

Canadian Forces Morale and Welfare Services

Diversity and Inclusion Plan
2021-2024



CEO Message

High performing enterprises succeed because they work as one cohesive unit driven by a common objective. These organizations require a culture of respect, which supports collaboration, ingenuity and innovation. This works best when combined with various backgrounds, expertise, education and expertise that come from a diverse group of employees. That breadth of knowledge, a strong organizational purpose built on a foundation of civility and respect, will characterise Canadian Forces Morale and Welfare Services (CFMWS) as an employer who values inclusivity and diversity.

A healthy and respectful workplace, where all employees are free from discrimination and are provided with equal opportunities, is paramount for CFMWS now and in the future. The Canadian Armed Forces philosophy of “People First, Mission Always” is engrained within CFMWS and we are committed to a respectful workplace that places the highest regard on our most valuable resource, our people.

Our employees who embody the CFMWS mission and vision, and who live our values every day drive our collective success. Ensuring an inclusive workplace where our employees can grow, thrive and achieve is critical. This is how we can do more and be recognized as leaders of change.

Sean N. Cantelon
Chief Executive Officer
Canadian Forces Morale and Welfare Services

Introduction to CFMWS

Canadian Forces Morale and Welfare Services (CFMWS) is responsible for administering the Non-Public Property (NPP) framework on behalf of the Chief of the Defence Staff and for delivering selected public morale and welfare programs, services, and activities to eligible members and their families on behalf of the Chief of Military Personnel.

With over 5,000 Staff of the Non-Public Funds, Canadian Forces employees on bases, wings, units, and at headquarters in Ottawa, CFMWS operates with a fundamental principle in mind: the people we serve come first. In partnership with bases, wings, and units, we ensure that our members: the CAF Regular and Reserve Force members, retired and former CAF members, military families, Department of National Defence employees, NPF employees, and RCMP personnel, receive the morale and welfare programs, services, and activities they deserve.

Vision, Mission, and Shared Competencies

The Vision of this Plan

Canadian Forces Morale and Welfare Services (CFMWS) is recognized as an employer who values individual differences within a collaborative, supportive and respectful environment.

The Mission of this Plan

The CFMWS Diversity and Inclusion Plan will achieve the following three objectives by December 2024.

1. Attract an inclusive workforce of qualified employees.
2. Maintain a respectful and inclusive organizational culture.
3. Identify and remove systemic barriers within employment practices that may discourage or deny qualified workers from employment opportunities, for reasons unrelated to ability.

CFMWS Shared Competencies

This Plan is supported by the CFMWS Shared Competencies, which identify the behaviour requirements for all employees, based on their assigned levels of responsibilities. A key behaviour under the leadership competency is the contribution to a healthy, safe, inclusive and respectful workplace. CFMWS expects all employees to demonstrate this behaviour and contribute to a workplace free from discrimination and bias.

Organizational Values

The values of CFMWS demonstrate the organizations commitment to upholding the highest ethical standards in support of one another, the Canadian Armed Forces members, veterans, and their families. Those fundamental values are:

- We put our people first – we CARE for all of our members, our community and one another.
- We act with INTEGRITY and strive to do the right thing – we say what we mean and do what we say.
- We are one TEAM – we have each other’s back and get it done together for our members.
- We constantly look for new ideas and find CREATIVE ways to provide our members with the best possible experience.

How We Came Up With the New Plan

After completing a self-identification campaign in late 2019 and comparing that data against the 2016 Census data, CFMWS was able to obtain a new baseline on the CFMWS workforce population as it relates to the four designated groups identified in the Employment Equity Act, which include Women, Indigenous Persons, Visible Minorities and Persons with Disabilities.

CFMWS will take this Diversity and Inclusion Plan beyond the requirements of the Employment Equity Act, and will consider the principles of the Canadian Human Rights Act. This Plan will advance the workplace culture of CFMWS to create an inclusive work environment upheld by the organization's Shared Competencies. All employees should feel safe and respected in the workplace and have equal opportunities without discrimination.

This new Plan, which replaces the previous Staff of Non-Public Funds, Canadian Forces Employment Equity Plan 2019-2021, has been created in partnership with the Diversity and Inclusion Champions to include a variety of perspectives from various designated groups beyond the four groups identified in the Employment Equity Act such as the Official Languages Champion and LGBTQ2 Champion. This collaborative approach means this Plan will have an inclusive lens across a variety of interests.

Why Diversity and Inclusion Matters

As the workforce evolves, employers must find a way to attract and retain top talent. A sustainable commitment to an inclusive workplace will lead to more engaged, productive employees, who recognize the employer is invested in their overall well-being and their professional development.

- **Maximized Candidate Pool:** By expanding the scope of the traditional recruitment practices, we can leverage and attract candidates with various sets of abilities, skills and experience.
- **Representing our Members:** With the Defence Policy: Strong, Secure, Engaged, the Canadian Armed Forces commits to increasing diversity. It is imperative for CFMWS to continue to represent the people we serve in order to understand and fulfill their changing needs.
- **Motivated Workforce:** Increasing employee morale will lead to increased employee productivity and efficiency.
- **Healthier Workforce:** An inclusive workplace that respects all individuals makes employees feel valued, welcome, and included.
- **Greater Innovation and Creativity:** Different backgrounds, experiences and skills means the ideas generated by these teams will not be homogenous. Instead, ideas will be inspired and forward-looking.

- **Meaningful Team Cohesion:** Diversity in the workplace strengthens team collaboration and enhances communication skills.
- **Lower Turnover Rate:** Diverse talents working together towards a common goal using different sets of skills ignite a sense of loyalty and increases employee retention.
- **Positive Reputation:** Top job seekers are drawn to companies with a diverse workforce because it demonstrates the employer prioritizes healthy workplaces.

Implementation / Blueprint

CFMWS is committed to an inclusive workplace. We will confirm this commitment through the following activities.



In 2021...

1. Attract an inclusive workforce of qualified employees.
 - a. **Partnerships with Local Outreach Organizations (Pilot):** Enhancing our partnership with Outreach organization is part of the recruiting strategy. It will assist CFMWS in finding qualified potential candidates, and helping CFMWS understand the specific challenges facing these communities, while becoming ambassadors for our organization.
 - b. **Leveraging the Champion Network:** The CFMWS Diversity and Inclusion Champions and their professional and community networks will strengthen existing relationships and showcase CFMWS as an Employer who values diversity and diversity.
 - c. **Blind Recruiting (Pilot):** Biases, whether deliberate or unconscious, can influence which candidates move forward through the recruitment process. By removing identifying information from resumes and applications such as names, addresses and pictures, hiring managers are able to focus on the candidate's qualifications, skills and abilities when considering potential candidates.

In 2021...

2. Maintain a respectful and inclusive organizational culture.

- a. **Training and Awareness:** CFMWS will promote available training and encourage leadership to identify learning opportunities for their staff.

Diversity and Inclusion Champions will continue to promote their respective causes during marked days and various events to draw awareness and increase education amongst the employee population.

- b. **Exit Interviews:** Exit interviews will become a required component of the employee off-boarding process, where appropriate. Exit interviews provide insight and data into why the organization is unable to retain talent and will allow CFMWS to address any perceived gaps in employment engagement and/or organizational culture.

- c. **Accountability:** Senior Leadership and management will promote an inclusive work environment free from discrimination.

The CEO will hold the Diversity and Inclusion Champions accountable to the Pledge outlining the expectations of the Champions and the responsibilities of the Champion role. The CEO will hold senior leadership and management accountable for modeling an inclusive and respectful workplace.

3. Identify and eliminate systemic barriers within employment practices that may discourage or deny qualified workers from employment opportunities, for reasons unrelated to ability.

- a. **Review Employment Practices:** Using existing data, analyze whether qualified employees are being equally considered as part of the screening process. As part of this component, CFMWS will review Job Titles, Job Poster and Job Qualifications to ensure there are no elements of unconscious bias and/or other factors that may unintentionally eliminate any one of the designated groups.

To support an inclusive and healthy workplace, the Employment Equity policy will be assessed with GBA+ analysis. The use of all intersecting identity factors of diverse groups of women, men and non-binary people will ensure a more inclusive approach to developing, delivering and evaluating initiatives.

In 2022...



2023

Throughout 2021 - 2024, CFMWS will decide which activities are having the greatest impact on the CFMWS workforce by analyzing key performance indicators, including annual workforce analysis and employee population data. In 2022, CFMWS will determine if the Partnership model and the Blind Recruiting model will expand beyond a pilot. Pending the review of various CFMWS Employment Practices, in 2022, the organization will aim to correct any procedures that may be discriminating against any one of the designated groups.

2024

After a complete review of the previous 3 years, CFMWS will develop a new Diversity and Inclusion Plan that will address any new gaps and incorporate the lessons learned from the pilot programs. This plan will strive to position CFMWS as a leader in Diversity and Inclusion activity. CFMWS will continue focusing on the fundamentals of a healthy and respectful workplace for all employees and expect all employees to contribute to workplace culture that celebrates and values the differences between individuals.

CFMWS will continuously assess the need for new material and develop any required promotional literature to support the above-mentioned activities. CFMWS will determine the target audience for each activity and develop a robust communication plan to announce the activity to that population. CFMWS will consider digital tools and social media strategies as part of implementation tactics and communication plans.

Monitoring

The progress of the Diversity and Inclusion Plan will be measured through the results of the annual workforce analysis and employee population data reported in the Employment Equity Report, which are submitted annually to Employment and Social Development Canada.

CFMWS will regularly monitor and assess the progress and results of this plan, and will make amendments as required. The key measurement of this analysis will be to determine if the CFMWS workforce population adequately represents the market availability of the work location.

Moving beyond the legislative requirements, CFMWS will use other data to assess the progress of this Plan. This will include applicant data, employee feedback obtained through Exit Interviews and Employee Engagement Surveys, and participation in training opportunities amongst other measures.

Furthermore, CFMWS will maintain a record of activities relating to communications and other events hosted by the Diversity and Inclusion Champions and measure their value through employee feedback, retention and engagement.

Responsibilities

It is the responsibility of all employees to contribute to a healthy, safe, inclusive and respectful, free from discrimination, the successful implementation of the CFMWS Diversity and Inclusion Plan required a strong and effective network. This behaviour is enshrined in our Values. The following individuals will contribute to the success of the Plan.

- The CEO is responsible for holding stakeholders accountable to their obligations within this Plan. The CFMWS CEO will be responsible for promoting the actions and commitments required to lead a healthy, safe, inclusive and respectful workplace.
- The Diversity and Inclusion Champions are responsible for exercising leadership in their efforts to promote awareness and education for the groups they elect to represent.
- Division Heads are responsible for implementing and supporting the initiatives listed in the Diversity and Inclusion Plan and ensuring proper application and compliance of the Employment Equity Policy.
- Managers are responsible for providing a supportive work environment for all employees, including providing reasonable accommodations, to correct the effects of employment disadvantages and to promote an inclusive workforce.
- Through the Regional Managers, Human Resources, local Human Resources Managers are responsible to provide advice on diversity and inclusion in all employment practices.
- The Manager of Wellness Programs with the support of the Diversity and Inclusion Coordinator will provide expertise and guidance to the Human Resources Division. Diversity and Inclusion team will produce annual reports including a workforce analysis, employment systems review, and the Employment Equity Progress Report.

ANNEX A – Diversity and Inclusion Champions - Pledge

At CFMWS, ensuring our employees feel supported and included is of utmost importance. To grow both personally and professionally our employees need to know that we value them, and that we find strength from diversity. Employees need to see that CFMWS is committed to embracing and promoting diversity and that, there are other employees and community members they can connect with to share experiences, get information or help build awareness. Valued employees are engaged employees, and as such they bring their unique perspectives, backgrounds and points of views to providing the best service to our clients.

CFMWS has Champions for the following communities:

- Official Languages
- LGBTQ2 Rights
- Visible Minorities
- Wellness
- Indigenous Peoples
- Persons with Disabilities
- Women

Champion Pledge

As a Champion, I acknowledge the following:

- I have been granted a privileged opportunity to support the wellbeing of CFMWS employees, by providing leadership and acting as a spokesperson for my community.
- I have a sincere interest and understanding of the issues, concerns and aspirations of my community and take ownership and personally commit to its success.
- I will gather together like-minded CFMWS employees to get support in promoting the focus of my community.
- I will continue to educate myself and share what I have learned, not just with my peers, but with all CFMWS employees.
- I, and my community, are responsible for planning and executing all communications or events pertaining to my community while coordinating with functional leads and informing the EE & OL Office.
- I will work with the functional leads, should I need guidance or support.
- I will ensure my expenses does not exceed the approved budget or I will seek financial approval from the EE & OL Office if needed.
- I will share success stories for use in recruitment or reporting.
- I will communicate with the EE & OL Office as soon as possible should I no longer be able to fulfill my role.

I have read the above and as the Champion, I commit to fulfilling my responsibilities to the best of my ability:

Name

Date

ANNEX B – Monitoring and Evaluation

Activities From Plan	Reponses	Success Measures
<p>Partnerships with Local Outreach Organizations (Pilot)</p>	<p>By March 2022, each location participating in the on-year pilot will have identified and created a partnership with at least one local organization.</p> <p>By September 2023, a reevaluation of the success of each partnership will be done and, if deemed successful, the pilot project will be expanded.</p>	<p>An increase in the number of diverse candidates and an increase in the number of employees who identify as part of the four under-represented groups.</p> <p>Updated WEIMS data, the level of engagement and communication will determinate the success of the pilot project.</p>
<p>Leveraging the Champion Network</p>	<p>By May 2021, all Champions will have an engaged Network of Allies.</p> <p>By September 2022, all champions will have an Intranet page to share frequent communications with employees.</p>	<p>Champions meet on a quarterly bases to share updates, best practice and develop new ideas to further their mandate.</p> <p>Champions regularly meet with their Network of Allies to develop communication plans for future initiatives/events.</p>
<p>Blind Recruiting (Pilot)</p>	<p>Starting January 1st 2022, a one-year blind recruiting pilot project will begin. Location to be determined.</p>	<p>The data gathered during the pilot project will be analyzed and compared to the data gathered the previous year. Hiring numbers for each underrepresented group will determined if measureable gains have occurred.</p>
<p>Training and Awareness</p>	<p>By September 2021, the organization will identify</p>	<p>Success will be measured through participation rates in the learning offerings.</p>

	training requirements for various stakeholders.	
Exit Interviews	By December 2022, the exit interview process will be reviewed an modernized	The organization will receive a minimum 60% return rate on exit interviews for full-time and part-time employees hired on an indeterminate basis.
Accountability	By October 2022, senior leadership, along with Champions and their Network of Allies will be recognized for their efforts to advance an inclusive work environment free from discrimination.	Efforts and participation will be noted in annual Talent Performance documents.
Review Employment Practices	<p>Starting December 2022, the organization will begin a review of all recruiting material in order to identify any systemic barriers that may unintentionally eliminate qualified candidates</p> <p>By December 2022, a complete a GBA+ analysis of all HR Policies will be conducted.</p>	<p>Identified barriers will be rectified within a reasonable period.</p> <p>The completion of the GBA+ analysis and the correction of any policies and provisions that do not fully support gender equality and neutrality.</p>