to making important achievements toward creating a safe, inclusive and respectful workplace by sharing their personal stories and by taking actions that mattered such as raising the all-inclusive LGBTQ2S+ flag at Headquarter.
- **Review and Update Mandatory Training:** This year the Legislated Programs team worked with the Learning and Development team to update the mandatory Employment Equity and Accommodations training provided to all Managers during the onboarding process, to highlight the benefits and strengths of a diverse and inclusive workforce.



- **Wellness Support 24/7:** In January 2022, we launched our updated Wellness program with our partners at Lifeworks. Our employees can access personalized wellness offerings 24/7 by downloading the Lifeworks App. Lifeworks offers comprehensive toolkits to guide managers and educate all employees on how to create an inclusive and safe work environment.
- **Diversity & Inclusion Award:** The CEO Exceptional Achievement Award for Diversity and Inclusion is given each year to an employee who showed leadership, passion, and dedication to creating and fostering an inclusive and respectful workplace for all employees.
- **Diversity and Inclusion “Did you know” Series:** This year we continued the DEI series with two topics: “Understanding DEI” and “Inclusive Languages”. The Human Resources Legislated programs team will continue to raise employee’s awareness and to create a safe space for employees to share their experience through education and awareness.

Identify and remove systemic barriers within employment practices

- **Flexible Work Options policy release:** The pandemic has provided the organization with the opportunity to reassess the feasibility to have Flexible Work Options for employees. Enabling specific positions to be done remotely is another way CFMWS worked to eliminate employment barriers for marginalized groups that may not have access to transportation or have the mental or physical ability to commute to work daily. In July 2021, CFMWS launched the Flexible Work Option Policy and a Hybrid Work model will be considered when returning to the workplace.
- **New Talent Management System:** The new Talent Management System was launched in October 2021. The new application process provides the candidates with the opportunity to self-identify when applying and to request accommodations. This enables us to collect data and to assess if the organization is attracting a diverse candidate pool and help to identify potential systemic barriers during the recruitment process and identify how many individuals from designated group were successful candidates.
- **Managing Bias at hiring:** This year, CFMWS collaborated with CCDI, and purchased 200 licences of the Managing Bias at Hiring training. The course is now a mandatory training for the Human Resources Operations staff. This training provides them with the basic knowledge of recognizing bias during the recruitment process, and enables them to coach Hiring Managers on the importance of addressing and eliminating these biases.



Employment Equity- A Look at CFMWS Workforce

In 2021/2022, CFMWS employed 3,974 full-time, part-time, temporary, and casual employees dispersed at 99 Canadian Armed Forces locations across Canada, the USA, and Europe. For the purpose of this report, only data relating to full-time, part-time, and temporary employees is included. On 31 March 2022, this consisted of 1,972 full-time, 535 part-time, and 270 temporary employees, for a total of 2,777 employees.

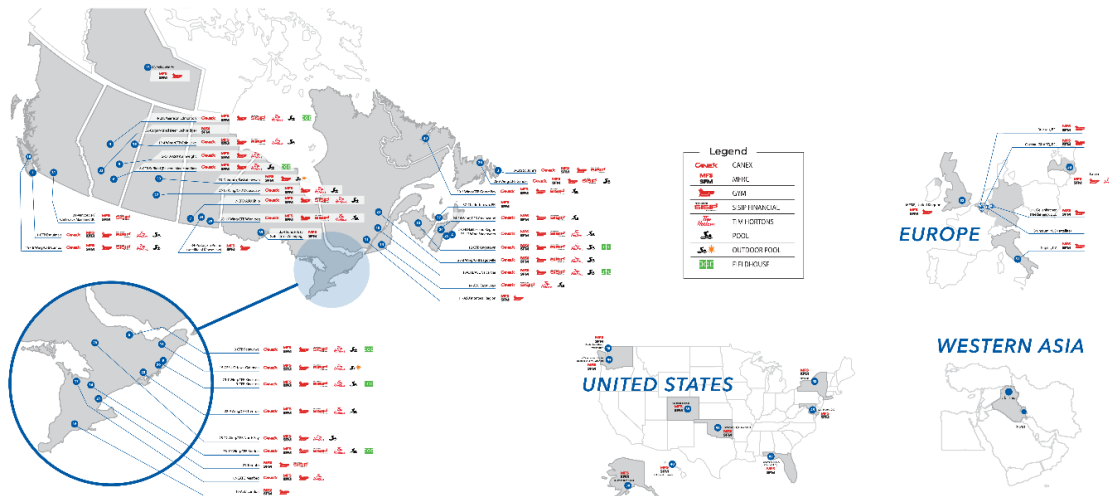
Workforce by Employment Status				
	Full Time	Part Time	Temporary	Total
Total	1972	535	270	2777

This year, there was a slight decrease in the overall representation of Members of Visible Minorities and Persons with Disabilities. Although the representation of Women decreased, Women remain well represented in the organization. The representation percentage of Indigenous Peoples has not changed since last year. Indigenous Peoples, Persons with Disabilities and Members of Visible Minorities remain below the workforce availability provided by WEIMS.

1. The table below represents the number of employees as well as the number of persons who are members of each of the four Employment Equity designated groups within CFMWS.

Representation of the Four Designated Groups					
Total employees: 2777	2021-2022 #	2021-2022 %	Market Availability %	Market Availability #	Gap
Women	1647	59.3%	56.6%	1570	77
Indigenous Peoples	98	3.5%	4.6%	128	-30
Persons with Disabilities	250	9.0%	9.4%	261	-11
Members of Visible Minorities	245	8.80%	15%	418	-173

CFMWS provides services to the Canadian Armed Forces Community and its offices are often located near Military installations. Some centers of operations are located in remote regions and some other in urban setting. We serve the ones who serves, all over the world.



2. The table below represents the total number of employees in each province and in the National Capital Region as well as the number of persons who are members of each designated group.

Representation of the Four Designated Groups by Location					
Location	Total	Women	Indigenous Peoples	Persons with Disabilities	Members of Visible Minorities
Ontario	727	481	30	74	63
NCR	683	370	18	62	116
Quebec	387	199	3	8	4
Nova Scotia	210	103	7	26	12
New Brunswick	104	71	5	14	2
Manitoba	123	82	7	15	11
British Columbia	153	86	7	12	12
Saskatchewan	41	27	1	4	4
Alberta	295	189	11	31	18
Newfoundland & Labrador	47	33	8	3	3
Northwest Territories	7	6	1	1	0
Total employees	2777	1647	98	250	245

Employment Equity - Women

CFMWS is proud to have a workplace culture that recognizes women's leadership skills, and their contribution to the organization's success. CFMWS' values: Care, One Team, Integrity, and Creativity are the pillars to create an equitable workplace.

- The table below represents the occupational groups of employees in correlation with the degree of representation of Women.

Occupational Group	Total Employees	Representation #	Representation %	Availability %	Availability #	Gap
1 Senior Managers	46	27	58.70%	27.6%	13	14
2 Middles & Other Managers	478	255	53.30%	39.4%	188	67
3 Professionals	586	352	60.10%	52.5%	366	-14
4 Semi-Professionals & Technicians	391	188	48.10%	55.7%	218	-30
5 Supervisors	149	112	75.20%	57.7%	86	26
6 Supervisors: Crafts & Trades	0	0	0.00%	0.0%	0	0
7 Administrative & Senior Clerical	162	138	85.20%	81.8%	133	5
8 Skilled Sales & Services	42	16	38.10%	42.2%	18	-2
9 Skilled Crafts & Trades Workers	11	0	0.00%	3.7%	0	0
10 Clerical Personnel	238	198	83.20%	70.6%	168	30
11 Intermediate Sales & Services	206	137	66.50%	68.0%	140	-3
12 Semi-Skilled Manual Workers	9	1	11.10%	16.1%	1	0
13 Other Sales & Services Personnel	406	216	53.20%	57.0%	231	-15
14 Other Manual Workers	53	7	13.20%	15.6%	8	-1
Total employees	2777	1647	59.30%	56.6%	1570	77

While Women make up 56.6% of the external labour market, they represent 59.3% of CFMWS's workforce. Women at CFMWS are well represented in managerial positions (occupational groups 01-02). CFMWS has done well at diversifying their Executive team to provide equal representation of men and women. We have underrepresentation for positions in the Occupational Groups 03-04-08-11-13-14. Professionals, Semi-Professionals, and technicians are occupational groups where the organization could level the opportunity to attract more Women.

4. The table below represents the salary ranges of employees and the degree of representation of Women in each range and in any subdivision of the range.*

Salary Range (\$)	All Employees		Women		
	#	%	Representation #	% of Salary Range	% of EE Group
Under 5,000	0	0.0%	0	0.0%	0.0%
5,000-9,999	0	0.0%	0	0.0%	0.0%
10,000-14,999	15	0.5%	12	80.0%	0.7%
15,000-19,999	10	0.4%	4	40.0%	0.2%
20,000- 24,999	155	5.6%	83	53.5%	5.0%
25,000-34,999	596	21.5%	390	65.4%	23.7%
35,000-49,999	565	20.3%	367	65.0%	22.3%
50,000-74,999	785	28.3%	463	59.0%	28.1%
75,000-99,999	500	18.0%	266	53.2%	16.2%
100,000-149,999	129	4.6%	54	41.9%	3.3%
150,000-199,999	22	0.8%	8	36.4%	0.5%
200,000- 249,999	0	0.0%	0	0.0%	0.0%
Total employees	2777	100.0%	1647		

Women are well dispersed across all salary ranges, including Executive levels. The information provided in the previous table, shows that the representation of Women is more prominent in the salary range of \$25,000 to \$99,999. The Pay Equity exercise, planned for the next three years, will help CFMWS uncover any wage gaps that may have inadvertently developed in our business over the years. Once we have identified the gaps, we will address them by 2024.



5. The next table exhibits the numbers of Women hired, promoted and terminated and the degree of representation, in those numbers.

Status	Total	Women	Representation %
Hired Full Time	306	187	61.11%
Hired Part Time	199	134	67.34%
Hired Temporary	104	57	54.81%
Total Hired	609	378	62.07%
Promoted Full Time	241	144	59.75%
Promoted Part Time	25	16	64.00%
Promoted Temporary	62	40	64.52%
Total Promoted	328	200	60.98%
Terminated Full Time	609	404	66.34%
Terminated Part Time	210	134	63.81%
Terminated Temporary	16	12	75.00%
Total Terminated	835	550	65.87%

Last year the movement within CFMWS was greatly impacted by COVID-19. CFMWS experienced significant loss in revenue, and for that reason, we had to adjust the recruiting activities to the current business needs. As the organization is slowly returning to normal business, CFMWS hired 219 more employees compared to last year. This year, CFMWS has hired 378 Women out of 609 new employees (62.07%). In addition to this, and as a result of the uncertainty of the pandemic's effects on CFMWS' programs and services delivery, CFMWS has also experience a higher number of terminations. CFMWS terminated 835 employees and 550 were women (65.87%). The percentage of women hired is higher than last year by 0.57% and the termination rate is also higher by 0.93%. We are happy to report that Women experience fair promotion opportunities within the organization, as indicated by the table above.

Employment Equity - Indigenous Peoples

CFMWS is actively working to develop recruitment partnerships with Indigenous organizations. The Champion for Indigenous Peoples has started important discussions with the Network of Allies on CFMWS's role in Canada's Truth and Reconciliation commitment. These conversations and the personal stories our employees shared are the foundations to creating awareness so employees are well supported and for the organization to attract Indigenous talents.

Based on consultations we had with our Human Resources offices, Indigenous candidates face many employment barriers. Many CFMWS work locations are in remote areas, therefore transportation is often a barrier that prevents Indigenous candidates to accept or apply for job opportunities. The general perception of the Military in the Indigenous community and their feelings toward the authority structure has also been observed as an important employment barrier. CFMWS is hoping that through government actions to restore the relationship with the Indigenous communities, we will get the opportunity to explain the organization's mission and values; therefore creating a more positive association.

- The table below represents the occupational groups of employees in correlation with the degree of representation of for Indigenous Peoples.

Occupational Group	Total Employees	Representation #	Representation %	Availability %	Availability #	Gap
1 Senior Managers	46	3	6.5%	3.2%	1	2
2 Middles & Other Managers	478	13	2.7%	2.7%	13	0
3 Professionals	586	10	1.7%	3.9%	23	-13
4 Semi-Professionals & Technicians	391	11	2.8%	4.0%	16	-5
5 Supervisors	149	8	5.4%	5.1%	8	0
6 Supervisors: Crafts & Trades	0	0	0.0%	0.0%	0	0
7 Administrative & Senior Clerical	162	7	4.3%	4.6%	7	0
8 Skilled Sales & Services	42	2	4.8%	3.4%	1	1
9 Skilled Crafts & Trades Workers	11	0	0.0%	6.2%	1	-1
10 Clerical Personnel	238	11	4.6%	5.6%	13	-2
11 Intermediate Sales & Services	206	13	6.3%	4.9%	10	3
12 Semi-Skilled Manual Workers	9	1	11.1%	4.8%	0	1
13 Other Sales & Services Personnel	406	18	4.4%	7.8%	32	-14
14 Other Manual Workers	53	1	1.9%	6.3%	3	-2
Total employees	2777	98	3.5%	4.6%	128	-30

While Indigenous Peoples make up 4.6% of the external labour market, they represent 3.5% of CFMWS’s workforce. The representation within the organization is the same as the last reporting period. Indigenous Peoples at CFMWS are fairly represented in several occupational groups, 01-02-07-08-11-12. We have underrepresentation for positions in the occupational groups 03-04-09-10-13-14. Professionals, Semi-Professionals and technicians, and Other Sales & Services Personnel are occupational groups where the organization could level the opportunity to attract more Ingenious Peoples.

- The table below represents the salary ranges of employees and the degree of representation of Indigenous Peoples in each range and in any subdivision of the range.*

Salary Range (\$)	All Employees		Indigenous Peoples		
	#	%	Representation #	% of Salary Range	% of EE Group
Under 5,000	0	0.0%	0	0.0%	0.0%
5,000-9,999	0	0.0%	0	0.0%	0.0%
10,000-14,999	15	0.5%	3	20.0%	3.1%
15,000-19,999	10	0.4%	0	0.0%	0.0%
20,000- 24,999	155	5.6%	4	2.6%	4.1%
25,000-34,999	596	21.5%	31	5.2%	31.6%
35,000-49,999	565	20.3%	22	3.9%	22.4%
50,000-74,999	785	28.3%	22	2.8%	22.4%
75,000-99,999	500	18.0%	11	2.2%	11.2%
100,000-149,999	129	4.6%	4	3.1%	4.1%
150,000-199,999	22	0.8%	1	4.5%	11.1%
200,000- 249,999	0	0.0%	0	0.0%	0.0%
Total employees	2777	100.0%	98		

Indigenous Peoples are represented in most salary ranges. The information provided in the previous table, shows that the representation of Indigenous peoples is more prominent in the salary range of \$25,000 to \$99,999.

5. The next table exhibits the numbers of Indigenous Peoples hired, promoted and terminated and the degree of representation, in those numbers.

Status	Total	Indigenous Peoples	Representation %
Hired Full Time	306	9	2.94%
Hired Part Time	199	8	4.02%
Hired Temporary	104	3	2.88%
Total Hired	609	20	3.28%
Promoted Full Time	241	5	2.07%
Promoted Part Time	25	1	4.00%
Promoted Temporary	62	3	4.84%
Total Promoted	328	9	2.74%
Terminated Full Time	609	28	4.60%
Terminated Part Time	210	2	0.95%
Terminated Temporary	16	0	0.00%
Total Terminated	835	30	3.59%

This year, CFMWS has hired 20 Indigenous candidates out of 609 new employees (3.28%), an augmentation of .98% from last year. In addition to this, CFMWS has experienced a lower number of terminations for this designated group compared to last year (3.59% vs 4%). Although the number of hires is higher and the number of terminations is lower compared to last year, we have more Indigenous people that left the organization than those who joined it. The percentage of Indigenous people promoted is lower than last year (2.74% vs 3%).

Employment Equity - Persons with Disabilities

In the past year, our Champion for Persons with Disabilities has met with many employees to understand the disabilities and barriers they face in the workplace. A series called *Our Stories* was shared in the CFMWS intranet to give a voice to anyone that wished to share their lived experience with other employees. By engaging in difficult discussions and providing awareness sessions, the Champion and Network of Allies have helped create a work environment where no one ever feels less than. This year, we have reviewed the Accommodations training and have provided managers with training opportunities to ensure that accommodations in the workplace is well understood and promoted. In order to eliminate barriers during the recruiting process, CFMWS reworded the active offer of accommodations in recruiting material as well. CFMWS continues to be an active partner in initiatives that actively support persons with disabilities such as participating in the Second Career Assistance Network (SCAN) seminar with the Canadian Armed Force members and by being involved in the Invictus games.

- The table below represents the occupational groups of employees in correlation with the degree of representation of Persons with Disabilities.

Occupational Group	Total Employees	Representation #	Representation %	Availability %	Availability #	Gap
1 Senior Managers	524	46	8.8%	5.0%	26	20
2 Middle & Other Managers						
3 Professionals	586	45	7.7%	8.9%	52	-7
4 Semi-Professionals & Technicians	391	25	6.4%	7.6%	30	-5
5 Supervisors	149	17	11.4%	27.5%	41	-24
6 Supervisors: Crafts & Trades	0	0	0.0%	0.0%	0	0
7 Administrative & Senior Clerical	162	19	11.7%	10.0%	16	3
8 Skilled Sales & Services	42	2	4.8%	8.0%	3	-1
9 Skilled Crafts & Trades Workers	11	1	9.1%	7.8%	1	0
10 Clerical Personnel	238	35	14.7%	9.3%	22	13
11 Intermediate Sales & Services	206	16	7.8%	10.8%	22	-6
12 Semi-Skilled Manual Workers	9	1	11.1%	10.3%	1	0
13 Other Sales & Services Personnel	406	36	8.9%	10.7%	43	-7
14 Other Manual Workers	53	7	13.2%	6.8%	4	3
Total employees	2777	250	9.0%	9.4%	261	-11

While Persons with Disabilities make up 9.4% of the external labour market, they represent 9% of CFMWS's workforce. The representation within the organization has decreased compared to the last reporting period (-1.6%). Persons with Disabilities at



CFMWS are fairly represented in several occupational groups, 01/02-07-10-14. We have underrepresentation for positions in the occupational groups 03-04-05-08-11-13. Professionals, Semi- Professionals and technicians, Supervisors, Intermediate Sales and Services and Other Sales & Services Personnel are occupational groups where the organization could level the opportunity to attract more Persons with Disabilities.

4. The table below represents the salary ranges of employees and the degree of representation of Persons with Disabilities in each range and in any subdivision of the range.*

Salary Range (\$)	All Employees		Persons with Disabilities		
	#	%	Representation #	% of Salary Range	% of EE Group
Under 5,000	0	0.0%	0	0.0%	0.0%
5,000-9,999	0	0.0%	0	0.0%	0.0%
10,000-14,999	15	0.5%	1	6.7%	0.4%
15,000-19,999	10	0.4%	0	0.0%	0.0%
20,000- 24,999	155	5.6%	7	4.5%	2.8%
25,000-34,999	596	21.5%	63	10.6%	25.2%
35,000-49,999	565	20.3%	59	10.4%	10%
50,000-74,999	785	28.3%	68	8.7%	27%
75,000-99,999	500	18.0%	37	7.4%	15%
100,000-149,999	129	4.6%	12	9.3%	5%
150,000-199,999	22	0.8%	3	13.6%	1%
200,000- 249,999	0	0.0%	0	0.0%	0%
Total employees	2777	100.0%	250		

The data shows that the Persons with Disabilities percentage within their group show a higher representation within these ranges \$25,000-\$199,999. The information provided in the previous table demonstrates fair representation in the higher salary range, which demonstrates good opportunities for Persons with Disabilities to reach higher level.

Status	Total	Persons with Disabilities	Representation %
Hired Full Time	306	5	1.63%
Hired PartTime	199	6	3.02%
Hired Temporary	104	0	0.00%
Total Hired	609	11	1.81%
Promoted Full Time	241	22	9.13%
Promoted Part Time	25	3	12.00%
Promoted Temporary	62	8	12.90%
Total Promoted	328	33	10.06%
Terminated Full Time	609	36	5.91%
Terminated Part Time	210	14	6.67%
Terminated Temporary	16	0	0.00%
Total Terminated	835	50	5.99%

This year, CFMWS has hired 11 candidates that identified as Persons with Disabilities out of 609 new employees (1.81%), a decrease of 0.49% from last year. In addition to this, CFMWS has experienced a higher number of terminations for this designated group compared to last year (5.99% vs 4%). As the number of hires is lower and the number of terminations is higher compared to last year, this could explain the decreased in representation of Persons with Disabilities. The percentage of Indigenous people promoted is lower than last year (10.06% vs 11.8%).

Employment Equity- Members of Visible Minorities

CFMWS is actively working to develop recruitment partnerships with external organizations representing Newcomers and Visible Minorities. The Champion for Visible Minorities has started important discussions with the Network of Allies on CFMWS's role in anti-racism and anti-discrimination practices.

Based on consultations we conducted with our Human Resources offices, we have identified many barriers for Newcomers applying for CFMWS vacant positions. One of the biggest barrier is their ability to have a security clearance. Security Clearance requires information from all countries the candidate has resided in for the past five years. A lot of foreign countries are not able to provide the required documentation and therefore the candidates cannot meet the requirement to work for the organization. Another important barrier identified is the linguistic requirements for many of our positions. As we have Official Languages obligations under the Official Languages Act, many of our positions require the employee to be bilingual. A candidate with a first language other than French and English must be evaluated in both languages when applying for a bilingual position. This can cause some candidates to be excluded from the selection process early on.



3. The table below represents the occupational groups of employees in correlation with the degree of representation for Members of Visible Minorities.

Occupational Group	Total Employees	Representation #	Representation %	Availability %	Availability #	Gap
1 Senior Managers	46	3	6.5%	11.5%	5	-2
2 Middles & Other Managers	478	44	9.2%	17.6%	84	-40
3 Professionals	586	69	11.8%	18.7%	110	-41
4 Semi-Professionals & Technicians	391	34	8.7%	17.6%	69	-35
5 Supervisors	149	9	6.0%	11.9%	18	-9
6 Supervisors: Crafts & Trades	0	0	0.0%	0.0%	0	0
7 Administrative & Senior Clerical	162	12	7.4%	9.2%	15	-3
8 Skilled Sales & Services	42	6	14.3%	28.2%	12	-6
9 Skilled Crafts & Trades Workers	11	1	9.1%	4.6%	1	0
10 Clerical Personnel	238	29	12.2%	8.0%	19	10
11 Intermediate Sales & Services	206	15	7.3%	13.8%	28	-13
12 Semi-Skilled Manual Workers	9	0	0.0%	12.6%	1	-1
13 Other Sales & Services Personnel	406	22	5.4%	12.8%	52	-30
14 Other Manual Workers	53	1	1.9%	7.4%	4	-3
Total employees	2777	245	8.8%	15.0%	418	-173

While Members of Visible Minorities make up 15% of the external labour market, they represent 8.8% of CFMWS's workforce. The representation within the organization has slightly decreased compared to the last reporting period (-0.1%). Members of Visible Minorities at CFMWS are represented in the occupational group 10. We have underrepresentation for positions in all other occupational groups. We aim at hiring a more diverse workforce through the partnerships we will be creating in the upcoming years.



4. The table below represents the salary ranges of employees and the degree of representation of Members of Visible Minorities in each range and in any subdivision of the range.*¹

Salary Range (\$)	All Employees		Members of Visible Minorities		
	#	%	Representation #	% of Salary Range	% of EE Group
Under 5,000	0	0.0%	0	0.0%	0.0%
5,000-9,999	0	0.0%	0	0.0%	0.0%
10,000-14,999	15	0.5%	1	6.7%	0.4%
15,000-19,999	10	0.4%	2	20.0%	0.8%
20,000- 24,999	155	5.6%	9	5.8%	3.7%
25,000-34,999	596	21.5%	38	6.4%	15.5%
35,000-49,999	565	20.3%	47	8.3%	19%
50,000-74,999	785	28.3%	78	9.9%	32%
75,000-99,999	500	18.0%	58	11.6%	24%
100,000-149,999	129	4.6%	11	8.5%	4%
150,000-199,999	22	0.8%	1	4.5%	0%
200,000- 249,999	0	0.0%	0	0.0%	0%
Total employees	2777	100.0%	245		

The data shows that employees identifying as Members of Visible Minorities are more present in the salary range \$25,000-\$99,999. The representation in salary range is very comparable to last year's reported data. The Members of Visible Minorities group is represented in each salary group.

¹ * The EE regulatory amendment to Schedule VIII of the EE Regulations requires CFMWS to report according to the salary range above. Although the WEIMS is providing the data in different salary ranges, CFMWS used WEIMS raw data to filter the information needed to fill out the proper salary range table. A margin of error of +/-1% is possible.



5. The next table exhibits the numbers of Members of Visible Minorities hired, promoted and terminated and the degree of representation, in those numbers.

Status	Total	Members of Visible Minorities	Representation %
Hired Full Time	306	36	11.76%
Hired Part Time	199	14	7.04%
Hired Temporary	104	13	12.50%
Total Hired	609	63	10.34%
Promoted Full Time	241	31	12.86%
Promoted Part Time	25	1	4.00%
Promoted Temporary	62	6	9.68%
Total Promoted	328	38	11.59%
Terminated Full Time	609	54	8.87%
Terminated Part Time	210	15	7.14%
Terminated Temporary	16	1	6.25%
Total Terminated	835	70	8.38%

This year, CFMWS has hired 63 candidates that identified as Members of Visible Minorities on 609 new employees (10.34%), which is similar to last year's (10.3%) reported data. In addition to this, CFMWS has experienced a higher number of terminations for this designated group compared to last year (8.38% vs 7.8%). As the number of hires is similar and the number of terminations is higher compared to last year, this could explain the slight decreased in representation in Members of Visible Minorities. The percentage of Members of Visible minorities promoted is much higher than last year (11.59% vs 7.8%). As we continue to promote fair and equitable career advancement opportunities, we will continue to monitor possible employment barriers.

The Next Steps Moving Forward

In 2022/2023, CFMWS will continue to implement the initiatives identified in the CFMWS Diversity and Inclusion Action Plan 2021/2024. While the ability to complete these initiatives may be affected by resources, budget or technological factors, CFMWS does not forecast any major delays in achieving these initiatives. The completion dates of these initiatives may overlap future reporting periods.



Summary

CFMWS' commitment to Employment Equity is evident within our organization planning as well as within the Human Resources strategy and policies. Equity and diversity contribute to the strength of an organization and CFMWS is dedicated to providing a work environment in which all people are treated with dignity and respect. This will ensure that they are able to make their full contribution to the organization and achieve their career potential. Employment Equity benefits the Canadian Armed Forces community, which the organization serves, and the Canadian communities in which CFMWS employees live and work.

CFMWS is working diligently to implement meaningful initiatives and stand behind our commitment. While opportunities remain, the organization continues to celebrate achievements as the diversity, equity and inclusion portfolio continues to mature. Diversity, equity and inclusion are a catalyst for innovation and growth and building a diverse workforce will enable CFMWS to fulfill its mandate and accomplish the business goals. Through leadership, respect and equality, CFMWS is committed to fostering a workplace favourable to employees of all designated groups. Collectively, CFMWS takes meaningful actions to provide support to a diverse workforce and foster an inclusive workplace to maximize the contributions of all employees.