



Connect-Empower-Progress: A Report on the Inaugural Symposium hosted by the Federal Black Employee Caucus with the Institute on Governance

January 23, 2019

FBEC

**The Federal Black
Employee Caucus**



Institute on
Governance

LEADING EXPERTISE

Institut sur
la gouvernance

EXPERTISE DE POINTE

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1. Background

The Federal Black Employee Caucus (FBEC) was formed by Black federal employees following the inaugural National Black Canadians Summit held in Toronto in December 2017 with the goal of addressing employee concerns of anti-Black racism and career progression.

Since then, the FBEC has engaged with senior bureaucrats, federal union leaders, departmental diversity and inclusion networks and the Parliamentary Black Caucus to support efforts at the national, regional, and local levels to address issues faced by Black public servants in federal departments and agencies.

The United Nations International Decade for People of African Descent provides the impetus for signatory countries to address the particular needs and realities of citizens of African ancestry through three pillars - recognition, justice, and development. A 2016 UN review of the state of Black people living in Canada resulted in over 40 recommendations to address anti-Black racism in many areas, including government institutions. In January 2018, Prime Minister Trudeau announced Canada's recognition of the UN Decade.

FBEC hosted its inaugural national Symposium on January 23, 2019, at the Institute on Governance (IOG) in Ottawa, to address anti-Black racism in the Federal Public Service. It brought together Black employees and human resources practitioners to come up with solutions to persistent issues faced by Black employees within the Federal Public Service. Symposium attendees, who numbered over 100, discussed solutions to issues of harassment and discrimination, representation and advancement, self-care and well-being, disaggregated employment equity data, and Black women.

Symposium Objectives:

Black Canadians more frequently report experiences of discrimination across a wide variety of domains when compared with other visible minority groups. This holds true to the experience of being Black in the Federal Public Service, which is a microcosm of Canadian society.

Who gets hired and promoted without competition and who does not? Why has there never been a Black Deputy Minister in the Federal Public Service? The FBEC was formed in December 2017 in response to employees looking for responses to these questions and issues related to representation and inclusion in the workplace. The inaugural FBEC Symposium was held to work through these issues and propose solutions for creating a workplace that truly supports diversity and inclusion.

During the symposium, facilitated workshops were held to discuss and identify solutions to the abovementioned issues. Once the workshops were completed, a summary of these solutions was presented to all attendees in plenary and priorities were set through a vote. **THE FOLLOWING 5 SOLUTIONS WERE DEEMED BY THE FBEC MEMBERS TO BE OF THE HIGHEST PRIORITY:**

- 1. Create an independent commissioner of Black issues who reports to parliament**
- 2. Establish mentoring and coaching and training programs for Black FPS employees (students and leaders)**
- 3. Accountability of senior management (PMA's)**
- 4. Formalize FBEC to institutionalize formal support**
- 5. Targeted recruitment and placement**

The purpose of this Symposium report is to help the Government of Canada improve its services to Canadians by creating a public service that reflects the diversity of the country and supporting Black federal employees in realizing their full potential. This furthers the larger goal of helping the Government of Canada fulfill its commitments to the United Nations International Decade for People of African Descent that runs from 2015-2024.

2. Proceedings

Following registration and networking, the FBEC and the IOG were pleased to welcome the Honourable Jane Philpott, President of the Treasury Board and Minister of Digital Government, who began the proceedings by acknowledging the bias and systemic barriers that Black federal employees confront within the public service and welcoming the opportunity to be a partner in finding solutions to overcome these problems.

Greg Fergus, MP for Hull-Aylmer was next to address the audience, explaining how the public service should reflect the diversity of the country, which includes Black Canadians.

Richard Sharpe historicized and contextualized the FBEC, stressing its objectives and measures of success, as well as the agenda moving forward: "I encourage you to get the most out of this learning event and build its lessons into your leadership tool kit."

Paule-Anny Pierre and Gaveen Cadotte gave a keynote address that touched on many themes, including: addressing racism; the distinctiveness of the Black experience; intersectionality of Black women; and empowerment for a new generation.

Following a brief health break, Norma Domey, Executive Vice-President of the Professional Institute of the Public Service, spoke about her own personal leadership journey.

The morning concluded with a panel discussion, facilitated by Gérard Étienne, Vice President of Diversity and Inclusion at the IOG, on the theme, 'Your Reality':

PANELIST	SUBJECT
Natasha Prudent	Black Women: Understanding Intersectionality - Black women's unique experience within the Federal Public Service

PANELIST	SUBJECT
Dennis Waithe	Representation and Advancement
Helen Ofosu	Harassment and Discrimination
Wisner Jocelyn	Understanding Data on Availability
Robin Browne	Self-care and Well-being

Concurrent workshops were then held with all FBEC members in attendance. The workshop titles, topics, and facilitators are in the table below (detailed notes from each workshop is in the next section, followed by the democratically selected top five solutions as derived from these workshops).

Workshop	Topic	Facilitator(s)
Data	Collecting and analyzing disaggregated Employment Equity data within the Federal Public Service (hiring practices, recruitment and development programs etc.): FBEC’s seat at the table and the development of actions that are informed by this exercise.	Greg Richards
Harassment & Discrimination	The distinctiveness of the Black experience: Anti-Black racism in the federal public service	Helen Ofosu
Representation and Advancement	Labour market availability vs representation; barriers to advancement - are Black public servants reaching their full potential?	Natalie Taite & Chuks Onwuachi
Black Women	Understanding Intersectionality: Black women’s unique experience within the Federal Public Service.	Patience Ngueyo & Liza Daniel
Self-care and well-being	Addressing racism as a key factor in the mental health of Black employees	Robin Browne

Upon completion of the workshops, attendees reconvened and Larry Rousseau, National Executive Vice-President, Canadian Labour Congress, addressed the audience on the role unions can play in furthering the mandate for inclusion.

Throughout the day many of the speakers and panelists were interviewed by members of the media; here are a few quotes as reported by Idil Mussa of *CBC News*:¹

There are systemic barriers for Black employees in terms of getting jobs, advancing in their careers and being underrepresented, [...] That's an area that we need to look at. What about those high levels of senior executives within the federal government? You don't see a lot of Black faces there.

- Treasury Board President Jane Philpott

The hard data allows us to be able to really get past what some people consider to be the anecdotal ... and actually marry that up with sort of hard numbers, [...] Currently, our government collects data that's specific to visible minorities, but that's quite a large group.

¹ Idil Mussa, "Black public servants look to shatter their own ceiling: Federal Black Employee Caucus hosts inaugural symposium in Ottawa," <https://www.cbc.ca/news/canada/ottawa/Black-federal-workers-meet-to-discuss-challenges-to-career-advancement-1.4989584>, *CBC News*, January 23, 2019.

We're asking for the government to work with us to collect data on job movement, harassment, discrimination, and see what's happening particularly to the Black population.

- Symposium Organizer Richard Sharpe

[Black federal employees] are mostly grouped at the bottom level of the public service, [...] It's not enough just to talk about the visible minorities [working in government]. Now we have to start disaggregating the data to find out where and who occupy the different positions in the Federal Public Service.

- Greg Fergus, MP for Hull-Aylmer

I think it's a great opportunity for Black federal public servants to really come together and talk about the issues and have an action plan forward on how we can increase our presence, our mobility [and] our contributions to the public service at large. [...] I think you need presence at the decision-making table, and I think when you have presence you're allowing the opportunity for varying perspectives to come in and to help shape and design policy programs that affect everyday Canadians.

- FBEC Member Seyi Okuribido-Malcolm



3. Workshop: Data

Facilitator: Greg Richards

Topic: Collecting and analyzing disaggregated Employment Equity data within the Federal Public Service (hiring practices, recruitment and development programs etc.): FBEC's seat at the table and the development of actions that are informed by this exercise.

Problématique

To understand the experience of Black employees we need disaggregated data. Collection of data under the visible minority category masks the representation, recruitment and advancement challenges of Black people. We need to be involved in the collection and analysis of the data. We need to do for ourselves and hold the public service to account.

Opening discussion

We need data to show quantitatively that there is a problem with hiring, promotions and harassment. So, first we need to clearly demonstrate the situation. Then we will have the evidence to present a report calling attention to the issue. We need data to measure the hiring, advancement and harassment of Black people in the public service.

Data should look at workplace availability in contrast to federal government employment. Our current data on federal Black employees is incomplete and/or out of date. Policy makers need the data to have a fuller picture of the whole population.

Departments collect data based on race when people self-identify as Black, but the data is kept internal - the disaggregated data is collected but not published. The data is rolled up in the Visible Minority category. Sometimes there are good reasons to not publish it; the data can single people out, for instance, and thus violate their privacy. However, there are ways to get around this and it shouldn't be used as an excuse for not releasing the data – which it often is. In the private sector, for comparison, data on the race of executives is more openly available.

While the government does have a duty for privacy to protect individuals for being outed, that shouldn't stop the government from allowing researchers access to the microdata – not the general public, mind you, but legitimate researchers with legitimate research projects.

On the plus side, the data that is collected by departments and submitted to the Treasury Board is gathered through a structured process with the same template, so the microdata can easily be compared. At the department level there are opportunities to break out more data.

Problems:

- With Statistics Canada reports like the Census and other surveys on identity, we lose some numbers when Black Canadians fill out multiple ethnicities and get categorized elsewhere. Employees are not educated/informed on why the data is important.
- Some Black Canadians think in terms of nationality rather than skin colour, so may not identify as Black.

- There is often a lack of responses to questions on surveys pertaining to identity. This may be due to fear of being stigmatized, and/or a lack of understanding how the data could be of benefit to the individual filling out the survey.
- Since the Treasury Board collects and disseminates data, they control what gets released and its often useless data.
- When you compare the reports from the Employment Equity Act and the Public Services with data from Statistics Canada, there are some discrepancies.
- Experiences are not asked, yet that is important to understand as well. On the surveys there are no opportunities to express experience, or even to explain discrimination.
- We might have difficulties making the government change how it collects data.
- The option to self-identify as Black was removed from the Public Service Employment Survey years ago, eliminating the main source of data on harassment of Black employees.

Solutions:

- We need to educate employees on the importance of self-identification. We need to work on alleviating the fear, to explain to people that the data is for their own advantage and won't be used against them. To want to provide data you need to feel engaged - part of the solution. FBEC can take the lead in educating colleagues, encouraging staff to self-identify, and explaining the importance of data collection to senior.
- We need to break down the "visible minority" category into sub-categories. We also need the breakdown by occupation level. That way we can identify if Black employees are being promoted at the same rate as others.
- In order to capture the real experiences of Black employees, perhaps the survey questions departments use can be updated to include more room for rationale/explanation.
- We should think of alternative sources of data, like conducting our own stories.
- Perhaps a Black researcher should conduct qualitative research to capture the lived experiences. Blacks need to do more research on Blacks.
- The data always needs to be revisited, revised and updated. It should be updated quarterly.
- The government is the policy maker and should be motivated to improve data collection in conjunction with the FBEC. The data can be used to compare how long other ethnic employees take to become executives.
- Engage the Treasury Board Minister to put processes in place requiring agencies to collect and share comprehensive data. Emphasize the need for data for policy creation. The Minister can, and should, influence the bureaucracy. The process needs to be institutionalized.
- Consider creating an independent panel outside of government would be useful for analysing the data.
- Consider creating an independent commission like the Office of Official Languages that conducts audits.
- The diversity course should be updated and mandatory; let's get to the same place with regard to race that gender is currently at, being discussed, taught, and celebrated.
- Replace the option to self-identify as Black in the Public Service Employment Survey.

Top 5 Solutions

1. Minister Philpot should influence the bureaucracy to provide disaggregated data
2. Updating questions on visible minority surveys
3. Blacks need to be collecting own qualitative data (experiences)
4. Independent panel outside of government for data analysis and review
5. Education about systemic discrimination

4. Workshop: Harassment and Discrimination

Facilitator: Helen Ofosu

Topic: The distinctiveness of the Black experience: Anti-Black racism in the federal public service.

Problématique

Harassment and racial discrimination are complex, intersectional, and harmful problems with serious implications for career progression, earning potential and mental and physical health/wellness. Power differentials combined with fear of reprisal keeps Black employees quiet which contributes to psychological injuries that Black people have been enduring over time. For Black federal public servants, the issue is much more difficult and is compounded as racial discrimination is added.

Opening Discussion

Workplace bullying causes psychological & physical harm; it creates a psychological power imbalance between the bully and target(s) – this can escalate over time. Consequences of Workplace bullying include anxiety, depression, stress and other issues. It ultimately results in physical problems (i.e. insomnia, headaches, stomach aches, heart disease).

Tools include documentation (doctor, psychologist); independent professionals (lawyers, mediators, etc.); keeping your own track record of accomplishments; knowledge (role of HR & unions).

Tactics include date-stamped records; not waiting too long to seek independent legal advice; standing up for yourself or seeking an advocate; take time out to recover so that you can last.

Unique Manifestations of Harassment & Discrimination	
Element of Harassment	Manifestation
Undermining	Coded language, dog whistles (DAN)
Frustrating (goals)	Favouritism; underemployment
Pressures; “Glass Cliff”	Stress, anxiety, depression; failure
Frightens or intimidates	Anxiety, stress, PTSD, SI
Individual acts may be benign; but when combined & repetitive, harmful effects	Stalled careers, reduced impact and earnings, toll on mental health

Problems:

- There is a lack of information written from our 'Blackground' (psychological impact; coded language/dog whistles; bullying; racism; sexual harassment; silence on 'values').
- Unique Challenges include awkwardness because of real or perceived power differentials (like a 'blue line'); victims are scared to be labeled 'difficult'; there may be a perceived threat to livelihood; onlookers and colleagues don't usually want to get involved.
- Performance measurement/management is used to keep Black employees exactly where they are. We need stats on how many Black people are on performance management action plans.
- Hiring is done by a centralized area and not the managers themselves. Managers give criteria, the centralized area chooses who are hired. Managers have no idea of the race of the hires, just the competencies they have.
- Black employees are afraid to attend events focused on Black employees because it might negatively affect their careers. (We heard a Black manager had not come for that reason and had advised his Black employee against going.)

Solutions:

- Include links in the Letter of Offer (i.e. FBEC; employee network).
- Encourage, educate, and train managers on the benefits of hiring Black people and the penalties of discriminatory hiring.
- Dedicated and formal support (i.e. formalize FBEC; more support of minority employee network).
- FBEC should focus on communication (i.e. use existing channels such as unions).
- Black people should support each other in the workforce.
- Senior executives need to be educated on racial discrimination and issues affecting Black employees and they should ask Black employees for feedback.
- Once every four months senior executives should meet with Black employees to hear their experiences of working in the department.
- Training/education for senior executives should be mandatory, regular, and ongoing.
- Have a private consultant meet with employees and make recommendations to the ADM directly.
- An Ombudsman/Champion for Black issues, reporting to Parliament would be useful.
- There should be opportunities for movement (i.e. micro-assignments) when problems do arise.
- Centre of Expertise for Harassment and Discrimination (independent). The harassment complaint process is currently handled by Labour Relations that's part of HR and reports back to the employer. They aren't an objective 3rd party despite being presented as such by management and some union reps.
- Direct action under the Labour Code, Part 2. Black employees can file a complaint with the Minister of Labour for psychological injury as a result of racial discrimination and harassment.
- We need an old-school head count/visual census of people on the ground (everyone).
- Name blind hiring/recruitment.
- Given the number of Black public servants who are facing serious problems at work, it would be helpful if specialized career services could also be made available through their EAP.

Top 5 Solutions

1. Formalize FBEC to institutionalize formal support for the serious problems experienced by Black federal public servants.
2. Direct Action: Under the Labour Code, Part 2. Each Black public servant can file a complaint with the minister claiming psychological injury due to racism.
3. Hire a private Black consultant, meet with Black employees and report back to the ADM/senior leadership.
4. Create an independent officer who will receive info, complaints, report back to highest levels of government (Commissioner of Black Issues who reports to Parliament).
5. Enforce accountability measures for how senior management addresses harassment in the workplace via the diversity and inclusion requirements of the Management Accountability Framework.

5. Workshop: Black Women

Facilitators: Patience Ngueyo and Liza Daniel

Topic: Understanding Intersectionality: Black women's unique experience within the Federal Public Service.

Problématique

In 2016, women made up 55% of the Federal Public Service and 47.3% of its executive level. However, there is a visible absence of Black women in executive (and almost executive) positions. Black women will benefit from initiatives and policies that focus on the advancements of Blacks in the Federal Public Service if these propositions are informed by an understanding of their unique experiences.

Opening Discussion

Black women face particular and unique issues that are distinct from those experienced by Black men and white women. The central concept here is "intersectionality," the cross-roads between the experiences associated with being Black and those associated with being a woman. Black women experience racism and sexism and the workforce is structured by gender and race.

First, participants were invited to share something they had learned through their own personal experience. Below is a list of participants' initial discussion comments based on their lived experiences:

- Advocacy work is not career-enhancing. But you have to do what is right.
- You must say what has to be said, but in a polite way.
- Choisir le bon moment pour parler. Tell people what you know. Don't be shy.
- Know what senior leaders need.
- Drop the imposter complex! It is a learning process.
- Be yourself. You cannot blend in [as a Black woman].
- Ask questions. You can ask anyone.
- Have an open mind. Active listening.
- Speak up. If something doesn't feel right, it probably is not right.
- Be unapologetic. "Be prepared to hear me."
- It's okay to show vulnerability.

- Do what you can to be informed.
- Speak your mind with whoever you are talking to.
- Be patient and pick your battles.
- You must be a constant learner.
- Build your network.
- No-one will manage your career for you.
- Be there for others.

Problems:

- Cultural (stereotyping, lack of opportunities for Black women)
- Lack of access to career advancing opportunities, including those to increase competences (training, promotion, acting opportunities)
- Lack of knowledge (training / knowledge of the system)
- Lack of mentors
- Lack of recognition
- Stereotyping (Black women are seen either as assertive / aggressive or administrators)
- Lack of representation in executive levels of the public service. There is a need for research and data
- Performance management system / appraisals
- The system for advancement means staying late / going for beers – many cannot participate in these

Solutions:

- Talent management for Black women
- 360 / upward feedback
- Acting opportunities (over 18 months, should be appointed)
- Internal – networking; recommendations
- Language training (part of talent management)
- Identify systemic racism (hidden / blind spots); perhaps this should be included in the public service survey
- Data and research: surveys (PSES / others) specific to Black women's struggles (need to develop indicators; capture specific experiences in the PSES on discrimination; share results and analysis);
- Solutions need to be derived through a Black women's lens
- Champion with Black women
- Secretariat (venue)
- Governance to make it relevant
- Mandatory sensitivity and systemic discrimination awareness training for all levels (tailored to senior management / managers / employees)
- Support training for Black women who have been targeted
- Capturing specific experiences in the PSES on discrimination of Black women.

Top 5 Solutions

1. Stereotyping: mandatory sensitivity and systemic discrimination training for all levels and also for Black women who have faced intersectional experiences.
2. PS Survey: Explicit data capture on experiences of Black women; Get data on stereotyping / discrimination (the specific issues of Black women are getting lost in the current survey); systemic racism / blind spots.
3. 360 / Feedback: Performance appraisals (bias against Black women).
4. Talent management for Black women: EPMA – additional tips for self-assessments; acting opportunities; language issues – training.
5. Career opportunities: blind interview process (name may give away information about the candidate); representation on (competition) boards – Black women are not represented; champion for Black women; Merit principle - discrimination in the pools

6. Representation and Advancement

Facilitator: Natalie Taite and Chuks Onwuachi

Topic: Labour market availability vs representation; barriers to advancement - are Black public servants reaching their full potential?

Problématique

Black people encounter greater challenges and obstacles than their mainstream counterparts in their efforts to be recruited and promoted in the Federal Public Service.

Problems:

- Problématique: What is meant by "mainstream counterparts"? (women, all visible minorities, Indigenous, all other groups, etc.) - Change/clarify mainstream component to 'among equity groups' or 'with the rest of employees'; 'Greater challenges' should be 'unique challenges'.
- The concentration of Black employees is in the lower groups/level (administrative positions) within the public service
- Very few Black people at the most senior levels
- Originally discrimination may go unnoticed, but as time progresses it becomes the reality
- Discrimination in the staffing/competitive process
- Feeling of isolation, tokenism for those in middle management and more senior levels
- Retention (corporate knowledge in ministry; what do you do to keep employees?)
- We have to put in more effort than others
- Body language and verbal signals: Black employees need to say "Hi" or smile while non- Black employees do not (yet if you are smiling you are not taken serious)
- Stigmatized (i.e. 'angry Black woman')
- Non-Black employees in the same positions move up quicker, we often train our bosses
- We are often told we are not being promoted because we are "not the right fit," but what does that really mean? The criteria for being the right fit is not transparent.
- Uncertainty if quotas work

- Some 'visible minorities' are not prioritized

Solutions:

- Watchdog/Ombudsperson for Human Resources hiring process
- Write into DM performance agreements that they need to hire more Black people/People of Colour
- Placements, affirmative action
- Targeted recruitment
- Democratization of talent management
- Name blind hiring process
- Acquiring data on non-advertised promotions
- Need a proactive strategy to correct discrimination in the staffing/competitive process i.e. Targeted competition for managers and senior managers (get foot in the front door)
- Affirmative action (targeting recruitment to close the gap; placement)
- Targets with performance metrics (key person in HR as the watchdog/verification ombudsman)
- Accountability for DM PAs
- Developmental programs for visible minorities
- Create a visible minority priority list
- Distinguish between visible minorities (to face challenges, i.e. racialized communities)
- Interview courses with cultural components
- Networking/mentorship program for visible minorities
- Black mentors/coaches (retired Black professionals)
- Exclusive Black people pools (engage HR)
- Peer coaching
- Targeted training and development (assignment for professional development)
- As individuals we can network (develop FBEC; develop your own linked network);
- Train (develop interview skills; computer skills); receive mentoring (get a stable mentor); and hire our own
- Targeted recruitment of students
- Targeted training and development for Black employees
- Specific executive recruitment for Black employees
- Accountability for senior management
- Justification for "right fit" decisions
- Representative selection committees (interview boards)
- Candidates for promotion should be listed
- Recruitment program for Black students and/or executives
- Accountability for staffing decisions (there are double standards for Black managers)
- Systemic accountability (DM PMA's, ombudsperson, senior managers)
- Replace the term 'visible minorities' with something like 'racialized communities' to distinguish race (perhaps revisit the Employment Equity Act and the term 'visible minority')

What success looks like:

- Black people at Executive/management level
- Flourishing Black network and connectedness
- Having a Black ADM/DM
- When Black people would not have to justify their position anymore.

Top 5 Solutions

1. Establish mentoring, coaching and training programs for Black FPS employees (students and leaders)
2. Targeted recruitment and placement
3. Ombudsman/watchdog to have an annual report on the status on Black people in the PS
4. Accountability on senior management (PMA's)
5. Acquiring data on non-advertised promotions

7. Workshop: Self-Care and Well-Being

Facilitator: Robin Browne

Topic: Addressing racism as a key factor in the mental health of Black employees.

Problématique

Black federal employees report above average levels of harassment and discrimination and are over-represented in the lower ranks. Ongoing marginalization and underemployment affect the health of some Black employees and force others to leave the public service. Current and former diversity initiatives aren't solving the problem. So, what can we do?

Opening Discussion

The discussion started with general stereotypes about Black people – that Black people are “loud” and “aggressive,” for example. This makes it difficult for Black people to speak up in the work place even if they are right about an issue. Fear of being 'labelled' keep people from demanding their rights or speaking up.

There is a lack of understanding about how harassment works. This has the potential to create tragic incidents for Black people. One of the participants shared a story about how a Black woman was being harassed at the workplace and she didn't know who she could turn to. In the end, she committed suicide. It is therefore important to understand how harassment works and speak up!

Problems:

- There is a tendency to always take the moral high ground because you are Black: In most instances, Black people are treated unfairly in the workplace, but they choose to take the moral high ground by not speaking up. Not voicing concerns and keeping things 'bottled in' can have negative impacts on one's health.
- Issues are systemic: racism is a systemic issue that works to maintain power and privilege for some. It would be naïve to think that one person can fight it on their own, or that it can be addressed simply by “raising awareness”. . It may be better to take care of one's health first, family second and then work. The systems have been set up in a way that it takes a long time to change them. In fact, the system was not set up to address problems Black people face – there are no robust conflict resolution mechanisms and employee support.

- Help: sometimes, the people trying to help you to navigate the system are not helpful, leading to more stress. Examples include dealing with grievances and unions.

Solutions:

- Education: (Have a bulk of courses for people to take and let the government pay; must be more education about systemic discrimination; self-educating yourself, knowing collective agreements, it is important to know the rules)
- Provide mandatory sensitivity, systemic discrimination and anti-Black training to managers
- Put things into writing to protect yourself
- Access to Information – know the rules and use them to get information about you and your case.
- Contacting your union is important – let them do the work. But make sure you get someone from FBEC to help you as most union reps don't understand systemic discrimination or even accept it exists.
- Build coalitions and networks to support you. FBEC + women's group for instance. Have a reliable social network
- It is important to enforce management accountability frameworks – make it painful to do the wrong thing
- Collective action is the secret – write letters to the Minister of the Deputy Minister when there is an issue. They will take you seriously
- Disarm people with humour- it helps you to keep your sanity

Top 5 Solutions

1. Education: (Have a bulk of courses for people to take and let the government pay; must be more education about systemic discrimination; self-educating yourself, knowing collective agreements, it is important to know the rules)
2. Provide mandatory sensitivity systemic discrimination and anti-Black racism training to managers
3. Put things into writing to protect yourself
4. Access to Information – know the rules and use them to get information about you and your case.
5. Contacting your union is important – let them do the work. But make sure you get someone from FBEC to help you as most union reps don't understand systemic discrimination or even accept it exists.

Appendix: Speaker Biographies

Master of Ceremonies **Gérard Étienne**

Vice-President, Diversity and Inclusion
Institute on Governance

Prior to joining the IOG, Gérard worked as Vice-President Operations for the Canadian Food Inspection Agency. He was accountable for providing national leadership and management for the development and implementation of national operational policies, practices and processes for the delivery of a multi-faceted comprehensive, cohesive and integrated science-based policy and regulatory inspection and audit regime for the agricultural, fish and seafood, and agri-food sectors.

He has completed his comprehensive exams for a Ph.D. in Industrial Relations. Université de Montréal. (thesis pending). In addition, he has an M.B.A. Financial Services. Université du Québec à Montréal; a Master of Industrial Relations. Université du Québec à Hull; a Master of Education. University of Ottawa; a Bachelor of Social Sciences. University of Ottawa; a Bachelor of Administration. University of Ottawa. He was conferred the designation of Fellow of the Institute of Canadian Bankers, with honours and he has a Certificate in Public Sector Leadership and Governance, from the University of Ottawa, Center for Public Management and Policy. He is passionate about diversity, human rights, employment equity.



Opening Remarks **Richard Sharpe**



A self-defined “Bure-activist,” Richard Sharpe started his career in government as a graphic designer for the Canadian Grain Commission in Winnipeg in 1996. He was already a member of the Workers of Colour Support Network, a grassroots activist group in Winnipeg, when he joined the federal government.

In 1999 he was elected Director, Central Region for the National Council of Visible Minorities (NCVM), a network for visible minority federal public servants. He would later serve as its National Secretary. In 2002, he was elected and served a 3-year term as one of the national representatives for Racially Visible members for the Public Service Alliance of Canada. He served as Interim Chair of the Public Works and Government Services Canada Visible Minority Network from 2009-2010, and held the position of Vice President of the Canadian Association of Public Employees (CAPE) Local 521 where he actively represented all members of his local. In January 2018, he worked with federal colleagues to form the Federal Black Employee Caucus and is currently on a one-year interchange as the Director of Stakeholder Engagement with the Federation of Black Canadians. He lives in Ottawa, with his partner and three children.

Keynote Address

Paule-Anny Pierre

**Chief Audit Executive and Head of Evaluation
Senior Officer for Disclosure of Wrongdoing
Environment and Climate Change Canada**

Paule-Anny Pierre has a professional career of more than 25 years in the areas of education, results-based management, strategic planning and risk management, in both the private and public sectors. Ms. Pierre has held various management positions in the federal government for the past 15 years, including at the Treasury Board Secretariat, Canadian Heritage, Health Canada and Statistics Canada. She also has governance experience as a member of Board of Directors of non-profit organisations and government agencies.



Ms. Pierre graduated from Université de Montréal with an Honours Bachelor's degree in Actuarial Sciences. She also holds a Master of Arts in Education from Université du Québec à Montréal and an Executive MBA from the Telfer School of Management – University of Ottawa. Ms. Pierre is a Credentialed Evaluator (CE) and is currently working towards a Certified Internal Auditor (CIA) certification.

Keynote Address

Gaveen Cadotte

CHRL, Director General, Workforce Management



As the Director General, Workforce Management, Gaveen is responsible for driving enterprise-wide organization design, job evaluation and recruitment and staffing solutions and services. Additionally, she is responsible for corporate programs, policies and oversight related to staffing, classification, employment equity, diversity and inclusion and official languages. She assumed this role in July 2018.

Gaveen's near 20-year career started at Human Resources and Development Canada. From there she gained experience in various human resources management disciplines through a wide variety of progressively senior roles including policy development, talent management, HR planning and analytics, performance management, organization design, classification, recruitment and staffing. She has also worked in Health Canada / Public Health Agency of Canada, Privy Council Office (Senior Personnel Secretariat), and Environment and Climate Change Canada.

Gaveen holds a Bachelor of Commerce degree (Management Information Systems and Human Resources Management) from the University of Ottawa and a professional certification in Human Resources Management.

Appendix B: Top Five Solutions (Breakdown)

Data

1. Minister Philpot should influence the bureaucracy to provide disaggregated data
2. Updating questions on visible minority surveys
3. Blacks need to be collecting own qualitative data (experiences)
4. Independent panel outside of government for data analysis and review
5. Education about systemic discrimination

Harassment and Discrimination

1. Create an independent commissioner of Black issues who reports to parliament
2. Formalize FBEC to institutionalize formal support
3. Add accountability measures to management performance on how they address workplace harassment
4. Hire independent Black consultant to meet with Black employees and report back to senior leadership
5. Direct action that enables Black public servants to file complaints of psychological injury

Black Women

1. Active talent management for Black women
2. PS Survey to capture explicit data concerning Black women
3. Examining 360 feedback and performance appraisals concerning Black women
4. Sensitivity for all levels of employees on issues facing Black women
5. Build coalitions and rely on your support groups

Representation and Advancement

1. Establish mentoring and coaching and training programs for Black FPS employees (students and leaders)
2. Targeted recruitment and placement
3. Ombudsman/watchdog to have an annual report on the status on Black people in the PS
4. Accountability on senior management (PMA's)
5. Acquiring data on non-advertised promotions

Self-Care and Well-Being

1. Education: (Have a bulk of courses for people to take and let the government pay; educating yourself, know your collective agreements and union rules)
2. Provide sensitivity, systemic discrimination and anti-Black training to managers
3. Put things into writing to protect yourself
4. Access to information – know the rules
5. Contacting your union is important – let them do the work but always contact FBEC first as many union reps don't understand systemic discrimination or even think it exists.

66 votes were cast by members of the Federal Black Employee Caucus for their favorite solution (1 member = 1 vote). Note: The Self-Care and Well-Being top five solutions did not make the vote.

The Top Five Solutions as Chosen by the Participants are:

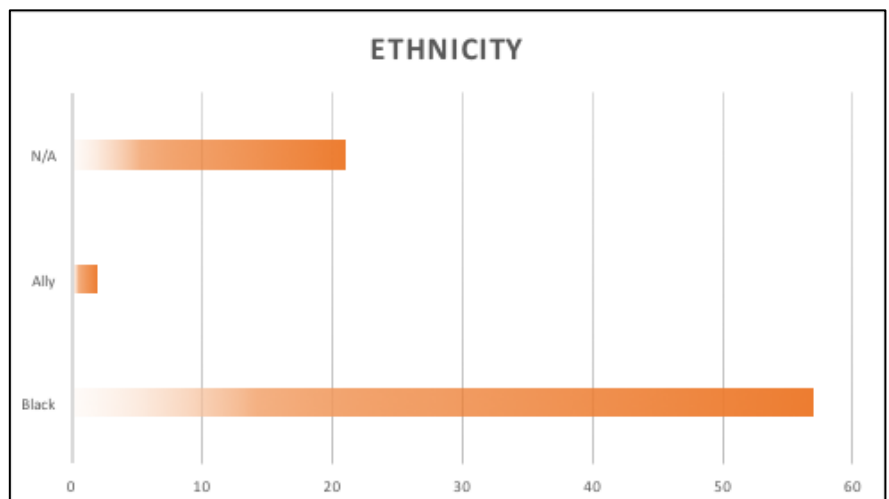
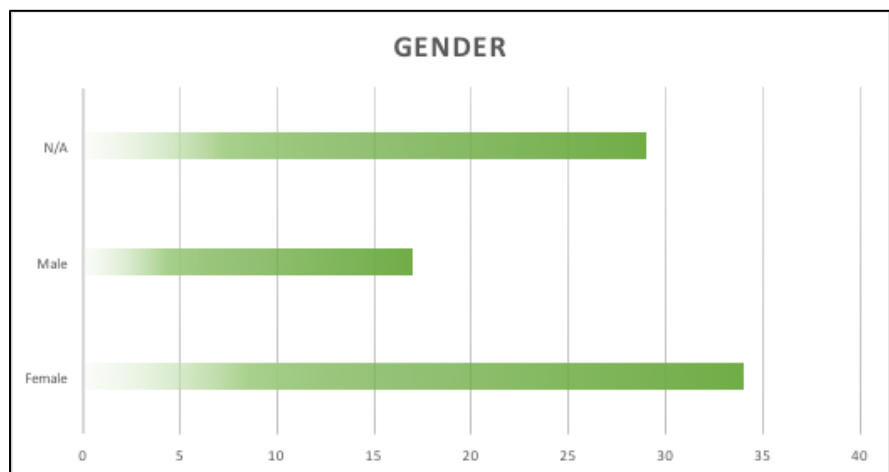
1. Create an independent commissioner of Black issues who reports to parliament (17 votes)
2. Establish mentoring and coaching and training programs for Black FPS employees (students and leaders) (12 votes)
3. Accountability on senior management (PMA's) (5 votes)
4. Formalize FBEC to institutionalize formal support (5 votes)
5. Targeted recruitment and placement (4 votes)

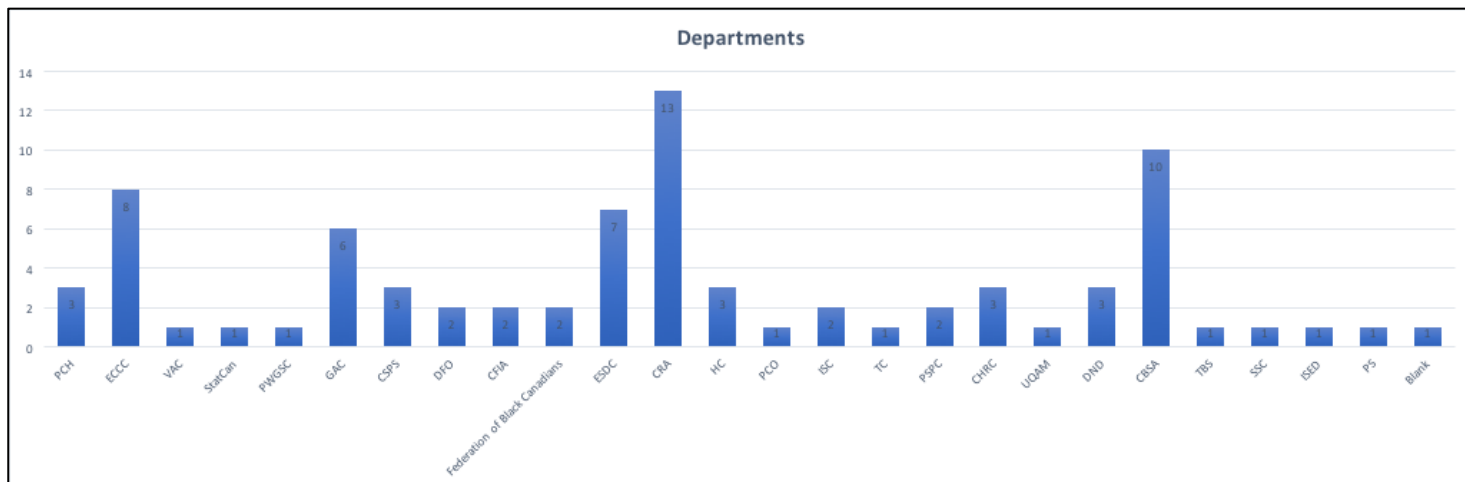
Appendix C: Workshop Attendee Demographics

Departments	
PCH	3
ECCC	8
VAC	1
StatCan	1
GAC	6
CSPS	3
DFO	2
CFIA	2
Federation of Black Canadians	2
ESDC	7
CRA	13
HC	3
PCO	1
ISC	2
TC	1
PSPC	3
CHRC	3
UQAM	1
DND	3
CBSA	10
TBS	1
SSC	1
ISED	1
PS	1
Blank	1

Gender	
Female	34
Male	17
N/A	29

Ethnicity	
Black	57
Ally	2
N/A	21





Map showing the origins of Symposium Attendees

