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Foreword

The LGBT Purge Fund pleased to provide this extensive report and recommendations regarding LGBTQ2S diversity and inclusion, and training the federal public service, the RCMP and the Canadian Armed Forces (CAF).

The LGBT Purge Fund wishes to acknowledge the excellence of the subject matter experts retained to conduct a thorough review into the current state of these matters and make informed recommendations to the government to improve and enhance practices regarding LGBTQ2S people.

The subject matter expert team from Egale Canada Foundation Émergence and Optimus SBR, brought their expert subject matter knowledge, experience, innovative assessment tools and analysis to prepare this important report. The LGBT Purge Fund extends appreciation and thanks to them for their invaluable work.

Above all, the LGBT Purge Fund urges the Prime Minister of Canada to hold accountable the ministers responsible for the federal public service, the Royal Canadian Mounted Police and the Canadian Armed Forces to review the findings in this report and to act on its recommendations.

It is now the time to act upon the recommendations contained in this report to make the government of Canada a better employer and improve the way it serves all Canadians.

This important report identifies challenges, as well as best practices, innovative ideas and recommendations for promoting LGBTQ2S diversity and inclusion in the federal workplace. It also addresses key areas for improvement.

The LGBT Purge Fund also wishes to thank the government of Canada (with special thanks to the Canadian School of Public Service and the LGBTQ2S Secretariat) and the federal public service, RCMP and the CAF for supporting the work of the subject matter experts in conducting their work.

Those who experienced the LGBT Purge are a shameful event in Canadian history that happened within living memory will be monitoring the outcomes from this report closely. Indeed, it is thanks to the generosity and commitment of the courageous Purge survivors that this work was made possible. They deserve the greatest thanks for continuing the journey to make things better. As with all challenges, it is the victims that have to show the strength and determination to see things change for better.

In this report, the government now has a clear analysis of practices and shortcomings and a clear set of recommendations on how to improve the federal workplace. The work has been done on behalf of LGBT Purge survivors; but it is up to the government to take the next steps and implement them.



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List of Acronyms

Acronym	Term
ARAO	Antiracism and Anti-oppression
BPOC	Black and People of Colour
CAF	Canadian Armed Forces
CHRA	Canadian Human Rights Act
CMHR	Canadian Museum for Human Rights
CPATH	Canadian Professional Association for Transgender Health
CPKN	Canadian Police Knowledge Network
CRA	Canada Revenue Agency
CSC	Correctional Service Canada
CSPS	Canada School of Public Service
DND	Department of National Defence
ECCC	Environment and Climate Change Canada
EDI	Equity, Diversity and Inclusion
EEG	Employment Equity Group
ERG	Employee Resource Group
ESDC	Employment and Skills Development Canada
FPS	Federal Public Service
GAC	Global Affairs Canada
GBA+	Gender Based Analysis Plus
HQ	Headquarters
HR	Human Resources
ICCMC	Integrated Conflict and Complaints Management Centre
ID	Identification
IRCC	Immigration, Refugees, and Citizenship Canada
LGBTQI2S	Lesbian, Gay, Bisexual, Trans, Queer, Questioning, Intersex, Two Spirit
MAF	Management Accountability Framework
NCR	National Capital Region
PCH	Patrimoine Canadien / Heritage Canada
PSA	Positive Space Ambassador

Acronym	Term
PSES	Public Service Employee Survey
PSI	Positive Space Initiative
PSPC	Public Service Procurement Canada
RCMP	Royal Canadian Mounted Police
RMMP	Reconciliation and Memorialization Measures Panel of the LGBT Purge Fund
SME	Subject Matter Experts
SOGIE	Sexual Orientation, Gender Identity and Expression
TBS	Treasury Board Secretariat
TBS OCHRO	TBS Office of the Chief Human Resources Officer
VPU	Vulnerable Persons Unit
WAGE	Women and Gender Equality Canada
WPATH	World Professional Association for Transgender Health

Glossary of Key Terms

Bisexual A person who experiences attraction to people of the same gender as themselves as well as to people of a different gender.

Binarism The assumption that there are only possible categories for gendered sex and that a person must be either male or female/woman

Cisgender (Cis) A person whose gender identity corresponds with its socially expected based on their sex assigned at birth, (e.g. person who was assigned male at birth and identifies as a man).

Cisnormative A cultural and societal bias, often unconscious, that privileges cisgender identities and gender norms and ignores or underrepresents trans identities and/or gender diversity by assuming that all people are cisgender and will express their gender in a way that aligns with perceived gender norms

Deadnaming To refer to somebody by a name they were given at birth but no longer use because it does not align with their identity. A term is typically associated with the gender they were assigned at birth. Repetitive or intentional deadnaming can be considered a form of harassment

Diversity The presence of variety among individuals within a group in terms of identity characteristics (e.g. gender, attraction, race, class, ability, etc.) that may create advantages or barriers to opportunities and resources because of historical and ongoing systems of discrimination.

Employee Resource Group (ERG) A voluntary employee-led collective of individuals with a shared interest or identity that is typically sanctioned by the organization and operates outside the organization's formal business lines. ERGs may variously provide a social outlet or offer more formal support to members through resources, personal development activities, organizational advocacy

Employment Equity Group (EEG) One of four designated populations recognized in the *Employment Equity Act (EEA)* for which employers must reach representation targets. These are groups, Aboriginal peoples, persons with disabilities and members of visible minorities.

Equity A process that acknowledges and actively works to challenge and address systemic barriers to opportunities and resources faced by individuals with marginalized identities because of historical and ongoing imbalances of power.

EDI Department/Office A dedicated business unit or individual position responsible for monitoring and advancing organizational equity, diversity and inclusion issues experienced by individuals within the federal workplace

Gay A person who experiences attraction to people of the same gender

¹ *Employment Equity Act, Statutes of Canada 1995, c. 41* <https://laws.justice.gc.ca/eng/acts/41/page.html>

GBA+: GBA+ is an analytical process that provides a rigorous method for the assessment of systemic inequalities, as well as a means to assess how diverse groups of women, men, and gender diverse may experience policies, programs and initiatives

Gender: Individual experience of gender. It is not necessarily visible to others and it may or may not align with what society expects based on assigned sex.

Gender Expression: The way a person presents and communicates gender within a social context through clothing, speech, body language, hairstyle, voice, and/or the emphasis of bodily characteristics or behaviours. The ways in which gender is expressed are culturally specific and may change over time.

Gender Identity: A person's personal and individual experience of gender, which may or may not correspond with social expectations associated with the sex they were assigned at birth.

Gender Nonconforming: An umbrella term for gender identities and/or gender expressions that differ from dominant cultural or societal expectations based on assigned sex. Other common terms associated with gender nonconforming include gender diverse and gender variant. Someone who is gender nonconforming may or may not also identify as trans.

Gender Neutral Language: Language which does not assume the gender of the person being referred to. In English, this is often based on avoiding explicit references to gender (e.g., he/she binarist gendered assumptions). In French, this requires close attention to the use of both personal and impersonal pronouns (e.g., *il/elle* and/or *le/la* forms of nouns (e.g., *employé/e*), adjectives and their agreements, as well as to resisting the convention of using masculine forms by default.

Heteronormative: A cultural and societal bias, often unconscious, that privileges heterosexuality, and ignores or underrepresents diversity in attraction and behaviour by assuming that everyone is heterosexual.

Heterosexual: A person who experiences attraction to people of a different gender than themselves. Also referred to as straight.

Integrated Conflict and Complaints Management (ICCM): A service of the Canadian Armed Forces (CAF) designed to help members submit, track and resolve complaints.

Inclusion: The active and continuous process of creating conditions in which all individuals in a given environment feel valued, welcomed, respected and able to participate fully and equally regardless of aspects of their identities that differ from the dominant group.

Intersectionality: A concept coined by theorist, Kimberlé Crenshaw, which recognizes that a person simultaneously exists within multiple and overlapping identities (including but not limited to: ability, attraction, body size, citizenship, class, creed, ethnicity, expression, gender identity, race,

²Canada. Women and Gender Equality Canada. 2021. Gender-based Analysis Plus (GBA+) is Gender-based Analysis Plus Government of Canada. Accessed May 2021.

religion). An intersectional analysis recognizes that ways in which an individual experiences privilege and oppression are often impacted by the interplay of their various identity categories.

Intersex A person whose chromosomal, hormonal, or anatomical sex characteristics fall outside of conventional classifications of male or female.

Kirkpatrick Evaluation Model: A four-level assessment model commonly used to incorporate learning contexts used to evaluate the effectiveness of an intervention on learner and business outcomes.

Lesbian A woman-identified person who experiences attraction to people of the same gender.

LGBTQI2S An acronym for Lesbian, Gay, Bisexual, Trans, Queer, Questioning, Intersex, Two Spirit, and its variant forms (LGBTQ), is often used as an umbrella term to encompass a broad spectrum of identities related to gender and attraction.

Non-binary An umbrella term to reflect a variety of gender identities that are not exclusively man or woman. Identity terms which fall within this category may include genderqueer, agender, bigender, or pangender.

Out (Coming out): The state of openly identifying one's attraction, sexual orientation, and/or gender identity and expressing it. Coming out is used to describe the process of informing others of one's identity and expressing it publicly.

Positive Space Initiative (PSI) A federal workplace training and social support initiative designed to foster a welcoming and inclusive work environment for everyone, with particular focus on LGBTQI2S people.

Positive Space Ambassador (PSA) Individuals trained as change agents and first point of contact for anyone seeking support or information related to LGBTQI2S issues in the workplace. Within some federal entities, this role is also known as a Positive Space Champion. Ambassador is used for the purposes of this report.

Queer An umbrella term encompassing a range of identities related to sex, gender, and attraction outside of societal expectations of heterosexuality or cisgender identity. Historically used as a slur against LGBTQI2S people, it has been reclaimed by some LGBTQI2S communities as a term of pride and affirmation of diversity.

Sex (Assigned Sex) The biological classification of a person as female, male or intersex. It is usually assigned at birth based on a visual assessment of anatomy.

Sexual Orientation (Attraction) Romantic, and/or sexual interest in other people, often based on their sex and/or gender. Attraction is related to one's gender identity and/or behaviour.

Systems of Oppression and Privilege The historically rooted societal structures that uphold dominance and power over particular bodies, identities, and experiences and are maintained by being firmly built into the structures, norms, institutions, and discourses of society (e.g. white supremacy, patriarchy, cis/heteronormativity, etc).

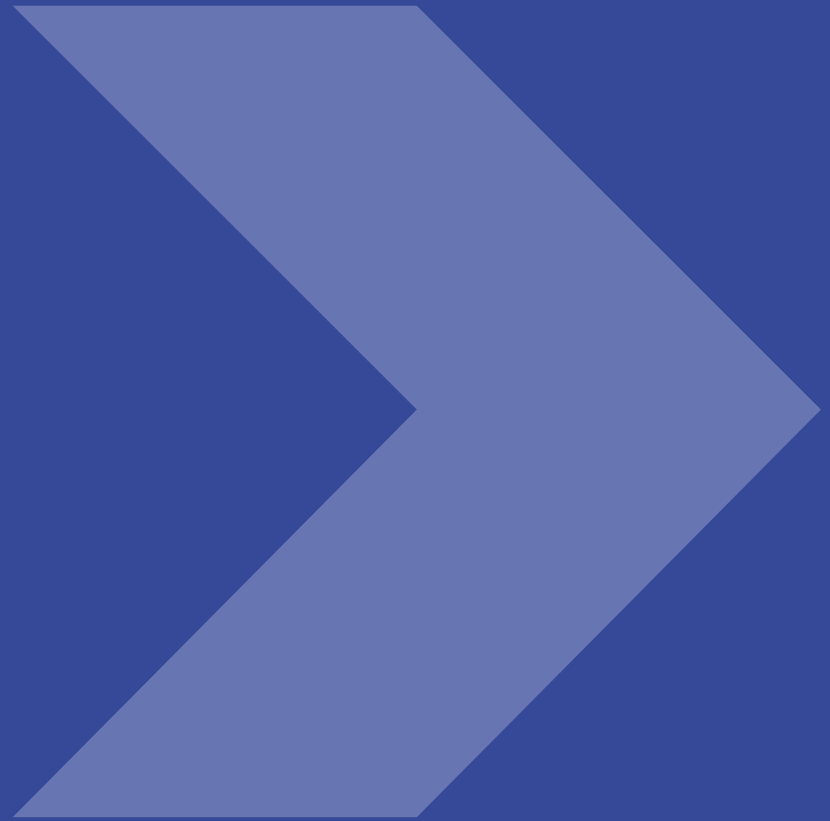
Tokenism The practice of making only a symbolic gesture in order to outwardly ~~stagnate~~ ^{show} an effort toward diversity and inclusion without ~~no~~ ^{genuine} commitment to empower historically marginalized groups and individuals ~~sort to address~~ ^{to address} the systems and structures ~~that~~ ^{maintain} power imbalances.

Trans (Transgender): A person whose gender identity does not correspond with what is socially expected based on their sex assigned at birth. It can be used as an umbrella term to refer to a range of identities and ~~experiences~~ ^{experiences}.

Transition The ~~verb~~ ^{social, medical and/or legal} changes that some trans people may pursue to affirm their gender identity. The transition process is ~~highly individualized~~ ^{highly individualized}, according to the needs, comfort, and means of the trans person.

Two Spirit An English umbrella term to reflect and restore Indigenous traditions forcefully suppressed during colonization, honouring the ~~fluid~~ ^{fluid} diverse nature of gender and attraction and ~~its~~ ^{its} connection to community and spirituality. It is used by some Indigenous People rather than, or in addition to, identifying as LGBTQI.

WPATH and CPATH Guidelines Standard of care and clinical guidance for health professionals assisting trans and gender ~~confirming~~ ^{confirming} people provided by the World Professional Association for Transgender Health (WPATH) and Canadian Professional Association for Transgender Health (CPATH), respectively.



Executive Summary

Executive Summary

Introduction and Context

Emerging from the Purge: State of LGBTQI2S Inclusion in the Federal Workplace was developed for the LGBT Purge Fund to support the Government of Canada in its efforts to foster a workplace that is equitable and inclusive of LGBTQI2S (lesbian, gay, bisexual, transgender, queer, Two Spirit) people. It forms part of ongoing reparations for LGBTQI2S veterans and public servants who were directly affected by the 8 " u " h # th century.

The LGBT Purge refers to the state-sponsored discrimination of LGBTQI2S military personnel and federal public servants by the Canadian federal government between the 1950s and the 1990s. In 2016, survivors of the LGBT Purge launched a class action lawsuit against the Canadian government and reached a settlement of \$145 million in 2018. The LGBT Purge Fund was established in October 2018 to manage the \$1525 million fund allocated in the settlement.

The Final Settlement Agreement of this lawsuit includes a series of mandated consultations between federal entities and subject matter experts (SMEs). Egale Canada, Fondation Émergence, and Optimus SBR were appointed by the LGBT Purge Fund to conduct these consultations.

This report is the final output from the consultation period for both LGBTQI2S training and workplace inclusion. It includes an assessment of the current state of LGBTQI2S training and equity, diversity and inclusion (EDI) efforts within the Government of Canada, as well as recommendations on how the government can move forward to make federal workplaces more inclusive for LGBTQI2S people. It includes an assessment and recommendations for the three federal entities that were initially selected for inclusivity training (Canadian Armed Forces (CAF); Canada School of Public Service (CSPS); Royal Canadian Mounted Police (RCMP)) as well as six Federal Public Service (FPS) departments and agencies invited to participate by the LGBTQ2 Secretariat and the LGBT Purge Fund: Canada Revenue Agency (CRA), Department of National Defence (DND), Employment and Social Development Canada (ESDC), Global Affairs Canada (GAC), Immigration, Refugees and Citizenship Canada (IRCC), and Treasury Board Secretariat.

All participating departments, agencies and federal entities were assessed on both inclusivity training, and on LGBTQI2S EDI efforts more broadly. The report includes entity-wide and entity-specific recommendations that will further LGBTQI2S inclusivity within federal workplaces.

³⁰ refer to all who took part in the assessment.

Methodology and Approach

Approach and Research Process

There is no singular or definitive guide on how to create a diverse, equitable and inclusive workforce. Meaningful change toward the creation of inclusive environments should take many responsive courses on local workplace contexts. This includes consideration of the degree to which leadership, staff, and communities are willing to invest in sustained collaboration toward acknowledging and rectifying all of identity-based privilege and oppression that exist within the workplace.

We have therefore focused our approach on identifying a range of current promising practices to assist in this process of creating an inclusive workplace for LGBTQ2S+ people, recognizing that these practices will have to continually evolve and develop.

Leading Practices

An extensive online literature review revealed 150 unique evidence-based practices. These were compiled and compared, being further refined to three overarching categories:

- a. Workplace inclusion policies, procedures and practices
- b. Training structures
- c. Organizational culture

Within these three categories, 20 of the 31 theme areas were identified as being in scope for this project and were used to support a standardized assessment of current structures and practices within each of the participating federal workplaces.

For each federal entity, a score was calculated for each of the 20 themes, and converted to a percentage.

Theme scores falling within the bottom quartile show the entity is performing at less than one quarter of its potential with respect to the indicators included in that theme score. A theme score falling within the top quartile is understood to represent that the entity is performing at more than three quarters of its potential. These scores are represented on box plot and radar graphs throughout the report and were used to determine the strengths and opportunities for improvement in each assessed entity. Further information on the scoring process can be found in [Section 2 Research Process](#) and guidelines for reading the corresponding charts in [5.6 How to Interpret the Findings](#).

Although this assessment model was developed for specific use within this project, it is our hope that federal workplaces will leverage this tool to inform their ongoing diversity and inclusion efforts. A copy of the tool can be found in [Appendix C Assessment Tool](#).

Data collection

A multidirectional approach was adopted for data collection and analysis. This included undertaking structured interviews with key leaders, document analysis, an online survey for federal employees and personnel at all levels. Informed consent was received from all participants in this project. Data collection took place between May 19 and November 9, 2020. A total of 1250 data sources were collected across participating federal workplaces, including 46 structured interviews, 272 documents and 1932 survey responses. A full breakdown of data sources by entity can be found [Data Sources](#)

Limitations

The Assessment Tool provides a point-in-time snapshot of the existing practices for these three assessment themes. As such, findings should be interpreted as reflecting the initiatives in place at the time of data collection. Because of the COVID-19 pandemic, this study did not include any onsite visits or in-person observations. As a result, findings may not reflect the workplace features or experiences of employees at any individual location.

The volume and variety of documents that were received by participating entities, as well as additional small-scale initiatives or resources exist that were not reported to the research team.

This study examined current practices within nine Canadian government entities, which represent only a fraction of federal workplaces. As evidenced by the differences in organizational structures and initiatives uncovered by this study, federal workplaces vary widely in how they foster LGBTQI2S inclusion. As such, the study findings may not represent the state of inclusive practices or employee experiences across all federal workplaces.

Promising Practices

The following table provides a summary of the entities and themes discovered during the literature review as well as the number of associated promising practices used as part of the assessment tool. Further detail, including ideal states for each theme can be found in [Promising Practices](#) as well as [Appendix C Assessment Tool](#)

Category	Themes	Number of associated promising practices
Workplace Inclusion Policies, Procedures and Practices	General Practices	5
	Climate Surveys	3
	EDI Strategy	9
	Dress Code Policy	5
	Data Collection & Privacy	6
	Employee Benefits	6
	Gendered Facility Policies	4
	Anti-Discrimination and Anti-Harassment Policy	7

Category	Themes	Number of associate promising practices
	Transitioning in the Workplace	2
	Recruitment & Retention	10
	Onboarding	4
	Leave Policies	5
	Duty to Accommodate	3
	Supplier/Contractor Requirements	3
	Performance Management	15
Inclusive Training Structures	Curricular Content	8
	Role Specific Solutions	5
	Evaluation of Training	7
	Consulting Subject Matter Experts	5
	Program Delivery	5
Organizational Culture	Champions & Allies	4
	Dedicated Equity Staff	6
	Employee Resource Groups	5
	Leadership Support	5
	Interpersonal Climate	6
	Communications	2
	Community Engagement	4
	Resource Accessibility	2
	Visual Culture	2
	Gendered Spaces	3
	Cross-Departmental Collaboration	3

Assessment Findings

Many federal entities are taking steps toward improving LGBTQ2S EDI. There is generally a willingness to improve workplace inclusion for LGBTQ2S people within the federal workplace. However, this was not found to exist evenly across all participating bodies. There remains work to be done to turn positive intentions into practical and structural solutions that sustain a culture change and foster an inclusive workplace across the government.

It should be noted that the report *Building a Diverse and Inclusive Public Service: Final Report of the Joint Union/Management Task Force on Diversity and Inclusion* headed by TBS, contains clear recommendations on how EDI can be improved across the public service. We did not see evidence of

⁴Canada. Treasury Board Secretariat. *Building a Diverse and Inclusive Public Service: Final Report of the Joint Union/Management Task Force on Diversity and Inclusion*. Government of Canada. Accessed December 9, 2020. <https://www.canada.ca/en/treasury-secretariat/corporate/reports/building-diverse-and-inclusive-public-service-final-report-joint-union-management-task-force-diversity-inclusion.html>

identified in the report align with our findings.

Here we provide a snapshot of assessments across all participating entities.

Strengths:

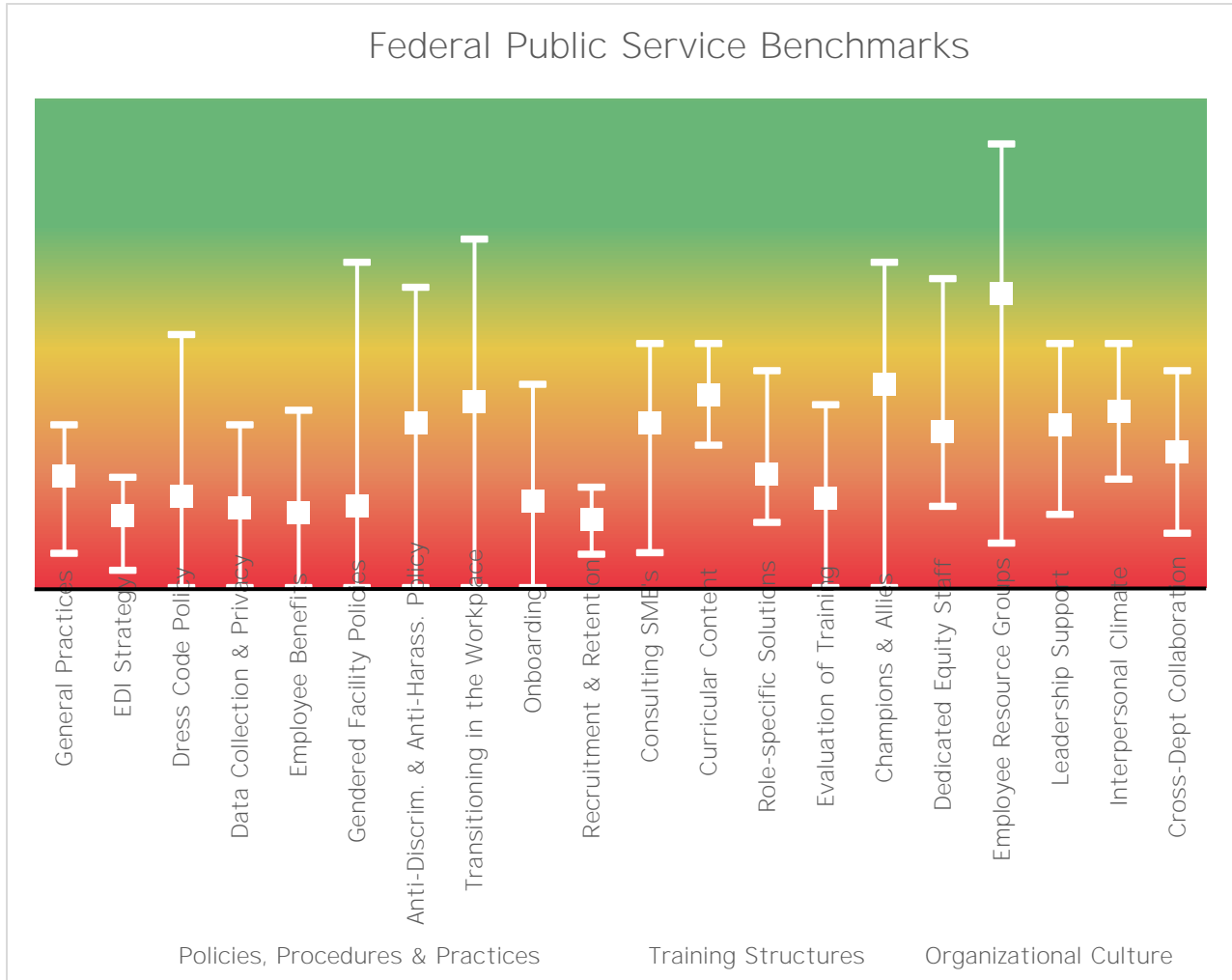
- < Pride Network Employee Resource Groups (ERGs) are a main strength that present themselves and promote initiatives to improve the workplace experiences of LGBTQI2S staff and often act as a vehicle for voicing the concerns of their members.
- < Positive Space training is the main form of education for employees on LGBTQI2S issues and concerns. Several entities reported good uptake of this training and some have developed a flourishing Positive Space Ambassador network as part of this initiative.
- < Several of the participating entities have adopted executive level Champions to act as liaisons for forwarding LGBTQI2S concerns and concerns to senior decision makers.
- < A handful of participating entities have made good efforts toward supporting transitioning employees, and toward adopting positive policies regarding access to gendered facilities. Many have developed or adopted a guide to support transitions in the workplace.

Opportunities for Improvement

- < All participating federal entities appear to be lacking clear and specific EDI strategy goals in support of LGBTQI2S people in federal service.
- < Although some of the participating entities have taken formal steps to develop provisions to communicate positive and gender inclusive facilities (such as changing rooms and bathrooms), significant gaps remain across the federal workplace.
- < There is an absence of supporting resources for ERGs, which is a key driver of inclusion and positive culture change. As a result, ERG efforts are often accomplished on a personal time and with personal resources.
- < There is generally a need for more systematic consultation with LGBTQI2S subject matter experts and employees themselves, particularly within training design and implementation.
- < There is very little onboarding which provides an overview of LGBT EDI resources and support, and very few efforts to expand LGBTQI2S representation to reduce bias within recruitment and related processes.

The graph below shows the range (represented by white lines) of performance levels (represented by white boxes) of participating federal entities for the 20 assessment themes. Performance levels indicate the degree to which current structures reflect the promising practices identified in the literature. Where there is a larger spread between lines, there is a greater range of gradings across the assessed entities.

Where the box is higher up the chart the average score for that theme is higher across all entities.



› None/no evidence › Nascent › Emerging › Maturing › Robust

An expanded version of the overall findings can be found in [6.2 Overall Findings](#). An overview of key strengths and opportunities for department at the entity level can be located in [6.4 Entity Specific Findings and Recommendation](#). All supporting details that informed our assessment can be found in [Appendix A Detailed findings](#).

Recommendations

Based on our assessments of the participating federal entities we provide the following 23 recommendations. It should be noted that although these recommendations are based on findings from a subset of federal workplaces, they read as broadly applicable to any government workplace in the pursuit of EDI for LGBTQI2S people.

Recommendations are arranged into three categories:

- ◀ **Foundational:** These should be at the heart of all inclusion efforts. These act as the bases on which the other recommendations need to be built and are essential to the success of the other recommendations.
- ◀ **Supporting:** These build upon existing structures and initiatives within the federal workplace being mindful of the foundational recommendations.
- ◀ **Reinforcing:** These consolidate, cultivate and enhance the work undertaken within the first two categories.

All listed recommendations are of high importance to improve the LGBTQI2S workplace inclusion. As this categorization does not indicate priority level, but rather a suggested order of approach.

Foundational
<ol style="list-style-type: none"> 1. Conduct formal consultation with LGBTQI2S employees, networks, external subject matter and/or other stakeholders during the development and review of all organizational policies, procedures and practices. 2. Publish explicit goals for LGBTQI2S inclusion within the EDI strategy or within a dedicated strategy document, accompanied by clear progress monitoring and evaluation metrics. 3. Apply an intersectional lens to the development and review of all EDI initiatives, including consideration to possible implications for all LGBTQI2S identities. 4. Move away from a universalist approach to EDI-discrimination initiatives to explicitly identify the marginalized groups of focus and articulate specific actions to meet the needs of those groups. 5. Equip ERGs and related EDI initiatives with sustaining resources that support their self-budget, governance support and/or dedicated work time allocations. 6. Develop mechanisms within Pride Network ERGs to ensure the range of LGBTQI2S identities are represented within their governance structures.
Supporting
<ol style="list-style-type: none"> 7. Implement components within onboarding for new hires to familiarize them with LGBTQI2S identities, available resources, and expectations for participation in inclusion efforts. 8. Review all formal documents and policies to include LGBTQI2S considerations. 9. Extend platforms for communication and collaboration between ERGs, LGBTQI2S Inclusive Space networks and other EDI staff, enabling resources to be easily accessed across sites and between federal entities.

10. Implement robust communications strategies to facilitate all staff with policies and initiatives supporting LGBTQI2S inclusion in the workplace.
11. Mandate and incentivize participation in LGBTQI2S EDI and training initiatives with performance management and leadership development for all staff.
12. Tailor LGBTQI2S and EDI learning solutions to the needs of distinct roles within the workplace.
13. Incorporate skills building on how to actively reduce bias against LGBTQI2S people within learning solutions.
14. Review the complaints and grievance process, incorporating the possibility for anonymous complaints and collecting data to ensure complaints are fully addressed.
15. Provide gender inclusive facilities throughout government sites, including single stall restrooms and consistent distributed gendered washrooms.
16. Streamline the process for updating employee information for employees transitioning gender ensuring HR is responsible for the majority of the workload.
17. Include questions on SOGIE identity with a broad range of possible responses in all employee surveys.
18. Adopt recruitment and retention strategies explicitly seeking to mitigate and counteract LGBTQI2S biases and foster more diverse representation of LGBTQI2S identities across all levels of public service.

Reinforcing

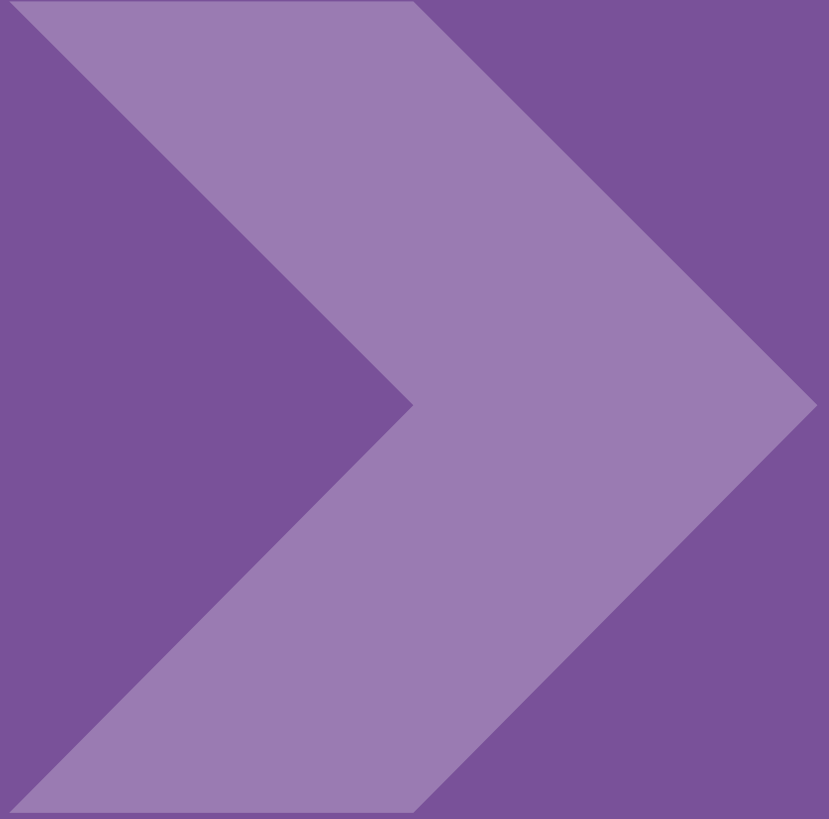
19. Mandate the use of inclusive language structures in the writing and translation of documents, ensuring French documentation is readily available to employees.
20. Include first person narratives in learning materials representing a diverse range of LGBTQI2S experiences and experiences at the intersection of social identities.
21. Provide training and resources to all personnel who are in cognate with grievance and complaint processes to ensure they are fully cognizant of LGBTQI2S experiences.
22. Clearly identify and communicate consequences for the perpetrators of discrimination and harassment, ensuring they account for aggravating factors such as inequity.
23. Review benefits policies and collective agreements in consultation with LGBTQI2S employees to ensure they reflect the realities of LGBTQI2S people, including family and health care needs.

Further explanation of these recommendations including their rationale and expected benefits, found in the [3 Overall Recommendations](#) of section [6.2 Overall Findings](#)

We also offer federal entities specific findings and recommendations. To locate the recommendations for a specific department, readers can consult the [5.0 How to Interpret the Findings](#) section.

Next Steps

The findings and recommendations presented in this report form part of a dynamic and ongoing conversation. We are committed to transparency, acknowledging identified gaps and engaging earnestly to improve the state of LGBTQI2S equity, diversity and inclusion across the Government of Canada.



Section 1
Introduction

1.0 Introduction

1.1 Preface

Emerging from the Purge: The State of LGBTQI2S Inclusion in the Federal Workplace was written for the LGBT Purge Fund to support the Government of Canada in its efforts to create a more diverse workplace that is equitable and inclusive of LGBTQI2S (lesbian, gay, bisexual, transgender, questioning, intersex, Two Spirit) people.

Recognizing that multiple forms of the acronym are in common usage today, this report uses LGBTQI2S unless referring to a document or organization that makes a specific acronymic reference (e.g., LGBT Purge Fund, LGBTQ2 Secretariat). Throughout the report, we follow the definitions provided in the [Glossary of Key Terms](#).

1.2 Purpose of the Project

This project forms part of ongoing operations for LGBTQI2S veterans and public servants who were directly impacted by the LGBT Purge during the latter part of the 20th century.

This report establishes the current state of LGBTQI2S equity, diversity and inclusion (EDI) within the federal workplace.

The report is the result of a consultation process between federal entities and subject matter experts (SMEs). Schedule K is divided into two parts: one focuses on an assessment of existing LGBTQI2S training and the other on LGBTQI2S inclusion in the federal workplace broadly. With regard to the training assessment, certain federal entities were explicitly listed to partake in the consultation process, namely the Canadian Armed Forces (CAF), the Canadian School of Public Service (CSPS) and the Royal Canadian Mounted Police (RCMP).

To assess the state of workplace inclusion broadly, a consultation process between SMEs and the LGBT Purge Fund was mandated to explore ideas and best practices for promoting LGBTQI2S diversity and inclusion within the federal workplace. To this end, the LGBTQ2 Secretariat and the LGBT Purge Fund invited six Federal Public Service (FPS) departments and agencies to participate, in addition to the entities above. These included: Canada Revenue Agency (CRA), Department of National Defence (DND), Employment and Social Development Canada (ESDC), Global Affairs Canada (GAC), Immigration, Refugees and Citizenship Canada (IRCC), and Treasury Board Secretariat (TBS).

SMEs from Egale Canada-Fondation Émergence, and OptimumSBR were appointed by the LGBT Purge Fund to conduct these consultations. This report is the final output from the consultation period for LGBTQI2S training and workplace inclusion. It includes an assessment of the current state of LGBTQI2S training and equity, diversity and inclusion (EDI) within the Government of Canada, as well as recommendations on how the government can move forward to make federal workplaces more inclusive for LGBTQI2S people.

As part of the consultation process, participating federal entities agreed to a review of their inclusivity training and other efforts aimed at supporting EDI for LGBTQ2S people, to clarify how such efforts are collectively contributing to an inclusive workplace culture and how they may be enhanced.

This report identifies promising practices within Canada and globally that have been used to support ongoing EDI processes. These practices are then used as a basis for analysis of workplace inclusion and training within these nine entities. We identify strengths and areas of opportunity for improving practices that promote the inclusion of LGBTQ2S people in the workplace. Our findings informed both government-wide and entity-specific recommendations that further LGBTQ2S inclusivity within federal workplaces.

It is important to note that the findings presented in this report are not intended to be interpreted as a scorecard used to compare individual federal entities. Further, the participating groups represent a small subset of the government as a whole and were chosen to provide a breadth of insights into the range of current states of LGBTQ2S inclusion across federal workplaces.

Every federal entity operates with its own unique set of structures, contexts, and resources. Further, variances in data sources submitted by each group preclude making any direct comparisons of performance across entities. While groups may have different strengths, this report should be viewed as a tool for assisting them in reflecting on and furthering their individual efforts toward organizational self-improvement.

In the interests of furthering LGBTQ2S EDI, our research team worked collaboratively with participating federal entities to clarify the current state of their EDI efforts. As such, this report should not be interpreted as criticism, but rather as a tool to assist in improving inclusion for LGBTQ2S employees. Fostering an inclusive workplace is always and necessarily an ongoing process; this document is one tool to support federal entities with those efforts.

1.3 Structure of the Report

This report is structured to best meet the needs of the LGBT Purge Fund. Here we provide an overview to assist reader

- 1 Section 1.0 Introduction outlines the purpose of the document, its structure and intended audience.
- 2 Section 2.0 Context situates the report in its historical and social context. It explains how the report's findings sit within the current environment, and why this work is so urgent this time.
- 3 Section 3.0 Methodology & Approach describes our assessment methods and why they were chosen. We outline the involvement of our subject matter experts (SMEs) and the execution.
- 4 Section 4.0 Promising Practices details our findings of significant evidence-based promising practices for workplace inclusion and training. From this, we identify overall the categories in workplace inclusion and training literature.

5

Section 5.0 [How to Interpret the Findings](#) explains how to read the assessment findings, providing an overview of the layout and a guide on how to read the charts.

6

Section 6.0 [Findings and Recommendations](#) opens with an overview of all findings, followed by 23 recommendations directed at all federal entities to improve LGBTQ+ inclusion. It also includes entity-specific strengths and opportunities for improvement, followed by tailored recommendations.

7

Section 7.0 [Next Steps](#) offers a final note on moving forward with the recommendations.

1.4 Intended Audience

Primarily, this document provides the LGBT Purge Fund with a panoramic view of the current state and identified gaps for inclusion and related training across federal workplaces.

Findings are presented publicly in the spirit of transparency and accountability. Specific reports (see Appendices) may be circulated among personnel within those bodies.



Section 2
Context

2.0 Context

2.1 Project Scope

In Scope

The Final Settlement Agreement states that CAF, CSPA and RCMP will consult with non-governmental subject matter experts (SMEs) on methods to improve training for LGBTQI2S inclusion in the workplace. It also states that the LGBTQ2 Secretariat will further consult with SMEs to enhance LGBTQI2S inclusion in the federal workplace broadly.

In accordance with this agreement, Egale Canada and Fondation Émergence have conducted a period of consultation and assessment with CAF, CSPA, RCMP and six other FPS departments and agencies identified by the LGBTQ2 Secretariat in the Purge Fund. The approach taken throughout this project was developed in consultation with these bodies, as well as participating themselves. Each of the nine FPS entities participated in the training and workplace inclusion consultation.

The project assesses the current state of LGBTQI2S training and LGBTQI2S equity, diversity and inclusion (EDI) efforts currently underway within federal workplaces. Through the assessment of individual current states of practice, we identify needs and gaps within LGBTQI2S EDI efforts, measuring them against promising practices across Canada and internationally.

These findings inform a set of recommendations to be implemented by all entities in the interests of improving LGBTQI2S inclusion and inclusivity training across the Government of Canada.

Out of Scope

This report focuses on efforts specific to LGBTQI2S entities. Although some of the findings may at times refer to broader EDI efforts, a comprehensive investigation of all federal EDI activities was out of scope for this project.

Many of the participating entities provide direct service to the public. The aim of this project was to the extent to which federal entities are fostering inclusive workplaces for their LGBTQI2S employees. Such efforts and initiatives primarily aimed at supporting equitable public services were not within the scope of this project.

2.2 Historical Background

Since 1987, one of the longest and most impactful state-sponsored campaigns of discrimination against LGBTQI2S military personnel and federal servants by the federal government between the 1950s and 1990s. During this time, approximately 1000 LGBTQI2S employees of the RCMP and SP were targeted, investigated, interrogated, followed, abused, traumatized, and fired in accordance with policy and sanctioned practice, simply for being LGBTQI2S. In 2016, LGBT Purge Fund launched a nationwide class action lawsuit against the Government of Canada. In 2018, the Government of Canada reached a settlement which included a global settlement amount of \$145 million, with up to \$110 million for individual claimants.

million set aside to pay damages to LGBT Purge victims, and \$15 million for the LGBT Purge Fund.

The LGBT Purge Fund, formerly known as the Reconciliation and Memorialization Measures Panel (RMMP), is a not-for-profit corporation that was established in October 2018 to manage the \$25 million fund as outlined in the LGBT Purge settlement. In accordance with section 5.03 and Schedule K of the settlement agreement, the LGBT Purge Fund was mandated to appoint a non-governmental organization with subject matter expertise in the field of diversity and workplace inclusion to the LGBTQ2 Secretariat to enhance LGBTQI2S inclusion in the Federal workplace. The LGBT Purge Fund appointed the Egale Canada Foundation Émergence and Optimus SBR, as the chosen subject matter experts (SMEs) to lead the work and provide advice to the Government of Canada on approaches to improve LGBTQI2S inclusion in the workplace.

Since the LGBT Purge settlement, the class action lawsuit pertaining to the LGBT Purge has been trending toward recognizing the importance of diversity within the federal workplace, including specific efforts made toward the representation and inclusion of LGBTQI2S people. Many of those initiatives are explored in this report. Despite some progress, LGBTQI2S federal employees, including those in the CAF and RCMP, continue to face multiple barriers to equity and inclusion that must be addressed.

This report examines efforts made to date by CAF, CRA, C/SPS/DND, ESDC, GAC, CRCC, RCMP and TBS to address such barriers and inequities and locates where there are opportunities to expand these efforts.

2.3 Statement on the Current Environment

This project takes place in the context of a significant and monumental societal events which have shaped demands by marginalized populations for social justice and equity, as well as organizational responses to these demands. These events relate to the LGBT Purge Project, in that effort by the Government of Canada to take action toward equitable and inclusive practices in the workplace, requiring recognizing and responding meaningfully to the rapidly shifting social and cultural environment.

It is important to acknowledge the ways in which global COVID-19 pandemic has exposed and amplified existing economic and health disparities faced by marginalized people in Canada and globally.

As a result of the systemic structures that negatively impact racialized and other marginalized peoples, Black and People of Colour (BPOC), Indigenous Peoples and LGBTQI2S people continue to experience disproportionate rates of physical and mental health conditions, economic precarity and under/unemployment among other hardships. These intersectional populations are even more likely to know someone who has a confirmed or suspected case of COVID-19. So crucial to recognize that these systemic inequities also place members of Indigenous and BPOC communities in precarious positions of frontline and essential work with limited access to financial, social, and medical resources. So

⁵Todd Edward Ross, Martine Roy and Alida Satalic v. Attorney General of Canada. 2018. "Federal Court (Final No. T Settlement)." Accessed March 21, 2021. https://lgbtpurgefund.com/content/uploads/2019/08/Settlement_Agreement.pdf

⁶Egale Canada. n.d. "Impact of COVID-19 on the LGBTQI2S Community: Second National Report." Accessed November 20, 2020. <https://egale.ca/egaleaction/covid19-impact2/>

impacts of unemployment and housing disrepair are occurring as a result of the COVID pandemic are severely and disproportionately felt by BPOC communities.

Coinciding with the current global pandemic, many institutions and governments across the globe are asked to come to terms with racial and other social disparities within public spheres and to act to eliminate these disparities.

For many years, countless Black lives have been lost in the United States and Canada to the hands of police. This has included many disabled, queer, and trans Black lives. In the U.S., the killing of George Floyd in May of 2020 led to mass protests that have spread globally and culminated in heightened awareness movements to address Black racism. Canada is no exception. The government at all levels has much to learn from the demands of its people to act upon the historical and ongoing issues of equity, diversity, and inclusion concerning the marginalized populations in this country. Doing so is crucial to acknowledge that inequality and oppression are often systemic, intersectional, and deeply ingrained in organizational cultures and policies.

In response to these events, there has been a major shift in global discourse and recognition concerning equity, diversity, and inclusion. Increased awareness of the independent nature of systems of oppression has also meant an increased awareness that EDI efforts are desperately needed to break down oppression, including those impacting diverse LGBTQI2S populations.

There are ongoing actions to start the work to disrupt these systems and address biases that permeate workplace practices and cultures. There has also been a heightened awareness of employing well broadly, partially because of widespread work from home practices due to the COVID pan

While we are beginning to see larger recognition, naming, and addressing of systemic racism and intersectional oppression in Canada and all over the world, there is still much work to be done in the realm of EDI.

In response to Prime Minister Justin Trudeau taking a knee at a Black Lives Matter protest in June 2020,

At the time of writing this document, the RCMP is also being investigated following two incidents and for its failure to adequately address systemic gender based violence within the force itself.

Further, the LGBT Purge Fund is mandated by the legal settlement to create a major exhibit about the LGBT Purge at the Canadian Museum for Human Rights (CMHR). Yet, in June of 2020, the CMHR itself faced claims

⁷ Jonathan Bradely, "Racism Protest, Former Police Officer Says." *M National Post* July 7. Accessed November 18, 2020. <https://nationalpost.com/news/2020/07/07/racism-protest-former-police-officer-says/>

⁸ Greg Upton, "The Globe and Mail Criticized for Inaction After Mob Violently Attacks NIKMAQ." *The Globe and Mail* October 14. Accessed November 18, 2020. <https://www.theglobeandmail.com/canada/article-criticized-for-inaction-after-mob-violently-attacks-nikmaq/>

⁹ Michele Bastarache, "Broken Dreams, Broken Lives: The Devastating Effects of Sexual Harassment On Women in the RCMP." *The Merlo Davidson Settlement*, 2020, Ottawa. Accessed November 19, 2020. <http://2020.rcmp.gc.ca/wam/media/4773/original/8032a32ad5dd014db5b135ce3753934d.pdf>

and allegations which were later substantiated workplace racism and homophobia that are still being examined¹⁰

As a result of these events, we approach this document with heightened sensitivity and an acknowledgement of the significance and necessity of this work. We encourage readers to reflect on the honesty and transparency in acknowledging identified gaps and engaging earnestly to improve the state of LGBTQ2S equity, diversity and inclusion across the Government of Canada.

¹⁰Austin Grabish 2020. "Embattled Canadian Museum for Human Rights Staff: Former Employees, UnCBC News June 26. Accessed November 18, 2020. <https://www.cbc.ca/news/canada/manitoba/cmh-museum-employees-1.5629662>

3.0 Methodology & Approach

3.1 Our Approach

This project takes a mixed methods approach to clarifying the state of practice for LGBTQI2S inclusion and related training within the federal workforce. Data collected via closed and open response surveys, interviews, and document reviews are used to develop a holistic picture of how formal structures and interpersonal elements combine to support an inclusive workplace for federal employees and employees members.

This section describes the processes used to develop data collection tools and techniques used for collecting, interpreting and synthesizing the collected data.

Positionality

University of Waterloo. This refers to the research team of subject matter experts from Egale Canada Éducation Émergence and Optimus SBR, who designed and led the research process.

Our team members' research interests and contributions to this project are not only informed by our subject matter expertise, but also by our lived experiences of systemic racism at the intersections of our collective identities. The third person is used to give a tone of objectivity; however, this often hides the fact that the research is performed by individuals representing a narrow range of perspectives and experiences, and that these aspects necessarily influence the research findings. This is also the result of obscuring power dynamics within research and informing systems of oppression. We have therefore made the conscious and deliberate choice to utilize the collective pronoun to reflect the dynamics of power we occupy as LGBTQI2S researchers with personal and explicit bias and interests in this project.

3.2 Research Process

Discovery

The research team held preliminary telephone interviews to clarify key personnel and lines of enquiry relating to LGBTQI2S inclusion in the federal workforce. Preliminary interviews took place from February 12-28, 2020 and included leaders from CAF, RCMP, CSPS, and TBSA. A total of six interviews were held.

During the preliminary interviews, participants identified a small number of additional federal employees who could act as contacts on the project. Subsequently, an in-person meeting was held in Ottawa on March 3, 2020 with 14 participants representing CAF, CSPS, Purge Fund, LGBTQ2 Secretariat, RCMP, and TBSA. This meeting oriented leaders from these groups to the project and assisted the research team.

¹¹ Sarah Harding. 1995. "'Strong Objectivity': A Response to the New Objectivity Synthesis" (Springer) 104 (3 Feminism and Science). doi:10.1007/BF0014

understanding the structures and working practices within these federal entities and facilitated clarification of the key areas of enquiry

Following the pre-person meeting the LGBT Purge Fund consultation with the LGBTQ2S Secretariat extended invitations to CRA, DND, ESDC, GAC, and IRCC also participated in this project

Leading Practices

As noted in section 1.2 Purpose of the Project, recommended practices continue to evolve and organizational efforts for mitigating the impact of power dynamics on marginalized groups must necessarily be continuous and tailored to the specific workplace context. Strategies that are effective for addressing issues faced by particular marginalized group do not necessarily transfer well to address issues faced by other marginalized groups. Further, there are many equally legitimate routes to fostering an inclusive workplace.

For these reasons, we maintain that there is no singular or definitive guide on how to create a diverse, equitable and inclusive workforce. Rather, we suggest that truly meaningful change toward the creation of inclusive environments should take many, responsive forms according to local workplace contexts. These local workplace contexts would include an ongoing and collaborative effort between leadership, staff, and communities that intentionally work toward active, genuine and ethical relationships between members and continually grapple with power, privilege, and accountability outside of the workplace.

To identify the current leading and promising practices for fostering a welcoming and inclusive workplace for LGBTQ2S people an extensive online literature review was undertaken. A total of 36 documents with primary focus on LGBTQ2S equity, diversity and inclusion in the workplace were identified. These included empirical primary research studies, studies, academic book chapters, and sector reports. Preference was given to Canadian sources though U.S.-based and international sources were also included. The documents reflected application across a range of governmental, public sector and private sector settings.

The literature review uncovered 150 unique evidence-based practices. These practices were compiled and compared, making use of group consensus processes to determine their primary focus and how they might collectively be best organized for the purpose of fulfilling the project scope. Practices with similar areas of focus were grouped together to form 31 key themes and each theme was assigned a tone of three overarching topic categories

- a. Workplace inclusion policies, procedures and practices
- b. Training structures
- c. Organizational culture

Each category and theme was given a working definition (see section 4.0 Promising Practices), which allowed the research team to identify the identified practices into evidence-based performance indicators. These indicators were used as the basis for the creation of a standardized tool for assessing LGBTQ2S inclusion efforts across federal workplaces.

Assessment Tool

To ensure existing behaviours and structures would be assessed fairly and on equal grounds across participating federal entities, a standardized assessment tool was developed. To do this, each performance indicator was assigned a critical weight that provides a mechanism for distinguishing activities with levels of importance or potential for positively impacting the workplace experience for LGBTQI2S people (Table 1).

Scale degree	Definition	Weight
Indispensable	Critical activity for fostering an inclusive workplace	4
Primary priority area	Important but non-critical activity area	3
Secondary priority area	Activity area with limited ability to independently effect workplace change	2
Tertiary priority area	Suited to extending or supporting a primary indispensable activity	1

Table 1: Indicator weighting criteria

Additionally to differentiate the degree to which activities reflect the ideals described by each performance indicator and to support consistent assessment, all indicators used a standardized 4-point scoring scale was applied (Table 2).

Achievement Level	Score
Indicator completely achieved	3
Indicator mostly achieved	2
Indicator achieved to a limited degree	1
Not being practiced	0

Table 2: Activity achievement scale

In this way, performance related to a given indicator can be understood as the product of its level of achievement multiplied by the indicator weight:

$$\text{Performance} = \text{Achievement level} \times \text{Indicator Weight}$$

Finally, since each theme is comprised of multiple weighted performance indicators, this process resulted in each theme having a unique total score potential. To account for the differences and facilitate comparison of performance across the themes within each category, total scores were converted into percentages of total possible scores and mapped onto a four-level maturity model (Table 3).

Maturity Level	Interpretation
75-100% Robust	The entity is performing strongly in most or all activity areas included in the category.
50-74% Maturing	The entity is performing fairly or well in multiple activity areas included in the category.

Maturity Level	Interpretation
25-49% Emerging	The entity is performing fairly in a small number of activity areas or is performing at a mediocre level in multiple activity areas included in this theme.
0-24% Nascent	The entity is undertaking few activities or is performing poorly in a few activity areas included in this theme.

Table 3 Maturity model

In this way, the scores falling within the bottom quartile represent that the entity is performing at less than a quarter of its potential with respect to the indicators included in that theme. It is understood to represent that the entity is performing at more than a quarter of potential. It is important to stress, however, that the entity's calculated maturity level for any given theme is relative to the performance indicators included within this study only, and only insofar as they are understood to be promising practices at the time of writing this report. As such, they are subject to change as practices are identified or as recommended activities in the area continue to evolve.

A copy of the full Assessment Tool can be found in Appendix C Assessment Tool

Note: Although this assessment model was developed for specific use within this project, it is our hope that federal workplaces will be able to continue to leverage this tool to inform their ongoing diversity and inclusion efforts.

Data Collection

To ensure the project reflected both structural and social aspects of workplace inclusion, a multidirectional approach was adopted for data collection and analysis. This included undertaking semi-structured interviews with key leaders, document analysis and a survey for federal employees and personnel at all levels (Table 4).

Tool	Purpose	Target Data Source	Language Options
Document Submission	Ascertain the state of formal resources and activities that support LGBTQI2S identities in the workplace; assess the nature of available resources/initiatives and how EDI or anti-oppression strategies are being reflected therein	Formalized policies or procedures documents, reports, training materials or other documents describing LGBTQI2S equity or inclusion initiatives	English, French
Semi-Structured Interviews	Clarify content and questions arising from document submissions; explore how formal structures and initiatives operate in practice; uncover information related to initiatives covered in the submitted documents; explore opinions and perceptions of the workplace experience	Senior leaders and key personnel in the areas of human resources (HR), training, people management, and EDI program leadership	English, French

Tool	Purpose	Target Data Source	Language Options
Online Survey	Clarify how training policies and initiatives are reflected in the lived workplace experiences of federal employees and personnel	Federal employees across levels of authority	English/French

Table 4: Datatypes and sources

Due to logistical and project timeline constraints, as well as limitations from the COVID pandemic, some themes included in the Assessment Tool could not be reasonably assessed within the scope of this project. For example, federal employees and personnel are often dispersed across several worksites and regions, making accurate assessment of the prevalence of cues of inclusion across worksites challenging. As a result, 20 of the original 31 themes were identified as being of highest importance and feasibility to assess within the project constraints. These themes formed the basis for development of the data collection tools, including request forms, interview guides, and an online survey.

To support the organized recording of any important information falling outside the shortlisted themes, the Assessment Tool itself retained the full set of themes and indicators. However, performance scores have only been calculated and reported on the shortlisted themes. All other notable findings are reported under 7 entity-specific reports in 6.0 Findings and Recommendations.

Interview participants were identified in collaboration with participating entities according to their individual personnel structures and individual availability. Due to the geographical spread of participants and because the COVID-19 pandemic required many employees to work from home where internet connectivity varied, all interviews were conducted by telephone. Interviewees were invited to participate in either English or French, though only one participant opted for French.

Online survey participation invitations were sent to the key contact at each participating federal entity, who were asked to disseminate them within their respective organizations. Many elected to circulate the notices via their local LGBTQI2S employee resource group (ERG) or Positive Space Ambassador (PSA) network, though recipients of the invitation were also encouraged to forward the invitation with other staff personnel. Respondents were able to complete the survey in either English or French.

Informed consent was received from all participants in this project.

Data collection took place between May 19 and November 9, 2020.

A total of 1250 data sources were collected across all participating federal workplaces, including 46 semi-structured interviews, 272 documents, and 932 survey responses. A full breakdown of data sources can be found in Appendix G: Data Sources.

Note: The survey questionnaire used to consult members of the CAF and DND was approved by the Director General Military Personnel Research and Analysis (DGM/PRA) Social Science Research Review Board (SSRB) in accordance with Defence Administrative Orders and Directives (DAOD) 2061 and

3.3 Limitations

Every effort was made to overcome a number of challenges presented by the convenience sampling method and the research instruments employed in this project affect the interpretation and generalizability of the findings presented in this report.

Due to the total number and geographical spread of federal facilities and offices, as well as restrictions arising from the COVID pandemic, this study did not include any on-site visits or in-person observations. As a result, findings may not reflect the workplace experiences of federal employees at any individual location.

The Assessment Tool provides a point-in-time snapshot of the existing practices related to the 20 theme areas studied. As such, findings should be interpreted as reflecting the initiatives in place at the time of data collection.

On occasion, the research team was incidentally aware of activities or information falling outside the 20 studied theme areas but which nonetheless were felt to contribute to an inclusive workplace. The reader is reminded that those findings reported under "Other" in the entity-specific reports in Appendix A Detailed findings are secondary and do not reflect a full investigation of those initiatives or behaviours.

Despite explicit invitations to identify interviewees representing both official languages, interview was conducted in French. Further, very few French language documents were submitted at the time of data collection. As a result, the degree to which workplace policies, training, and lived experiences are comparable across both languages remains unclear.

Findings reflect the level of comfort employees felt providing open and honest responses within interviews and the survey questions. During interviews with CAF members, superior presence during the call may have impacted the participation of interviewees. Despite precautions to ensure participant anonymity and comfort, participants may have hesitated to discuss experiences or perceptions that highlight organizational gaps or shortcomings. As a result, the absence of discussion on any issues should not be interpreted as confirmation that a particular issue does not exist.

Participating entities were asked to submit documents and identify interview participants able to speak to initiatives and practices relevant to LGBTQI2S inclusion. However, the volume and variety of documents that were received by each entity, as well as interviewees' familiarity with the scope of the activities, varied. As a result, it is possible that smaller scale initiatives or resources exist that were not reported to the research team.

Finally, this study examined current practices in nine Canadian government bodies. These represent only a fraction of federal workplaces. As evidenced by the differences in organizational structures and initiatives uncovered by this study, federal workplaces can vary widely in how they foster LGBTQI2S inclusion. As such, the study findings may not represent the state of inclusive practices or employee experiences across all federal workplaces.

Disclosures

Major André Jean, a key stakeholder consulted in the project and military officer within the Canadian Armed Forces, declared that he is an individual member (named Governor) of the Foundation Émergence.

Egale currently has training agreements with Veterans Affairs Canada and Parliament Canada and has recently completed training engagements with Women and Gender Equality Canada.

Egale is in receipt of grant funding from the Department of Justice for research projects that remain open through 2021.

Egale provided comments to the Canadian Police Knowledge Network (CPKN) advisory panel in April 2020 regarding its draft curricular materials.



Section 4
Promising Practices

4.0 Promising Practices

As detailed in section 3.0 Methodology & Approach, this project organized its assessment of organizational practices around three fundamental areas of activity #) relating to 1) Workplace Inclusion Policies, Procedures, and Practices; 2) Inclusive Training Structures; and 3) Organizational Culture. Within these areas, agencies are encouraged to consider in fostering an inclusive workplace. There is a total of 31 themes of which 2 were considered in scope for assessment at this time and were used to develop the data collection forms. Further, each theme is comprised of several performance indicators. As described in section 3.2 Research Process, each performance indicator reflects evidence-based promising practices identified during the literature review process.

This section provides a summary and description of each theme included in this project. The total number of performance indicators related to each theme is noted in parentheses. A copy of the full Assessment Tool, with detailed indicators provided in Appendix C Assessment Tool

4.1 Workplace Inclusion Policies, Procedures & Practices

This category encompasses the policies and formalized practices that support LGBTQI2S employment equity. It includes promising practices in fifteen themes defined below:

Theme	Ideal States
General Practices	Policies are written in general language, and explicitly define related to LGBTQI2S identities and categories where relevant. Policies are detailed and measurable and are reviewed in consultation with LGBTQI2S stakeholders on a regular basis for inclusiveness of LGBTQI2S individuals and family types (5 indicators)
Climate Surveys	Anonymous staff surveys are circulated on a regular basis to clarify trends related to LGBTQI2S equity and inclusion in the workplace (3 indicators)
EDI Strategy	Explicit LGBTQI2S equity and inclusion goals are well defined and continually monitored. Dedicated resources enable initiatives to meaningfully address issues across all areas of the organization on small and large scales. The needs and lived experiences of LGBTQI2S people in the workplace actively inform both priority areas and implementation plans (4 indicators)
Dress Code Policies	All policies and expectations related to workplace attire and presentation support unrestricted gender expression. Where uniforms are required, item options are not gender-specific and are available to all persons without special request or cost (1 indicator)
Data Collection Privacy	Employees' current and/or historical information related to sexual orientation, gender identity, gender expression and sex characteristics (SOGIE) is collected with extreme vigilance to data privacy and informed consent. SOGIE related

Theme	Ideal States
	questions and data fields use all appropriate and reflect gender and sexual diversity (6 indicators)
< Employee Benefits	Benefits programs are transparent and inclusive of the specific considerations of LGBTQI2S people and families. Transition coverage is robust and align with WPATH guidelines (6 indicators)
< Gendered Facility Policies	Policy related documents explicitly confirm that trans and non-binary people have the right to access gendered facilities that meet their needs. displayed signage communicates rights responsibilities in line with policy expectations and commitment to dignity and respect for (4 indicators)
< Anti-Discrimination and Anti Harassment Policy	Policies and supporting documents provide robust definitions and notes regarding the extent of protections and application of anti-discrimination policies based on sexual orientation, gender identity and gender expression. Processes for submitting, investigating, and ruling on complaints are explicit. Mechanisms in place for ensuring safe reporting, and for no bias in accountability decisions for incidents related to grounds prohibited by human rights legislation (7 indicators)
< Transitioning in the Workplace	All staff are familiar with how to properly access organizational resources related to gender transitions in the workplace. These resources are practical and interpersonal considerations (2 indicators)
< Recruitment & Retention	Anti-bias safeguards embedded throughout all stages of recruitment, hiring and career advancement processes successfully minimize barriers to entry and actively encourage application by LGBTQI2S people (10 indicators)
< Onboarding	All new staff are formally oriented to their SOGIE related rights, responsibilities and expectations specific to their role for fostering inclusive workplaces for LGBTQI2S people (4 indicators)
OUT OF SCOPE (NOT INCLUDED IN DESIGN OF DATA COLLECTION TOOLS)	
< Leave Policies	All paid and unpaid leave options have been assessed and corrected for heterocentric and ciscentric bias. Mechanisms exist to mitigate request adjudication processes and upon return (5 indicators)
< Duty to Accommodate	Documents provide clear and easy to apply guidance for accommodating individual and family related needs related to sexual orientation, gender identity, and gender expression (5 indicators)
< Supplier/Contractor Requirements	All contractors and suppliers support LGBTQI2S inclusion-discrimination within their operations and are held to account for inclusion structures found to be discriminatory (3 indicators)
< Performance Management	Metrics related to workplace inclusion and safer workplaces for LGBTQI2S people are included in the performance assessments of staff at all levels (5 indicators)

Table 5: Promising Practices for Developing Workplace Inclusion Policies, Procedures & Practices

4.2 Inclusive Training Structures

This category encompasses training and continuous learning opportunities for LGBTQI2S cultural competence development and expression in the workplace. It includes five theme areas, as defined below:

Theme	Ideal States
<ul style="list-style-type: none"> Curricular Content 	Educational content explicitly addresses a range of LGBTQI2S and the workplace equity considerations related to each. Curricula development for managing LGBTQI2S biases and for applying anti-discrimination/anti-harassment strategies to their (8 indicators)
<ul style="list-style-type: none"> Role-Specific Solutions 	Curricula are available that address the specific knowledge and skills of specialized learner audiences, including (but not limited to) those responsible for managing teams, recruitment and human resources specialists, executive leaders, and frontline workers (5 indicators)
<ul style="list-style-type: none"> Evaluation of Training 	Training and educational programs include robust program improvement and continuous quality improvement plans. Evaluation findings inform program development informed by enterprise DEI strategy and reflect the needs of LGBTQI2S people and other program participants (7 indicators)
OUT OF SCOPE (NOT INCLUDED IN DESIGN OF DATA COLLECTION TOOLS)	
<ul style="list-style-type: none"> Consulting Subject Matter Experts 	LGBTQI2S people representing a broad range of personal and professional backgrounds are invited to inform all educational materials and information learning products. Input opportunities are embedded throughout the development process and include consideration to both lived experience and inclusive workplace strategies (5 indicators)
<ul style="list-style-type: none"> Program Delivery 	Program implementation actively balances local with enterprise needs while simultaneously supporting the learning needs of staff at various levels of prior knowledge. Trainings center on perspectives of LGBTQI2S people and use anti-harassment approaches in delivering the content (5 indicators)

Table 6: Promising Practices for developing inclusive Training Structures

4.3 Organizational Culture

This category encompasses the social structures and behavioural patterns that support conditions for LGBTQI2S people. It includes eleven theme areas, as defined below:

Theme	Ideal States
1. Champions & Allies	Specially trained staff exist at every site, and across all levels of authority, to monitor and promote an LGBTQI2S positive work culture, inform organizational equity efforts, and support any staff facing issues related to sexual or gender identity in the workplace. (4 indicators)
2. Dedicated Equity Staff	Equity offices have sufficient resources to address issues raised by LGBTQI2S staff in targeted and meaningful ways. All officers are sensitive to the needs of LGBTQI2S people and are distributed across all sites to support local efforts. (6 indicators)
3. Employee Resource Groups	LGBTQI2S focused voluntary employee groups have strong sustaining resource governance structures to support their activities. The membership is representative of broad diversity across LGBTQI2S identities, organizational roles, and geographic locations. Their input is regularly sought out regarding the needs and concerns of LGBTQI2S staff. (5 indicators)
4. Leadership Support	All executive and middle managers lead by example to support LGBTQI2S people in the workplace. Leaders take advantage of all available opportunities to foster positive working conditions for LGBTQI2S people. (5 indicators)
5. Interpersonal Climate	All LGBTQI2S people are comfortable being open about their identity within the workplace. They feel fully supported and confident that any related needs or concerns will be addressed swiftly and satisfactorily. (6 indicators)
OUT OF SCOPE (NOT INCLUDED IN DESIGN OF DATA COLLECTION TOOLS)	
6. Communications	Both public-facing and employee-facing communications perpetually reinforce the organization's values of equity and inclusion of LGBTQI2S people. (2 indicators)
7. Community Engagement	The organization actively contributes to and participates in external community efforts to promote public awareness, knowledge exchange, and advocacy on issues facing the LGBTQI2S community. (4 indicators)
8. Resource Accessibility	All resources aimed at supporting LGBTQI2S equity and inclusion in the workplace are easy to locate and access by all people. (2 indicators)
9. Visual Culture	Visual signals of organizational commitment to LGBTQI2S equity and inclusion are prominent throughout all sites and spaces. (2 indicators)
10. Gendered Spaces	All sites feature private and gendered facility options. These spaces are conveniently located and accessible to anyone wishing to use them. (3 indicators)
11. Cross-Departmental Collaboration	Human Resources staff work in close collaboration with other departments throughout the organization to monitor LGBTQI2S inclusion goals and initiatives. (3 indicators)

Table 7: Promising Practices for fostering inclusive Organizational Culture

5.0 How to Interpret the Findings

Before presenting our findings, we offer a guide on how best to interpret the remainder of this report

5.1 Structure of Findings and Recommendations

The following table of contents shows the structure of [6.0 Findings and Recommendations](#) with clickable links for ease of navigation

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Detailed findings for each participating federal entity can be found [Appendix A Detailed findings](#)

LGBTQI2S EDI efforts

government. Given the distinct missions and mandates of each entity, there are often very different structures in place for supporting EDI at the organizational level with no formalized means for coordinating efforts across the federal government (by a central agency, for example).

Section [6.2 Overall Findings](#) provides an overview of the range of performance levels across all participating entities and comments on general trends. However, it is important to highlight that there remains a great deal of diversity within the federal government. Further, the overview sections are intended to give a broad snapshot of trends across participating groups and may be used to inform government-wide initiatives. But, given the limited sample of federal workplaces that participated in this project, these findings necessarily do not reflect the full spectrum of practices across the government as a whole.

Following the overview of findings, we list our government-wide recommendations. Each recommendation is accompanied by a rationale, expected benefits where appropriate, a spotlight initiative already underway within individual federal workplaces that reflect that recommendation. These features are

designed to help federal entities learn from one another and collaborate on improving LGBTQI2S EDI efforts across the government.

Each federal entity receives individual strengths and opportunities for improvement based on its existing performance levels. Each assessment theme (as outlined in section 4.0 Promising Practices) and 3-5 tailored recommendations are strongly encouraged. Leaders and key personnel are encouraged to examine the findings specific to their workplaces as well as the detailed supporting evidence found in Appendix A Detailed findings. These contain a wealth of context-specific information to support the improvement of LGBTQI2S EDI efforts at the organizational level.

All findings are organized according to the three categories described in section 3.0 Methodology & Approach

- ◁ Workplace Inclusion Policies, Procedures and Practices
- ◁ Training Structures
- ◁ Organizational Culture

Radar diagrams for each category provide a visual summary of how well current organizational practices reflect the promising practices identified for each theme described in section 4.0 Promising Practices. Explanation of the key areas of organizational strength and opportunities for improvement are also provided. Any notable findings in full outside of the formal assessed themes are described under Additional Findings.

5.2 Reading the Radar Diagrams

Radar diagrams illustrate how well each federal entity is performing in each category. These are designed to represent the holistic approach to make workplaces more LGBTQI2S inclusive. One diagram for each assessment category is provided for each federal entity. Entity Specific Findings and Recommendations

The category theme areas appear along the circumference of the diagram and entities performance for each theme is plotted radially from the centre. Performance level indicates that current activities within that theme are limited or performing poorly. Evidence of moderate activities within the theme indicates activity and/or strong performance across multiple aspects of the theme. Evidence of well developed activities across all aspects of the theme. Theme areas for which assessment could not be

, centre

Example of strong performance



› None/no evidence › Nascent › Emerging › Maturing › Robust

This sample chart shows an entity with a rounded and rounded approach to EDI within the category of Organizational Culture. This is evidenced by the white line indicating performance at the level of Robust for all themes.

Showing rounded development



› None/no evidence › Nascent › Emerging › Maturing › Robust

The next sample shows a department which has done fairly well in developing LGBTQI2S EDI efforts. The department has been graded Robust for Cross-Departmental Collaboration and Interpersonal Climate, Emerging for Champions & Allies, Leadership Support, and Employee Resource Groups, and Nascent for Dedicated Equity Staff.

Showing uneven development



› None/no evidence ‹ Nascent › Emerging › Maturing › Robust

This chart shows uneven efforts toward LGBTQI2S EDI

and) - Departmental Collaboration

Example of limited performance



› None/no evidence ‹ Nascent › Emerging › Maturing › Robust

This final diagram illustrates an entity that may be in the early stages of implementing LGBTQI2S EDI initiatives within the category of Organizational Culture. This is evidenced by the low

The LGBT Purge Fund
Emerging from the Purge

In this way, the size and shape drawn by the white provides an at-glance sense of the level of development within a given category. A broad, even shape indicates a well-rounded approach, while a more jagged shape highlights uneven attention toward EDI. Likewise, a larger shape reflects a higher degree of development in LGBTQI2S EDI efforts, while a small shape suggests there is still much work to be done.



Section 6

Findings & Recommendations

6.0 Findings and Recommendations

6.1 Introduction

In this section we present key findings and recommendations resulting from our assessment. We open with a snapshot of the current state of LGBTQI2S EDI efforts across participating federal entities across all three categories of assessment, followed by a description of our overall recommendations for federal workplaces.

We also present entity-specific snapshots, including areas of strength and opportunities for improvement, along with entity-specific recommendations. Detailed findings for each federal entity are provided in [Appendix A Detailed findings](#). We encourage heads of federal entities, EDI staff, ERG members, and key decision-makers to consider both the global and entity-specific findings and recommendations since these offer a wealth of information to help improve and tailor EDI efforts to context.

Although we provide an overview of findings, including the performance levels across participating federal entities, it is important to stress that the overall level is not complete across organizations for the reasons outlined in [Section 3.3 Limitations](#). We encourage readers not to see these assessment findings as fixed, but as part of a dynamic and ongoing conversation. They are encouraged to continue using the assessment tool to build upon their current strengths and implementing our recommendations. A blank copy of the tool is provided for ongoing use by federal workplaces in [Appendix C Assessment Tool](#).

Organizational Structures

The assessment tool was organized such that activity areas (Employee Resource Groups (ERGs), Dedicated Equity Staff and Champions & Allies) were considered as separate constructs. However, our investigation revealed that within the federal workplace, these activities are not always mutually independent and functional overlaps are not uncommon. Any overlap that impacted assessment of organizational performance related to a particular indicator or theme is noted.

Leadership Support

We include findings on leadership support for LGBTQI2S EDI efforts. It should be noted that most senior officials (e.g., the Commissioner of RCMP, Cabinet Ministers, etc.) were not interviewed. Activity by these individuals may occasionally be reflected in this report insofar as this activity is documented within the submitted documentation or was discussed by interviewees. Otherwise, discussions of leadership support reflect activities at the level of senior directors, officers, and middle management. Middle ranking officers, many of whom were interviewed as part of our assessment.

Official Language Considerations

The inclusivity of language found in policies or training documents differed significantly between English and French versions. It is unclear whether these differences are the result of translation errors or of translation performed without a focus on sensitivity to inclusivity. French has fewer linguistic tools to refer to people in a gender-neutral way. As such, ensuring that French language documents are written inclusively does require specialized expertise.

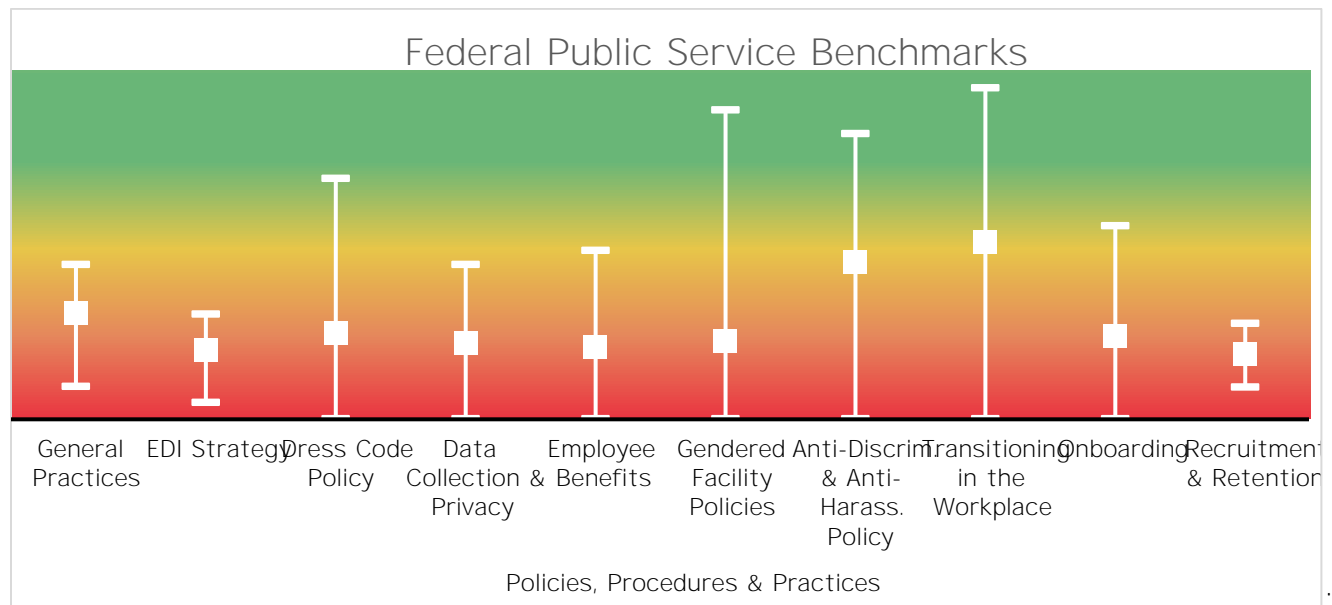
Despite the limited volume of French language evidence shared with us at this time, we note the findings of language-based comparative assessment of experiences and resources possible.

6.2 Overall Findings

Here we present a summary of findings common across participating federal entities.

These findings are organized by the three assessment categories. For each box plot graph illustrates the range of performance levels for each theme (represented by white lines) across all participating entities. The mean performance level for each theme is indicated by the white box. Findings for each theme are presented in the graph.

Workplace Inclusion Policies, Procedures and Practices



> None/no evidence > Nascent > Emerging > Maturing > Robust

Table 8 box plot to show average and ranges for Workplace Inclusion Policies, Procedures and Practices

General Practices and EDI strategy

Some federal entities have been working to improve their efforts with respect to LGBTQI2S employees, as well as developing action plans to identify goals and timescales for achieving them. For example, TBS had a robust plan in the works for 2021 (not published); ESDC has a communication plan which includes commitment to work alongside ERGs on EDI initiatives; and CRA plans on listing LGBTQI2S as a group to be considered in EDI efforts beyond the four EEGs.

We have also seen some initial attempts to introduce accountability for EDI measures by introducing a pledge to uphold EDI efforts that will be signed by staff. Furthermore, the M Accountability Framework (MAF) a performance management tool for managers which is led by TBS OCHRO

plans and formal obligations to LGBTQI2S. However, federal workplaces focus their EDI efforts and ensure that good intentions lead to firm action.

However, as found in *Building a Diverse and Inclusive Public Service: Final Report of the Joint Union/Management Task Force on Diversity and Inclusion*¹² is a lack of centralized strategy for EDI efforts. Where broad EDI strategies do exist, they often focus on the four EEGs and do not include and plans relating to LGBTQI2S employees. This limits opportunities to collaborate across all branches of the organization and to formalize consultation with LGBTQI2S stakeholders. Introducing specific and centralized goals and mandates will enable us to track their progress and to ensure that efforts continue in the long term.

Furthermore, policies themselves often do not include specific LGBTQI2S consideration. This was particularly clear within benefits, leave, and hiring policies. Most of the policies we have seen across the FPS do not have a formal review schedule and did not see evidence of systematic consultation with LGBTQI2S stakeholders. Several policies have therefore not been updated following the *Canadian Human Rights Act* (CHRA) 2017 amendments to include gender identity and expression as protected grounds.

While English language jobs are for the most part gender neutral, particularly commend the Royal V -neutral rank names. However, French language documents often do not appear to have been reviewed for inclusive language. Surveys and interviews identified a lack of awareness among employees for policies that do include LGBTQI2S considerations and a need for clearer and more accessible housing of policy, alongside regular reminders and training on policy content.

Onboarding

Most participating entities ask new hires to sign a code of conduct, which generally include a broad commitment to contributing to a respectful workplace but do not detail specific EDI aims. ESDC and I have introduced new mandatory training for new hires that includes some LGBTQI2S

¹²Canada. Treasury Board Secretariat. *Building a Diverse and Inclusive Public Service: Final Report of the Joint Union/Management Task Force on Diversity and Inclusion*.

¹³Canadian Human Rights Act, Revised Statutes of Canada, c. H-1. <https://laws.justice.gc.ca/en/acts/16/page.html>

concerns. IRCC has an onboarding platform with a GBA+ component and are introducing and EDI plan to be signed by all new hires.

However few currently provide onboarding that includes a comprehensive overview of LGBTQI2S EDI efforts or resources. Onboarding is a key opportunity to improve EDI and positive culture change across the federal workplace.

Data collection and privacy

The TB document¹⁴ is a great step forward. It recommends the use of gender terms instead of biological sex, recognition of non binary identities and identifying clear rationale on purpose when collecting SOGIE data. In practice, we suggest these guidelines will go a long way to improving LGBTQI2S EDI efforts, since data helps to identify problems and assists in tracking effectiveness of measures.

Certain entities have made initial progress in improving their data collection practices. The Network is working on a #MeToo campaign to encourage SOGIE data collection. We also heard that some entities such as GAC and RCMP are conducting staff wellbeing surveys during the COVID pandemic and these include provisions for clarifying differences in experiences along SOGIE lines.

The Public Service Employee Survey (PSES) itself includes the opportunity for LGBTQI2S individuals to self identify and there is a richness of data available from these climate surveys that can be determining and designing EDI initiatives both across the government and within individual federal entities. This said, there remains room to improve the collection of gender information within the PSES, which currently offers the

A small handful of participants cited the Privacy Act as a reason their employer was not collecting or assessing SOGIE specific impacts and that this approach was creating a barrier to them feeling at ease being out in the workplace. We emphasize that if properly collected and protected, SOGIE data is invaluable in improving EDI efforts.

Transitioning in the workplace and gendered facilities

Most participating entities offer a transitioning in the workplace guide for supporting transitioning employees and their managers. Often, these guides have been tailored for Public Service Procurement Canada (PSPC).¹⁵ *Support for trans employees: A guide for employees and managers*. Some entities have invested great effort to providing a guide that reflects the specific contexts of the

¹⁴Canada. Treasury Board Secretariat. *Modernizing the Government of Canada's Sex and Gender Information Practices: Summary Report*. Government of Canada. Accessed 02 26 2021. www.canada.ca/en/treasury-secretariat/corporate/reports/summary-modernizing-info-sex-gender.html

¹⁵Canada. Public Services and Procurement Canada. *Support for trans employees: A guide for employees and managers*. Government of Canada. Accessed March 21 2021. www.tpsvcpsc.gc.ca/apropos/about/guide-te-eng.html

organization. Among the many strong examples provided, ESDC should be commended for its in-depth guide on recreation, which was developed by four trans employees. ESDC also provides a 45-minute training session to managers. This document, once published, will ensure they are aware of how best to support their trans staff. ESDC also offers the opportunity for transitioning staff to be connected confidentially with other trans and non-binary staff for mentorship and peer support throughout their workplace transition. The RCMP Guide to Supporting Transgender, Binary and Two-Spirit Employees is similarly a well-rounded document. It was created following robust consultation from expert organizations as well as trans lived experience. Both of these documents provide an excellent model for others to learn from.

This said, awareness of the content and in some cases the existence of a guide for supporting transitioning employees was very limited across several participating entities. The guidance provided in these documents was not frequently formally extended to policies and practices. For example, survey responses revealed limited awareness of policies supporting transitioning employees and policies related to access to gendered facilities.

k - for # Supporting transitioning employees specific statements that employees should not be expected to dress in a stereotypically masculine or feminine manner, which should inform dress code policy across the government.

Similarly, guides for supporting trans employees state that personal choice in the use of gendered facilities should be respected, although this is not yet in policy and often not clearly written in staff. Some federal entities are intending to retrofit accommodations to include single stalls and universal facilities, but currently there is a general lack of provision.

Across most participating entities, generally heard that changing names and gender markers on email signatures and business cards is a straightforward process, although this is often much more complex for identification documents and payroll information. Employees are often not given clear guidance or support in navigating these processes.

Antidiscrimination and harassment

There is significant variation in the participant antidiscrimination and anti-harassment policies and practices. CAF has generally robust policies and procedures in place for grievance, with clear accountability measures. For most participants, survey respondents were more familiar with anti-discrimination and harassment than other policies. However, some policies are not in line with the CHRA and much of the documentation did not give specific examples of what constitutes discrimination and harassment on SOGIE grounds.

Third-party routes for submitting complaints such as the ombudsman, labour relations (Integrated Conflict and Complaints Management) Centre

do exist, but these processes were not clearly outlined in documentation. Participating entities did not provide detail on how issues are resolved which arise within the reporting line or consequences for perpetrators was often unclear.

Several federal entities seem to rely on informal resolution mechanisms, which limits the ability to track LGBTQI2S discrimination and harassment in the workplace. It also gives room for a great deal of manager discretion in effectively dealing with complaints, making accountability for perpetrators. Further, federal entities run the risk of victims of discrimination and harassment being identified throughout the complaints procedure. Whilst processes are generally confidential, this does not guarantee anonymity, since a victim might be identified to the type of discrimination at play (complaint regarding misgendering of a trans employee).

In line with the Unifra management taskforce report, we therefore suggest there is important work to be done to ensure complaint procedures are safe across the federal workplace.

Recruitment and retention

Few participating groups provided evidence of targeted LGBTQI2S recruitment and appears many recruitment resources are focused only on formal EEGs. There seems to be a perception that because LGBTQI2S is not a named EEG, there is no legal basis for recruitment initiatives that aim to diversify the workforce and increase their representation. In fact, the legal requirements around EEG representation are a minimum standard and there is much that could be done to improve processes with respect to LGBTQI2S.

Job postings often lack consistency in the use of gendered language, significantly in French and while some include statements of their organization's commitment to diversity, many do not. LGBTQI2S specifically is often omitted from postings on third party sites. In survey findings, most participating entities had some respondents who said that their sexual orientation, gender expression and/or gender identity had some degree of negative impact on their career advancement. We also noted a lack of training for recruiters on how to actively address bias, and a general lack of cultural competence for working with trans candidates.

However, there are some initial steps being taken by individual entities and agencies to improve external communications signals, such as using inclusive language and providing mandatory anti-bias training for hiring managers and to address systemic barriers in recruitment processes. DND is currently in the process of reviewing staffing policy and we were told the taskforce overseeing this will be working with the Pride Network as part of this process.

Employee benefits

While CAF and RCMP have their own leave and benefits policies, unfortunately did not have access to these for assessment.

FPS employees share the same leave and benefits policies across the government. These shared policies often include relatively standard family structures, such as two parents and two children. However, there is limited consideration of family structures outside of hetero norms. For example, parental leave is differentiated depending on the assigned sex of the parent. Collective agreements include a statement

that employees must not be subject to SOGIE discrimination when taking leave, though these agreements do not provide information on how leave for gender transitions is assigned and could potentially lead to trans employees relying on employment insurance. The FPS healthcare plan covers hormone therapy for transitioning employees but does not include surgery, leaving that to the coverage of provincial coverage therefore varies between provinces and means that trans employees do not all have the same access to surgery.

We saw a general lack of knowledge within senior management and HR professionals on how benefits and leave policies apply to LGBTQI2S individuals and families. We heard that Pride Networks are welcome to provide feedback on benefits and leave policies, although this has not been made explicit networks themselves and it is not clear how this feedback would be implemented.

Dress code

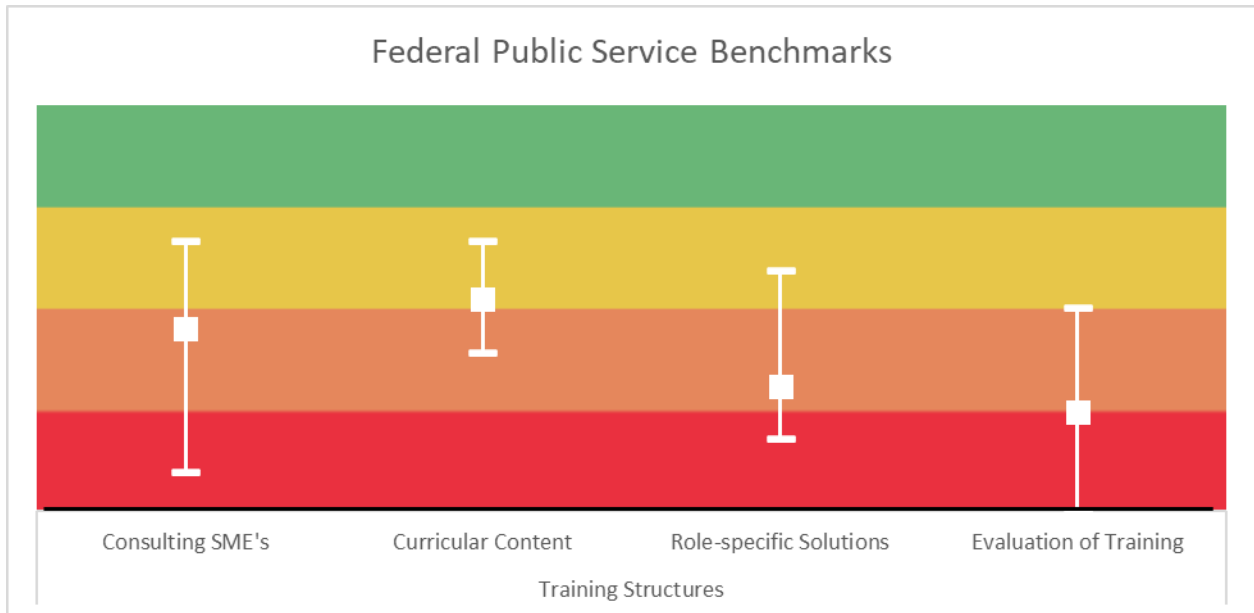
RCMP and CAF were the federal entities we spoke to that have formal uniform requirements and both have made improvements in recent years to be more gender inclusive. RCMP has uniform # 7

Both allow employees their own choice of uniform options do exist, although it is important to ensure a range of sizes and cuts available to all.

We received limited information on dress code from other participants. There does not seem to be an explicit dress code for public servants with the majority of people we spoke to confirming they are able to wear clothes of their own choosing. This said, where uniformed staff units do exist within FPS departments and agencies (for example, within security teams), they are not subject to normative expectations.

- o) # guide for supporting transitioning employees contain explicit statements that no uniformed employees, it would be an excellent step forward.

Training Structures



> None/no evidence > Nascent > Emerging > Maturing > Robust

Table 9 box plot to show averages and ranges for Training Structures

PSI training curricular content and SME consultation

Positive Space training is the main form of LGBTQ-specific training across government. This training is spearheaded by CSPA although not all participating entities offer a version of locally developed training. CAF and DND share their PSI training. TBS and RCMP run their own PSI training but invite employees to access it via other FPS departments or agencies if they choose.

Many Pride Networks grew out of PSI initiatives and so there is a close relationship between the two. Pride Networks often oversee the delivery and content of training within their department or agency. Some departments and agencies have tailored the training to their own needs, which in some cases led to great improvements on content. For example, the explanation of systems of oppression, intersectional identities, and historic and ongoing power imbalances.

There are ways in which PSI training can be improved. Some departments and agencies appear to only consult with token individuals in course design and there is generally a need to include a greater range of perspectives both in consultation and as part of the training. Some testimonies that are included in the training currently included in training of rely on facilitators sharing their own experiences, and there appears to be no selection process in place to ensure facilitators represent a broad range of LGBTQI2S identities. There is also a lack of discussion within PSI on how concepts can be specifically applied to foster culture change. Finally, there is very little evaluation of PSI training effectiveness, and departments and agencies are not meeting the minimum standard of tracking uptake.

Other training curricular content and SME consultation

Outside of PSI, we heard of limited inclusion of LGBTQI2S identities within broader training efforts of the participating entities. While broad EDI training is in place, but this rarely included LGBTQI2S examples or considerations. More typically, content and discussions were specifically restricted to the formal EEOs. Further, LGBTQI2S stakeholders and subject matter experts are rarely consulted during development.

There are limited but promising exceptions to this. RCMP will soon be offering a "8" u j course developed by the Canadian Police Knowledge Network (CPKN). Development included consultation with a range of LGBTQI2S experts and stakeholders - the Pride Network was consulted during development of the course, which includes explicit LGBTQI2S considerations.

For all federal entities, there is room to include LGBTQI2S perspectives with training beyond those focussed on EDI topics. For example, explicitly featuring same-sex couples or gender diverse individuals in case examples as any topical considerations. Similarly, program implications to the CSPPS only includes LGBTQI2S harassment and oppression (ARAO) principles in their Inclusive and Respectful Workplaces training offerings, and it is not built into all training.

Role-specific solutions

CSPPS includes some LGBTQI2S content in its mandatory manager training and we heard it would be possible to develop specific PSI training if there was a demand for it. Some participating entities lacked any content addressing the needs of executives, managers, HR, and recruitment personnel that would equip individuals in these roles to effectively support LGBTQI2S employees in areas of organizational bias risk, and foster a more affirming workplace culture.

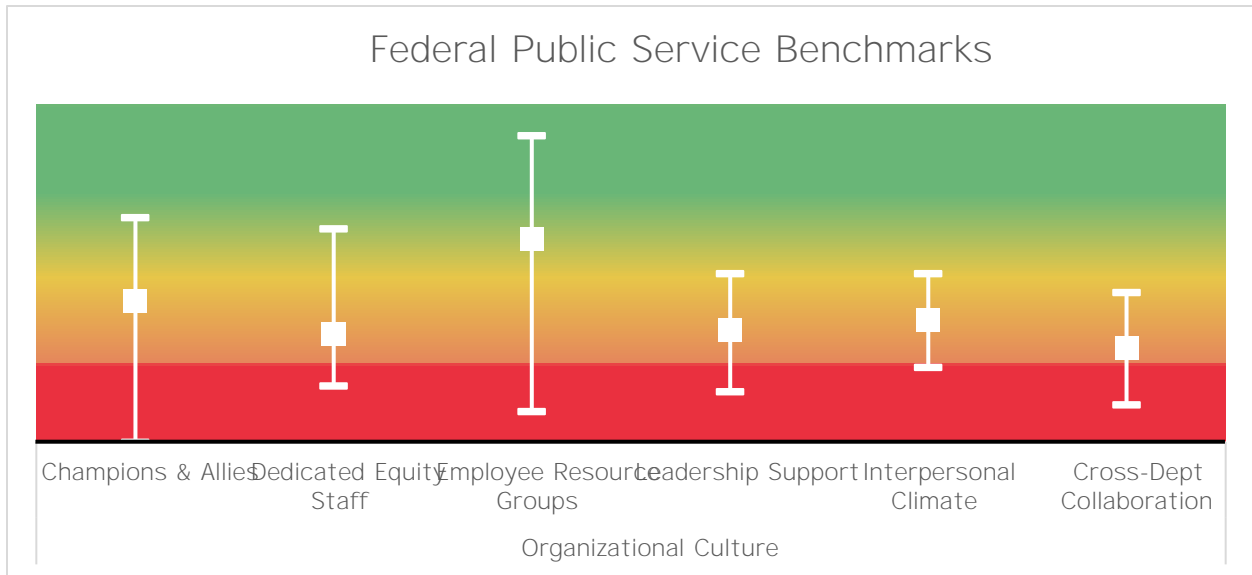
Training evaluation

Some entities only evaluate training initiatives that are mandatory, and the comprehensiveness of evaluations varied greatly.

As the training provider, CSPPS is working towards level 2 and level 3 Kirkpatrick evaluations as part of training initiatives, which includes the monitoring of training effectiveness and skills development over time. CRA similarly aims for Kirkpatrick evaluations, though we heard that their lack of resources and managerial buy-in may impede this level of evaluation for training initiatives. CAF has a variety of evaluation methods for its general training although this is not current PSI training.

Most participating entities undertake an ongoing measurement or evaluation of EDI training effectiveness, and this is rarely tied to a specific strategic goal.

Organizational Culture



> None/no evidence > Nascent > Emerging > Maturing > Robust
Table 10 box plot to show averages and ranges for Organizational Culture

Dedicated Equity Staff

Organizational structures to support LGBTQI2S employees and EDI efforts vary greatly across participating entities. Some have dedicated equity offices housed within HR that have a range of roles to focus on different elements of EDI. Other EDI groups we spoke to only have a single part time role. Those with fully resourced and dedicated equity offices are able to have a broader reach with their EDI efforts. GBA+ teams often work to support these efforts, though need to ensure they are consistently including SOGIE considerations throughout their work.

Champions and allies

Some entities make use of executive level Champions for different marginalized groups and who often act as spokespeople at executive tables for their groups. Champions are not paid for this role and do not generally receive training to support in their responsibilities. Further, the degree to which Champions can impact EDI efforts seems to depend on their degree of authority in their main line of work as opposed to having authority because of the Champion role itself.

Overall, there is a lack of clarity on the specific roles and responsibilities between equity staff, Champions, network chairs and positive space ambassadors. The degree of interaction between Champions, equity staff and ERGs also varies greatly between entities.

Employee resource groups

All but one federal entity (TBS) has local Pride Networks (a voluntary peer network of LGBTQI2S employees and allies). These Pride Networks generally possess having good membership numbers and their scope of activities. These might include purely social events, formal staff learning opportunities such as inviting guest speakers; campaigns on issues important to the LGBTQI2S workforce such as gender inclusive facility provisions, acting as expert consultants in organizational processes, such as undertaking policy reviews. V
voices to be heard and may also play a role in supporting PSI training.

Some entities have most dedicated Pride pages on GCconnect to support peer connections, share information and resources. One group described having helped develop a private mentorship program supporting transitioning staff. A particularly notable example of how ERGs are tailoring their efforts to local needs is GAC's. It has a main page to help employees considering applying for or preparing to take postings overseas. It is fully informed on the state of LGBTQI2S rights in most countries.

The degree to which networks were formalized varied, with some still in early development, some being long established, and others grappling with consistency following a period of turnover. A few were well developed beyond being purely social networks, having clear goals and governance structures. Of particular note were the Pride Networks for promoting trans representation on governance committees whenever possible. Most Pride Network representatives we spoke to expressed an urgent need for more resources, financial or otherwise. Many networks also expressed keen interest in taking on a more formalized consulting role within the organization, such as providing LGBTQI2S perspective on policy drafts, ED initiatives and training.

Cross-departmental collaboration

There were some good examples of horizontal collaboration between entities on LGBTQI2S EDI efforts, including regular meetings and knowledge exchange between EOCs and local Champions. We did not often see examples of collaboration extending down the various levels of staff, from middle management to frontline staff levels. The examples of collaboration we did uncover frequently depended on personal connections rather than formal practices.

Participating entities lacking a specific EDI strategy tended to feature few or no examples across functional areas on EDI initiatives. Overall, greater collaboration across knowledge leaders in an organization, including ERGs, Champions, HR, and EDI units will help to support an effective and intersectional approach to EDI.

On the other hand, we did see some instances of learning from and expanding on resources or initiatives started in other federal workplaces. Examples include the PSI training or training in the workplace guides for local contexts at the biannual meeting of the FPS heads of learning chaired by CSPS. TBS OCHRO may be well placed to expand on such coordination across the FPS since they provide policy direction for all FPS departments and agencies.

Leadership support

Visible leadership support is critical to fostering culture change organizations. We often heard of good intentions from senior leadership and efforts to put out messaging signalling the importance of EDI in general. However, survey findings suggest this does not reach front-line staff and middle management¹⁶ may not be as effective in fostering an inclusive workplace. It is important that messaging from leadership is backed up by support and training for middle management to promote EDI efforts.

We heard that the culture and climate of specific teams, and their participation in LGBT, training and EDI initiatives is often dependent on individual managers having the will to foster good practices. We also heard that some regional managers opt out of initiatives.

However, we were also told that managers often take PSI training, and those are more likely to encourage their teams to do so as well. Rewarding EDI participation within performance measures is one way to ensure more consistent leadership participation. For example, CAF give formal certification to those who take PSI training. The MAF 2018-19 included all the federal entities assessed with the exception of CAF and includes questions which measure manager participation in EDI efforts. However, this was not generally discussed in interviews, informing strategy, training and general EDI progress.

Interpersonal climate

Survey findings show that a good number of employees feel comfortable being open about their identity in the workplace. However, participating entities had some percentage of LGBTQI2S employees who were not comfortable, and those LGBTQI2S employees who felt their career advancement had been negatively impacted by either their sexual orientation, gender identity or gender expression (or all three). This implies that remains an issue in several aspects of the workplace although we did not collect qualitative data on why employees had felt they were impacted. We also note in that survey uptake may have been higher in the National Capital Region (NCR) and that possible variations in bias and discrimination patterns across regions remain unclear. Regardless, it is clear that work is needed across the government to reduce bias within teams and within hiring and performance management practices.

Survey respondents generally expressed confidence that they would personally intervene if they noticed anti-LGBTQI2S language behaviours or other forms of harassment occurring but were far less confident that their teammates would do the same. This might suggest that there is a lack of communication within teams regarding their support for each other. We also note that survey respondents were generally more confident personally intervening in instances of harassment based on disability and race than they were on SOGIE grounds. This may reflect the fact that few federal workplaces include examples of SOGIE harassment or discrimination in how to effectively address them within their policies and related support resources.

Interviewees generally felt their workplace was a welcoming environment, although some also recognized that they were viewing it from a heterosexual or cisgender perspective. Contrast to this, we uncovered instances of gender diversity being seen as a taboo subject in certain sites.

¹⁶Or middle ranking officers in the case of RCMP and CAF.

employees preferring not to talk about the topic. We also note that we did not have the opportunity to interview frontline staff/low rank personnel on their lived workplace experiences.

Communications and community engagement

Most federal entities include some external communications during Pride on their Facebook or Twitter pages, and we saw some good examples. One video featuring a same-sex couple as an example. Several participating entities also have good internal communications, including memos in newsletters and commemoration of important days to the community. One example is the "International Day of Non-Binary People" which is celebrated on June 19th. The "International Day of Non-Binary People" features a non-binary TBS employee explaining non-binary pronouns and language and how to correct oneself when using the wrong pronoun. Further, this was available in both French and English. It is highly important to ensure that communications strategies are fully backed up by efforts on the ground.

The participating groups generally did not contribute to third party campaigns relevant to the LGBTQI2S community, aside from Pride parades and memos on commemorative days. The only exception to this was the #PeopleEscapeStateSponsoredViolence campaign. More could be done to consult with community partners and engage with the LGBTQI2S community directly.

6.3 Overall Recommendations

In this section we present 23 recommendations applicable to all federal workplaces. Each recommendation is accompanied by an explanation of the rationale and the benefits workplaces can expect by addressing those areas. Where possible, additional explanatory notes and spotlights of relevant initiatives within some federal entities are provided.

The recommendations are presented in three categories:

Foundational: These should be at the heart of all inclusion efforts. These act as the bases on which the other recommendations need to be built and are essential to the success of the other recommendations.

Supporting: These build upon existing structures and initiatives within the federal workplace, mindful of the foundational recommendations.

Reinforcing: These consolidate, cultivate and enhance the work undertaken within the first two categories.

It is important to note that these recommendations are not exhaustive. They are based on the areas of priority need observed during our consultations.

In particular, Recommendation 1 should inform the implementation of all other recommendations, since consultation with LGBTQI2S people themselves should be at the heart of all inclusion efforts. Consultation should inform the prioritization and implementation of all suggested recommendations.

Foundational

RECOMMENDATION 1	
<p>Conduct formal consultation with LGBTQI2S employees, networks, external subject matter and/or other stakeholders during the development and review of all organizational policies, procedures and practices.</p>	
EXPECTED BENEFITS	RATIONALE
<p>Policy procedure, practice and training contents more inclusive and better portray LGBTQI2S realities.</p>	<p>LGBTQI2S people themselves are best equipped to clarify needs and point out potential gaps in program planning stages. Currently, consultation efforts tend to rely on informal processes and as a result, LGBTQI2S people are not consistently consulted on training, policies, and initiatives that impact their lives. Robust consultation practices must inform all efforts to improve LGBTQI2S inclusion going forward.</p>

<p>ADDITIONAL NOTES:</p> <p>Consultation should not be limited to LGBTQI2S initiatives, since broader policies and initiatives have important implications for LGBTQI2S people.</p> <p>Consultation should prioritize those who have the most relevant experience and expertise of the subject matter and will be most strongly affected by changes to policy or practice (e.g. trans people should be consulted on supporting trans employees, as well as gendered facility policies).</p> <p>In general, consultation panels should be representative of the full diversity of LGBTQI2S identities. Within the FPS, OCHRO is uniquely positioned to lead by example, setting high standards for LGBTQI2S intersectional consultation across the federal workplace.</p>

<p>SPOTLIGHT:</p> <p><i>U.S. Department of Justice, Office of Inspector General, #MeToo, and the #MeToo Movement: A Report to Congress. The report includes a section on the #MeToo movement and the role of the U.S. Department of Justice, Office of Inspector General. The report also includes a section on the role of the U.S. Department of Justice, Office of Inspector General in the #MeToo movement. The report is a well-founded model of community consultation.</i></p>
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RECOMMENDATION 2

Publish explicit goals for LGBTQI2S inclusion within the EDI strategy or within a dedicated document, accompanied by clear progress monitoring and evaluation metrics.

EXPECTED BENEFITS	RATIONALE
<p>Clear goals allow for next steps to be identified and progress to be tracked</p> <p>PSI training, along with other LGBTQI2S initiatives can be continually improved based on data collected.</p>	<p>Across the government today, there is an alarm of coordination or clear strategy surrounding LGBTQI2S EDI initiatives, which is inhibiting progress to LGBTQI2S inclusion. Without an overarching strategy with measurable outcomes, efforts lack consistency and resources and therefore little attention is paid to their effectiveness.</p>

ADDITIONAL NOTES:

Although each federal entity should have its own strategy and actions, some form of coordination for the government as a whole such as a clear statement of intent with respect to LGBTQI2S inclusion to ensure accountability and consistent engagement efforts across federal entities.

Entities should take advantage of existing PSES data, including breakdown reports by sexual gender in order to clarify the disparities experienced by LGBTQI2S people in the workplace for local EDI efforts, and as supporting data source for monitoring EDI progress.

RECOMMENDATION 3

Apply an intersectional lens to the development and review of all EDI initiatives, with specific consideration to possible implications for all LGBTQI2S identities.

EXPECTED BENEFITS	RATIONALE
<p>Initiatives work in tandem to improve inclusion for different groups, as well as accounting for power imbalances. Training, policy and programs are better rounded, meet needs of multiple groups, require less resources for revision and maintenance since a range of needs have been proactively considered.</p>	<p>Initiatives created for one specific group, for example LGBTQI2S communities, are often more siloed and do not address the multiple other identities of individuals from this group (disability, religion, etc.). This often ends up excluding marginalized people who are caught in the intersection of identities.</p>

RECOMMENDATION 4

Move away from a universalist approach to EDI and discrimination initiatives to explicitly identify the marginalized groups of focus and articulate specific actions that seek to meet the needs of those groups.

EXPECTED BENEFITS	RATIONALE
<p>Different equity-seeking groups feel seen People can find concrete examples and practical measures for activities seeking to address their needs</p>	<p>Broad universalist approaches are inefficient as to address the particular challenges and realities of a specific group. Although general policies and guidelines can exist, it is important that supporting pieces explicitly address the realities of the targeted populations</p>

ADDITIONAL NOTES:
For example, anti-discrimination, anti-harassment and duty to accommodate documentation work best when include examples of situations where the policy applies. They must include realistic scenarios experienced by different equity-seeking groups (such as LGBTQ2S communities).

RECOMMENDATION 5

Equip ERGs and related EDI initiatives with sustaining resources that support their inclusion, including budget, governance support and/or dedicated work time allocations

EXPECTED BENEFITS	RATIONALE
<p>ERGs become substantive contributors to organizational LGBTQ2S equity, inclusion, and culture change efforts. ERG leaders equipped with governance support and dedicated time to fulfill their responsibilities are less likely to experience burnout and compromised work-life balance.</p>	<p>In order for ERGs and related initiatives to make substantial progress toward supporting equity inclusion for the groups they represent, they must be empowered to succeed. This can include both tangible and intangible resources such as governance training, seed funding, dedicated time allocations, and access to means of communicating initiatives across the organization.</p>

¹⁷Canadian Centre for Diversity and Inclusion. 2015. "In and Out: Diverging Perspectives from LGBTQ2S Workplace." Accessed December 8, 2020. <https://ccdi.ca/media/1070/2015-05-28-lgbtinclusionin-theworkplace.pdf>

SPOTLIGHT:

At ESDC, the Pride Network chair is entitled to 7 hours dedicated time a week to support fulfilling activities, reduced to 5 hours.

RECOMMENDATION 6

Develop mechanisms with Pride Networks and ERGs to ensure the full range of LGBTQI2S identities are represented within their governance structures.

EXPECTED BENEFITS

RATIONALE

Pride Networks and ERGs accurately represent the diversity found in LGBTQI2S communities and can speak to issues concerning different identities when consulted.

Those from marginalized groups feel more comfortable participating in network initiatives knowing there is space for their voices to be heard.

Without reserving spaces for more marginalized identities within governance structure, there is a risk that Pride Networks themselves reinforce systemic power imbalances.

ADDITIONAL NOTE:

This requires sensitivity and mitigation to support vulnerable individuals in partaking in networks, and work to avoid tokenism within network governance

SPOTLIGHT:

ESDC has a mechanism to ensure that trans members are represented on steering committees, which is an excellent initiative and shows an understanding of participation principles.

ADDITIONAL NOTES:

Examples include:

- Discrimination and harassment policies should include definitions of SOGIE identities and examples of what constitutes SOGIE discrimination and harassment.
- Duty to accommodate training should have examples of SOGIEs in the workplace.
- Gender inclusive language should be used throughout.
- All training should include examples including LGBTQI2S identities wherever possible.

RECOMMENDATION

Extend platforms for communication and collaboration between LGBTQI2SERGs, Positive Space networks and other EDI staff, enabling resources to be easily shared across and sites between federal entities

EXPECTED BENEFITS

Being able to see what improvements have been made for LGBTQI2S EDI and what is presently unclear avoids different groups duplicating efforts unnecessarily.
Different federal entities learn from one another when developing their own initiatives, and exchange ideas for improvements.

RATIONALE

There is presently a lack of central oversight and coordination of improvements to LGBTQI2S EDI. Initiatives might be developed locally but not added across all sites. There is also very little communication between different federal bodies.
Different EDI teams are not always aware of initiatives that are underway, which makes it difficult to coordinate their development.

SPOTLIGHT:

Departmental Heads of Learning meet twice a year, chaired by C-SPS. This is a good example of a forum for sharing recent developments and exchanging ideas for improving LGBTQI2S inclusion across the government.

RECOMMENDATION01	
Implement robust communications strategies to familiarize all staff with policies and initiatives supporting LGBTQI2S inclusion in the workplace	
EXPECTED BENEFITS	RATIONALE
All staff have good comprehension of policies and initiatives supporting LGBTQI2S inclusion. They understand the rationale and how to implement them within their work	<p>Significant numbers of staff remain unaware of policies and initiatives which support LGBTQI2S inclusion, including LGBTQI2S employee resource groups.</p> <p>There is also a need for a policy to be accompanied by clear messaging which addresses common misconceptions or misgivings, encouraging staff to act on that policy.</p>

ADDITIONAL NOTES:
For example, gendered facility policies should be accompanied by messaging about the importance of respecting their right to use a bathroom where they feel comfortable.

SPOTLIGHT:
TBS circulated a special communications to employees on special days of remembrance with useful information and resources. For example, a reminder that employees could put their pronouns in their email signature was sent on non-binary pronouns day, along with information on pronouns and a video by a TBS employee sharing their experience with pronouns.

RECOMMENDATION11	
Mandate and incentivize participation in LGBTQI2S EDI and training initiatives with performance management and leadership development for all staff	
EXPECTED BENEFITS	RATIONALE
There is active participation in EDI and training initiatives across the government The Positive Space initiative welcomes new ambassadors	Presently, PSI training is voluntary and there is limited participation in LGBTQI2S EDI initiatives. There are limited formal requirements within performance measures which include contribution to EDI efforts

Team leaders, officers and managers consistently part in initiatives and foster a welcoming environment within their teams.

ADDITIONAL NOTES:
This could involve making PSI training mandatory and rewarding those who take it within performance measures.

SPOTLIGHT:
2021 Performance Management Program - Promoting Diversity and Inclusion - tasks that all executive Performance Management Agreements commit to demonstrating tangible and measurable progress towards creating a representative and diverse workforce. Failure to do so may impact the determination of performance. This can be used to incentivize participation in LGBTQI2S inclusion efforts.

RECOMMENDATION 2

Tailor LGBTQI2S and EDI training solutions to the needs of distinct roles within the workplace

EXPECTED BENEFITS	RATIONALE
<p>HR personnel are better equipped to offer support to LGBTQI2S employees (during transition or during complaint process)</p> <p>Champions and governance staff supported with the skills development needed to fulfill their roles.</p> <p>Managers have a clear grasp of business strategies and are competent at fostering cultural change within their teams.</p>	<p>There is generally a lack of role-specific training with respect to LGBTQI2S inclusion. Though PSI training raise awareness and offer general guidance, there is a need for training for those in positions of power on how to leverage their roles to improve LGBTQI2S inclusion within the workplace.</p>

ADDITIONAL NOTES:
Role-specific training solutions should be developed for line staff, people managers, HR personnel, managers, EDI Champions, Positive Space Ambassadors and governance staff for ERGs.

SPOTLIGHT:

10) # h V -minute training for managers supporting transitioning employees

RECOMMENDATION 31	
Incorporate skill building on how to actively reduce bias against 2SG+ people within learning solutions.	
EXPECTED BENEFITS	RATIONALE
Staff are active allies who are able to apply what they learn to their work environment in order to make it safer and more inclusive. In instances of discrimination they are comfortable intervening instead of being passive bystanders.	Current learning solutions focus primarily on awareness raising, providing an overview of LGBTQ+ concepts and vocabulary. Employees need to be equipped with practical skills like how to respond in instances of homophobia and transphobia in the workplace.

RECOMMENDATION 14	
Review the complaints and grievance process, incorporating the possibility for anonymous complaints and collecting data to ensure complaints are fully addressed.	
EXPECTED BENEFITS	RATIONALE
People feel more comfortable filing a complaint if incidents occur, knowing it is a safe process. Tracking of complaints helps to identify patterns of incidents and informs the development of solutions to reduce discrimination and harassment in the workplace.	Current confidentiality processes do not fully ensure anonymity for the complainant and there is a risk that they might be identified due to the nature of the complaint (e.g., in the case of delisting or misgendering). A tendency towards informal conflict resolution means incidents are not tracked and repeat patterns of discrimination and harassment cannot be identified and actively addressed.

RECOMMENDATION 15	
Provide gender inclusive facilities throughout government, sites including single stall gender facilities wherever possible and consistent distribution of gendered washrooms	
EXPECTED BENEFITS	RATIONALE
Gender diverse and non-conforming employees (and visitors to the site) feel safer and have access to facilities that respect their identities.	All staff should have access to toilets and change facilities that respect their identity and where safe and comfortable.

SPOTLIGHT:
CAF has adopted plans for all new build to include universal washrooms and existing builds to be retrofitted wherever possible.

RECOMMENDATION 16	
Streamline the process for updating employee information for employees undergoing transition ensuring HR is responsible for majority of the workload.	
EXPECTED BENEFIT	RATIONALE
Employees undergoing a transition are easily able to update their name and gender markers at work. This helps their transition and removes additional stress from employee. Instances of deadnaming are reduced.	Currently, processes to change names and gender markers are complex, often involving different protocols within different databases. It is not always clearly communicated how to navigate these processes, and the burden is often on the employee to do so themselves. The process of transitioning should be fully supported by the employer, making the change work as fluid and stress-free as possible. The employer should also be responsible for identifying and mitigating risks for deadnaming, which includes having to update employee information within all systems.

RECOMMENDATION 17

Include questions on SOGIE identity with a broad range of possible responses on employee forms and surveys.

EXPECTED BENEFITS	RATIONALE
<p>Federal entities have an accurate portrait of their workforce and are able to identify issues particularly affecting LGBTQI2S employees, enabling them to make informed decisions in developing policies and initiatives.</p> <p>LGBTQI2S feel seen and answered on forms in a manner that best represents their identity</p>	<p>SOGIE data collected from the PSES has some valuable findings regarding the experiences of LGBTQI2S employees, though options for identification are currently somewhat limited. As additional surveys are being introduced to check employee wellbeing, there is an opportunity to gather further SOGIE data.</p> <p>This will allow entities to understand the diversity of their workforce, as well as tailoring initiatives aimed to support particular groups.</p>

ADDITIONAL NOTES:

Given the history of the Purge, there is a concern that employees do not feel comfortable sharing such important information. The purpose of collection should be clearly explained and a range of options offered within responses including the option to not answer.

SPOTLIGHT:

The TBS guidelines offer clear guidance on how to collect data, explaining the purpose of collection to respondents and ensuring appropriate safeguarding of information. These guidelines need to be adopted consistently across the federal workplace.

RECOMMENDATIONS	
<p>Adopt recruitment and retention strategies that explicitly seek to mitigate anti-LGBTQI2S biases and foster more diverse representation of LGBTQI2S identities across all public service.</p>	
EXPECTED BENEFITS	RATIONALE
<p>Government employees are representative of Canadian population. The design and delivery of policy and programs is more efficient and better meets the needs of diverse groups. Qualified candidates are not denied opportunities as a result of anti-heteronormative biases.</p>	<p>Recruiters who are not fully cognizant of ways in which cis and heteronormative biases can manifest within recruitment and hiring efforts who do not use deliberate anti-bias strategies risk limiting diversity within the workforce.</p> <p>Targeted recruitment efforts need not be limited to those groups identified within EEO. Job postings can be circulated on platforms catering to LGBTQ candidates and all postings should incorporate expressions of the commitment to LGBTQI2S inclusion within federal workplaces.</p>

ADDITIONAL NOTE:

This recommendation should only be implemented after other efforts to make the workplace inclusive of LGBTQI2S people have been established.

SPOTLIGHT:

ESDC has had strong success with its targeted recruitment efforts for Indigenous people. It is a similar approach for LGBTQI2S recruitment. This has clear potential to improve representativeness and culture across ESDC.

Reinforcing

RECOMMENDATION 19	
Mandate the use of inclusive language structures in the writing and translation of documents, ensuring French documentation is readily available to all employees.	
EXPECTED BENEFITS	RATIONALE
French speaking personnel have equal access to documentation that reflects the diversity of gender identities. All French LGBTQI2S personnel are made to feel welcome and included within formal documents.	<p>Although we have seen efforts to write documentation in a gendered manner, the same attention is not always given to French documents.</p> <p>It is important to note that the translation of inclusive English documents will generally not be inclusive in French unless it has been translated with special focus. Further, many translators will not be familiar with the appropriate LGBTQI2S vocabulary when translating LGBTQI2S specific materials. Some French documents we had access to showed words being translated by someone who did not grasp the intent of the material (e.g., using the masculine form to talk about a gendered person).</p>

ADDITIONAL NOTES
Although not always widely adopted, linguistic tools are available for making French inclusive of all gender identities. Subject matter experts in both LGBTQI2S communities and the French language are best equipped to offer guidance to ensure the inclusive writing and translating of documents.

RECOMMENDATION 20	
Include first person narratives in learning materials, representing a diverse range of LGBTQI2S experiences and experiences at the intersection of social identities.	
EXPECTED BENEFITS	RATIONALE
Learners are put in contact with LGBTQI2S people who have varied experiences. They hear from LGBTQI2S people directly and develop an understanding of issues that arise for them in the workplace.	<p>First person narratives allow learners to connect on a human level with the material.</p> <p>There are several instances of these within informal learning materials, though it is important to ensure they are inclusive and respectful.</p>

Mechanisms are in place to avoid more private identities being misrepresented.	ensured different identities, SOGIE and others are well represented. This allows the voices of marginalized people to be shared, as well as in the experiences of intersecting identities.
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SPOTLIGHT:
The RCMP has written employee profiles, highlighting LGBTQ employees and their experience. Such portraits were circulated on the intranet webpage.

RECOMMENDATION 21

Provide training and resources to all personnel who contact with grievance and complaints processes to ensure they are fully cognizant of LGBTQ experiences.

EXPECTED BENEFITS	RATIONALE
Victims of harassment or discrimination feel confident filing a complaint or grievance, knowing the who will judge the request and support them process are understanding of their realities.	In order to fairly judge cases and to properly accommodate victims, all personnel involved in grievance complaints processes (including Union representatives, harassment advisors, Labour Relations Officers and Discrimination and Harassment Consultants, and HR personnel) need a firm grasp of LGBTQ12 and realities.

ADDITIONAL NOTES:
Personnel involved in these processes must be fully aware of the importance of not misgendering and the particular impacts of sexual harassment against LGBTQ12S people.

SPOTLIGHT:
CRA has a mandatory course on Discrimination and Harassment. Such appointment as an executive or supervisor. The training must be taken every 2 years.

RECOMMENDATION 22	
Clearly identify and communicate the consequences for the perpetrators of discrimination harassment, ensuring they account for aggravating factors such as incidents.	
EXPECTED BENEFITS	RATIONALE
Victims of harassment or discrimination are more confident filing a complaint knowing there will be consequences for the perpetrator. Accountability measures are consistently applied as a deterrent to such incidents.	While each case of discrimination or harassment is unique, clear guidelines are needed to ensure consistent fair treatment, and develop a common understanding of what consequences can be expected from certain acts.

RECOMMENDATION 32	
Review benefits policies and collective agreements in consultation with LGBTQI2S employees to ensure they reflect the realities of LGBTQI2S people, including family structures and health care needs.	
EXPECTED BENEFITS	RATIONALE
LGBTQI2S employees receive equitable treatment within leave and benefits policies and practices. They are fully informed as to how workplace benefits apply to their situation, and feel they have an input into the coverage they require.	Leave and benefits policies often tend to be based on heteronormative assumptions. Collective agreements do not include clear consideration for LGBTQI2S employees, and it is unclear how leave policies apply to those undergoing a transition. There is often no coverage for medical services for anyone undergoing a transition.

Overall, we saw that many federal entities are taking steps toward improving LGBTQI2S EDI, and there is generally a willingness to improve workplace inclusion for LGBTQI2S people within the federal workplace. However, efforts are not always consistent across the participating bodies and there remains significant work to be done. This work entails turning positive intentions into practical and structural solutions that promote sustainable culture change and foster an inclusive workplace across the government.

The implementation of the 23 recommendations will require active prioritization and dedicated resources. It will require significant support not only from the LGBT Secretariat, but from all levels of federal government including (but not limited to) managers, senior officers, HR departments, unions, conflict resolution bodies, training providers, Champions, ERGs and equity offices. The implementation of these recommendations will vary depending on the context of specific federal entities. It is for this reason that we have provided entity-specific findings and recommendations in the following section.

The LGBT Purge Fund
Emerging from the Purge

Thus far, much of the work to improve inclusive practices for LGBTQI2S people is coming from the victims of this discrimination themselves, and often on a voluntary basis. It is essential that the government take a proactive approach moving forward so that it can truly reconcile the harm caused to LGBTQI2S communities and move beyond the Purge.

6.4 Entity Specific Findings and Recommendations

The following pages provide an overview of findings for each participating entity and recommendations tailored to their context.

Canada Revenue Agency (CRA)

At a Glance

Workplace Inclusion Policies, Procedures and Practices



› None/no evidence › Nascent › Emerging › Maturing › Robust

Figure 1: CRA performance in the area of Workplace Policies, Procedures and Practices

Strengths

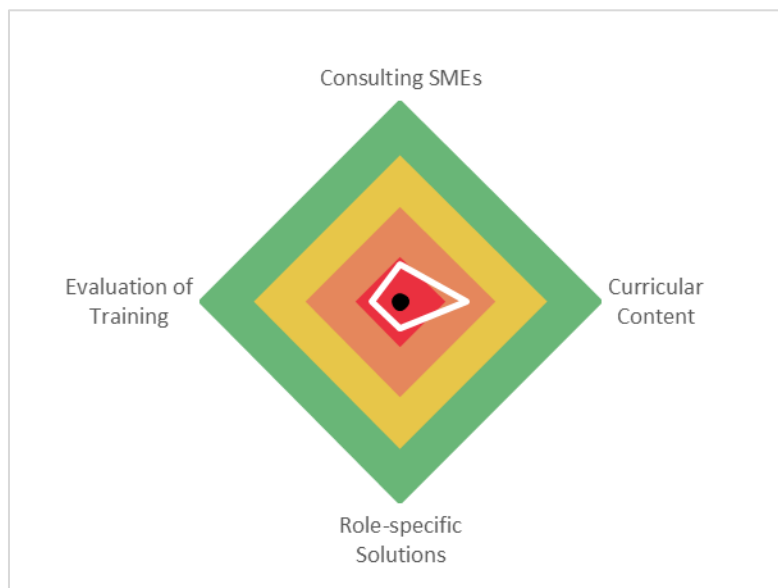
- › # k ° Support for Transgender and Gender Variant Employees: A Guide for Employees and Managers gives a range of information on how to foster an inclusive workplace, including specific statements relating to dress codes, to gendered facilities and privacy standards for gender history.
- › Antidiscrimination and anti-harassment policies generally contain a good level of detail and are well known among staff.
- › Job postings for Jobs commitment to EDI and identifies # k ° LGBTQI2S within that.

¹⁸ See 5.2 Reading the Radar Diagrams for guidance on how to read this radar diagrams for each category. It provides a visual summary of how well current organizational practices reflect the promising practices identified for each theme described in section 4.0 Promising Practices. Explanation of the key areas of organizational strength and opportunities for improvement are also provided. Any notable findings outside of the formal assessed themes are described under Additional Findings.

Opportunities for Improvement

- There is general lack of specific LGBTQI2S consideration within efforts, whether in policy, hiring or training.
- There is limited focus on LGBTQI2S concerns within onboarding and recruitment
- Use of gender inclusive language is inconsistent, particularly in French.

Training Structures



- None/no evidence > Nascent > Emerging > Maturing > Robust

Figure 2: CRA performance in the area of Training Structures

Strengths

- There is good uptake of Positive Space training
- CRA has the expertise in place to do high level evaluations of training
- There is evidence of intentions to improve offerings and staff for staffing boards and managers.

Opportunities for Improvement

- Positive Space training materials have not been tailored to address CRA context
- Concerns were expressed regarding the quality of delivery and ongoing development for Positive Space trainers
- There appears to be no current consultation with LGBTQI2S expertise within CRA or externally when developing and reviewing training.
- Diversity trainings generally do not include specific LGBTQI2S consideration.

Organizational Culture



› None/no evidence › Nascent › Emerging › Maturing › Robust

Figure 3: CRA performance in the area of Organizational Culture

Strengths

- ‹ The Pride Network is well developed and has numerous good initiatives.
- ‹ There is a clear structure for Champions both regionally and nationally and defined roles.
- ‹ Survey findings suggest managers are generally fostering an inclusive workplace.

Opportunities for Improvement

- ‹ There is a lack of resources for both equity staff and ERGs.
- ‹ There is room for greater collaboration across ERGs, HR and equity offices.
- ‹ Some managers do not prioritize participation in LGBTQI2S initiatives.

Recommendations

CRA needs to improve the consistency of LGBTQI2S EDI efforts. In addition to the specific recommendations below, we also highlight recommendations 1, 6 and 7 as priorities for CRA

RECOMMENDATION 1	
Review the delivery of PSA training and adopt classroom management standards to training delivery.	
RATIONALE	RELATED GENERAL RECOMMENDATION(S)
There have been some instances of PSA training delivered during which inappropriate anecdotes and explanations of concepts are shared. Higher standards of training and delivery quality for ambassadors are needed to ensure PSA training is delivered consistently and appropriately.	<p>1. Conduct formal consultation with LGE employees, networks, external subject matter and/or other stakeholders during the development and review of all organizational policies, procedures and practices.</p> <p>2. Publish explicit goals for LGBTQI2S inclusion in the EDI strategy or within a dedicated strategy document, accompanied by progress monitoring and evaluation metrics.</p> <p>20. Include first person narratives in learning materials representing a diverse range of LGBTQI2S experiences and perspectives at the intersection of social identity.</p>

ADDITIONAL NOTES:
The Pride Network has taken over the responsibility for PSA delivery. It is important they are fully supported in their role so they can ensure consistent quality.

RECOMMENDATION 2	
Conduct a policy review to ensure gender inclusive language is used throughout all documents both English and French.	
RATIONALE	RELATED GENERAL RECOMMENDATION(S)
Several documents currently make use of gendered language and heteronormative assumptions. Inclusive language is particularly inconsistent in	<p>8. Review all formal documents and policies to include LGBTQI2S considerations</p> <p>19. Mandate the use of inclusive language structure the writing and translation of all French documents ensuring French documentation is readily available to all employees.</p>

RECOMMENDATION 3	
Review the guide for supporting transitioning employees to improve understandings of the transitioning process, and to include considerations for supporting non-binary employees.	
RATIONALE	RELATED GENERAL RECOMMENDATION(S)
<p>* <i>Support for Transgender and Gender Variant Employees: A Guide for Employees and Managers</i> is generally a strong document, it presents transitioning as a fixed and legal process and does not include consideration to the social aspects of transitioning. It also does not include considerations for non-binary genders beyond the man/woman binary.</p>	<p>1. Conduct formal consultation with LGBTQ employees, networks, external subject matter experts and/or other stakeholders during the development and review of organizational policies, procedures, and practices.</p>

Canadian Armed Forces (CAF)

At a Glance

Workplace Inclusion Policies, Procedures and Practices



› None/no evidence › Nascent › Emerging › Maturing › Robust

Figure 4: CAF performance in the area of Workplace Inclusion Policies, Procedures¹⁹ and Practices

Strengths

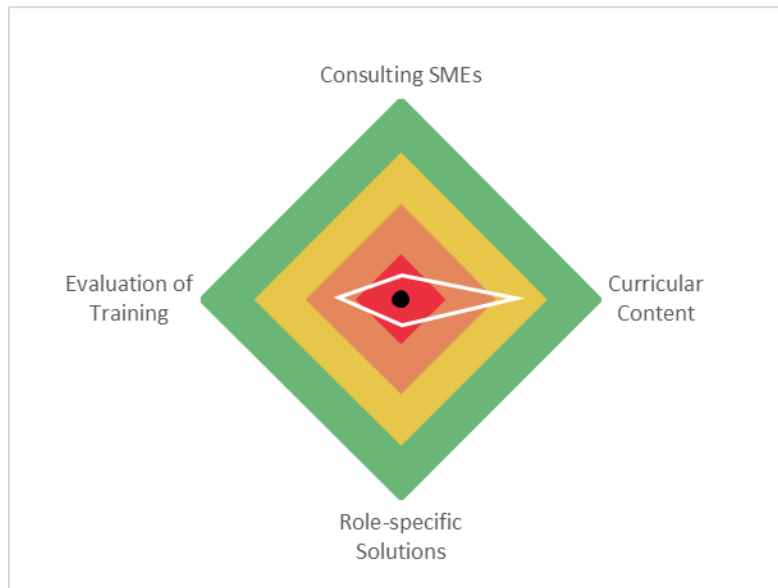
- › Efforts are underway to ensure uniform options are determined by personal attributes prescribed by perceived gender identities.
- › There is explicit reference within Anti-Discrimination and Anti-Harassment policies to SOGIE
- › The creation and circulation of the Transitioning in the Workplace.

Opportunities for Improvement

- › Many rather than involving specific consideration for LGBTQI2S people.
- › A lack of systemization in some measures resulted in either inconsistency or discrepancy.
- › Consultation with LGBTQI2S stakeholders is anecdotal and reactive; there is no official advisory committee for SOGIE perspectives.
- › Presently there does not appear to be any explicit or binding social norms across to gendered spaces by trans binary personnel.

¹⁹For a description on how to interpret radar charts, readers should refer to the Radar Diagrams

Training Structures



› None/no evidence › Nascent › Emerging › Maturing › Robust

Figure 5: CAF performance in the area Training Structures

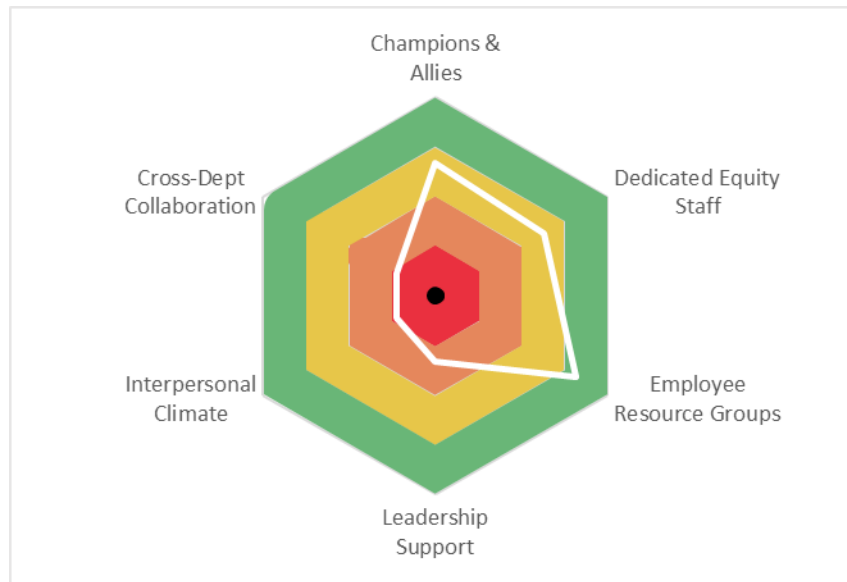
Strengths

- ‹ There is some good curricular content in Positive Space and training which is also shared with DND.
- ‹ Trainings have specific focus to SOGIE identities and includes discussion of the principles of equity and anti-oppression.
- ‹ The feedback of participants and facilitators implemented when developing the program.

Opportunities for Improvement

- ‹ The reach of the Positive Space trainings is unclear and there is some consultation with the Pride Network, content for training does not always draw experiences or expertise of LGBTQI2S CAF members themselves
- ‹ Other BI training initiatives do not specifically address LGBTQI2S concerns and people managers require specific training in fostering an inclusive workplace.
- ‹ There are no long term st

Organizational Culture



› None/no evidence › Nascent › Emerging › Maturing › Robust

Figure 6: CAF performance in the area of organizational culture

Strengths

- CAF has recently established a Pride Network, which shows great potential and is currently expanding.
- The LGBTQI2S Champion and Positive Space Ambassador roles across the force to foster LGBTQI2S inclusion.
- There is a general sense that CAF will become more inclusive, and some notable instances of leaders modelling these values.

Opportunities for Improvement

- The Pride Network is not yet formalized as an advisory body.
- Equity Offices do not always coordinate successfully, and leaders are not formally obligated to support EDI efforts.
- Whilst there are good intentions higher up in the chain of command, this does not always fully translate into better member experiences on the frontline.

Recommendations

CAF generally needs more effective coordination, including clear structures for consultation and cooperation on EDI initiatives. CAF also needs to ensure that all EDI initiatives include specific LGBTQI2S consideration.

RECOMMENDATION 1	
7	
RATIONALE	RELATED GENERAL RECOMMENDATION(S)
<p>The Pride Network is a new body that is currently consulting on an ad-hoc basis. It needs formal support structures.</p>	<ol style="list-style-type: none"> 1. Conduct formal consultation with LGBT employees, networks, external subject matter experts and/or other stakeholders during development and review of all organizational policies, procedures and practices. 5. Equip ERGs and related EDI initiatives with sufficient resources that support their success, including governance support and/or dedicated work time allocations. 6. Develop mechanisms within Pride Networks and to ensure the full range of LGBTQI2S identities represented within their governance structures

RECOMMENDATION 2

Extend the use of gender-inclusive language, ensuring that efforts are consistent practice.

RATIONALE	RELATED GENERAL RECOMMENDATION(S)
<p>Despite the intention to do so, members are yet to consistently adopt new habits of such as referring to one another by their name rather than rank.</p> <p>To support culture change leaders must set examples for all members. There should be specific discussion of gendered inclusive language within training and such language should be incorporated into all policies and documentation.</p>	<p>7. Implement components within onboarding for all new hires to familiarize them with LGBTQI2S identities, available resources, and expectations for participation in efforts.</p> <p>8. Review all formal documents and policies to include LGBTQI2S considerations.</p> <p>10. Implement robust communications strategies to familiarize all staff with policies and initiatives supporting LGBTQI2S inclusion in the workplace.</p> <p>19. Mandate the use of inclusive language structure for all writing and translation of all French documents, ensuring that a French document is readily available to all employees.</p>

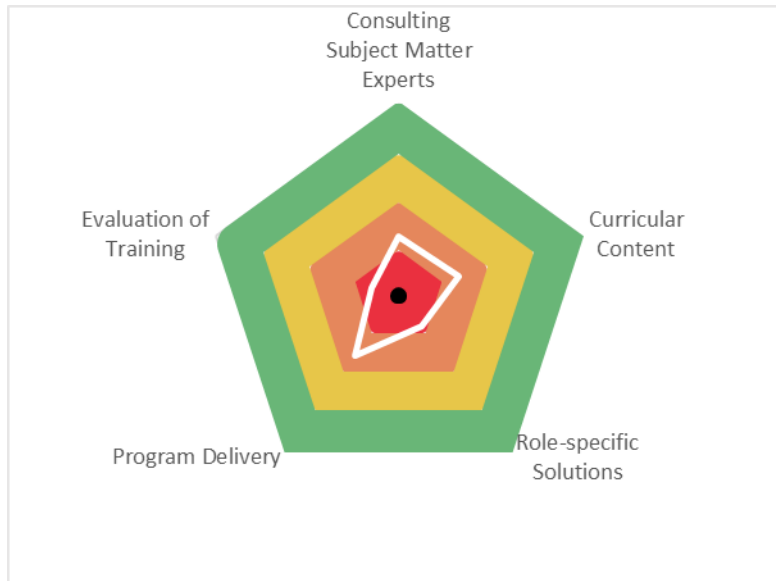
ADDITIONAL NOTES:
While some ranks have been renamed in English to be gender-inclusive this is not so in French.

RECOMMENDATION 3	
Implement clear communications strategies to increase employee awareness of how CAF is becoming more inclusive for LGBTQI2S people.	
RATIONALE	RELATED GENERAL RECOMMENDATION(S)
<p>Changes to 7 communicated. Where gendered standards exist should be clear that uniform choice is determined by the individual and efforts should be made to ensure cuts and sizes are available in all uniform options.</p> <p>Similarly, changes to gendered facility accommodations require accompanying policy that makes it clear choice of bathroom is determined by individual choice and this should be reinforced by clear signage at facilities themselves.</p>	<p>9. Extend platforms for communication collaboration between ERGs and ensure enabling resources to be easily shared across sites.</p> <p>10. Implement robust communications strategies to familiarize all staff with policies and initiatives supporting LGBTQI2S inclusion in the workplace.</p>

Canada School of Public Service (CSPS)

At a glance

Training Structures



› None/no evidence › Nascent › Emerging › Maturing › Robust

Figure 7: CSPS performance in the area of Training Structures

Strengths

- ‹ PSI training has increasing uptake and momentum. It includes definitions of SOGIE terms and some inclusion of ARAO principles, particularly covering the history of oppressions.
- ‹ PSI training was developed with the input of federal bodies and is reviewed by LGBTQI2S staff members.
- ‹ Using CSPS courses as a model, other local units and agencies are expanding on and tailor CSPS trainings to their own contexts.

Opportunities for Improvement

- ‹ There is a lack of central monitoring of adaptations that have been made in individual federal entities
- ‹ Training other than PSI does not include LGBTQI2S considerations, and EDI efforts are not applied
- ‹ Training evaluation is in early development and is not tied to specific EDI strategy goals

Organizational Culture

This category was not formally assessed given that CSPS was focused on training. However, CSPS does have a role in developing champion and ally networks due to its role in PSI. Numerous

across the government take part in positive space training, although participation in the program at site is unclear. The lack of local PSI representation is a gap identified by CSPS. There is basic PSI training for ambassadors (also referred to as Champions) and additional training to become a training facilitator. We heard in interviews that these ambassadors convene regularly to discuss issues, gaps and ideas, as well as engagement with one another through various platforms and group calls. Any level of staff can take part in the training, meaning all staff level have access to it.

Recommendations

o h o workplace, and to model structures for monitoring and evaluating, as well as modelling good consultation practices within policy development.

The recommendations considered to be highest priority for CSPS include efforts with longer-term views related to the review and evaluation of training. As such, they may require the allocation of additional resources to properly address

RECOMMENDATION 1

Consider lived experience and subject matter expertise when appointing and training facilitators so that those running PSI training represent the full range of LGBTQI2S identities.

RATIONALE	RELATED GENERAL RECOMMENDATION(S)
Although one facilitator for the course may self-identify as LGBTQI2S, there is no mechanism in place to ensure a broad range of identities are represented, particularly to hear from those who are more marginalized within the LGBTQI2S community.	20. Include first person narratives in training materials representing a diverse range of LGBTQI2S experiences and experiences at the intersection of social identities.

ADDITIONAL NOTES:
In addition to appointing facilitators with lived experience wherever possible, there should be opportunities within training content to hear from external speakers with a range of lived experiences

RECOMMENDATION 2

Improve monitoring and evaluation of PSI training kit effectiveness, local adaptations made by federal entities and requests for tailored and/or specific training.

RATIONALE	RELATED GENERAL RECOMMENDATION(S)
<p>Many entities have adapted PSI training to their needs. While this has led to positive change in some instances, there is a need for greater oversight changes and methods to monitor their effectiveness. Some of these changes can be adopted into core training content.</p> <p>Several entities have also indicated the need for specific LGBTQI2S EDI training, for example for personnel or team leaders. Tracking these requests help to prioritize the development of further training options.</p>	<p>2. Publish explicit goals for LGBTQI2S inclusion in the EDI strategy or with a dedicated strategy document, accompanied by clear progress monitoring and evaluation metrics.</p>

ADDITIONAL NOTES:
 CSPA has limited resources, so much of this may be done by the entities themselves, but CSPA is positioned to coordinate the process and/or to house training evaluation data. In particular, we heard that departments are keen to expand evaluation of their PSI training and require oversight from CSPA.

RECOMMENDATION 3

Review all training to incorporate LGBTQI2S considerations into business.

RATIONALE	RELATED GENERAL RECOMMENDATION(S)
<p>Currently, LGBTQI2S content is only included within PSI training, and LGBTQI2S considerations are not applied to other EDI training, or other business operations.</p>	<p>3. Apply an intersectional lens to the development and review of all EDI initiatives, including specific consideration of possible implications for all LGBTQI2S identities.</p> <p>4. Move away from a universalist approach to anti-discrimination initiatives to explicitly identify the marginalized groups of focus and articulate specific initiatives that seek to meet the needs of those groups.</p> <p>8. Review all formal documents and policies to ensure LGBTQI2S considerations.</p>

Department of National Defence (DND)

At a Glance

Workplace Policies, Procedures and Practices



> None/no evidence < Nascent > Emerging > Maturing > Robust

Figure 8 DND performance in the area of Workplace Inclusion Policies, Procedures and Practices

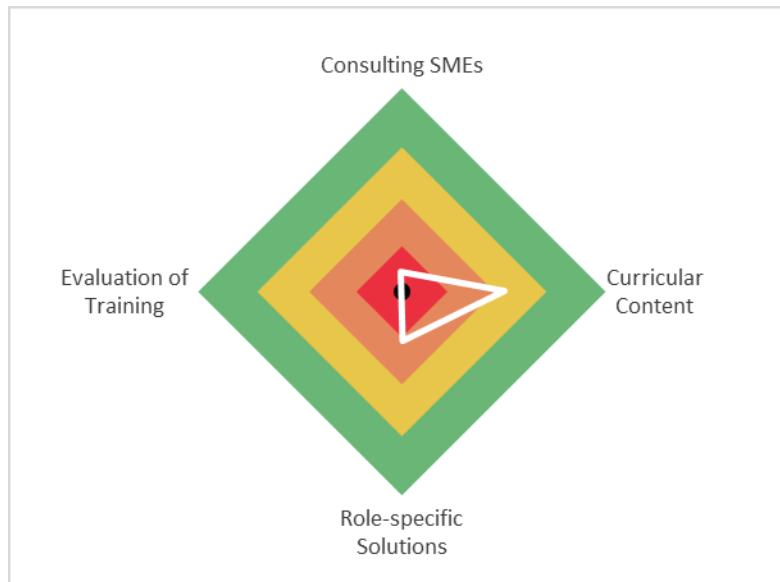
Strengths

- < A new taskforce has been created to review staffing policies and will be working with the P Network and other employee networks.
- < Antidiscrimination and harassment policies thoroughly explain protocol for submitting complaints and there is a structure for responding to complaints.

Opportunities for Improvement

- < Policies are not consistently reviewed with an LGBTQI2S lens.
- < We were lacking documentation for several assessment themes.
- < There is no DND specific guide for supporting trans and transitioning employees, and no training for hiring managers on working with trans candidates.

Training Structures



› None/no evidence › Nascent › Emerging › Maturing › Robust

Figure 9. DND performance in the area Training Structures

Strengths

- ‹ The Pride Network is reviewing the Positive Space training and there is some effort to track up of the training for ambassadors.
- ‹ The existence of a conversational toolkit for people managers to reduce bias within their tea encouraging, though we were not offered the document for review at this time.
- ‹ Antiharassment and discrimination training specifically identifies sexual orientation as ground for harassment or discrimination.

Opportunities for Improvement

- ‹ Much of the DEI training outside of Positive Space does not include a significant focus on LGBTQ2S+ experiences and concerns.
- ‹ When appointing course facilitators and including first responders, it is important to ensure that a full range of identities are represented.
- ‹ There is currently no training for hiring managers in supporting trans candidates.

Organizational Culture



› None/no evidence › Nascent › Emerging › Maturing › Robust

Figure 10 DND performance in the area of Organizational Culture

Strengths

- ‹ A mentorship program was created to support employees from marginalized communities.
- ‹ The upcoming staffing review shows promise for collaboration between HR staff and the Pride Network.
- ‹ There are connections across Champion and ally networks, including PSAs.

Opportunities for Improvement

- ‹ People do not always feel immediately believed within the grievance process.
- ‹ The Pride Network lacks resources to support it, the majority of work done around LGBTQI2S EDI appears to be volunteer.
- ‹ The Pride Network is not consistently given opportunities to advise on EDI initiatives, and on policy in general.

Recommendations

DND would strongly benefit from more LGBTQI2S specific considerations within its EDI efforts, policy, and consultation. Beyond the general recommendations, we have included some specific recommendations regarding particular policies that need development/review

RECOMMENDATION 1

Incorporate specific considerations for LGBTQI2S people and intersecting identities within and include specific consultation with these groups.

RATIONALE	RELATED GENERAL RECOMMENDATION(S)
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<p>Presently, EDI policy min</p> <p>Although DND employees are encouraged respectful of everyone, it is imperative that LGBTQI2S considerations be built into training, policy and EDI strategy.</p>	<ol style="list-style-type: none"> 1. Conduct formal consultation with LGBTQI2S employees, networks, external subject matter experts and/or other stakeholders during development and review of all organizational policies, procedures and practices. 2. Publish explicit goals for LGBTQI2S inclusion in the EDI strategy within a dedicated strategy document, accompanied by clear progress monitoring and evaluation metrics. 3. Apply an intersectional lens to the development and review of all EDI initiatives, including specific consideration to possible implications for LGBTQI2S identities. 4. Move away from a universalist approach to EDI and discrimination initiatives to explicitly identify the marginalized groups of focus and articulate actions that seek to meet the needs of those groups.
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ADDITIONAL NOTES:

A clear example is anti-discrimination and harassment policy, which does not currently specify exact discriminatory behaviour towards particular groups.

RECOMMENDATION 2

Conduct a full review of the grievance process to increase accessibility and move away from reliance on informal mechanisms.

RATIONALE	RELATED GENERAL RECOMMENDATION(S)
<p>Consultation and survey findings show that L staff at DND do not feel comfortable voicing concerns regarding any SOGIE issues they encounter in their workplace. Currently, employees often do not feel that they are immediately believed when filing a complaint</p>	<p>14. Review the complaints and grievance process incorporating the possibility of fully anonymous complaints and collecting data to ensure complaints are fully addressed.</p> <p>20. Provide training and resources to all personnel who are in contact with grievance and complaints to ensure they are fully cognizant of LGBTQ experiences.</p> <p>22. Clearly identify and communicate consequences for the perpetrators of discrimination and harassment, ensuring they account for aggravating factors such as repeat incidents.</p>

RECOMMENDATION 3

Develop a tailored guide for supporting transitioning employees in the workplace for trans, gender non conforming and non binary DND staff and their managers.

RATIONALE	RELATED GENERAL RECOMMENDATION(S)
<p>Currently DND does not appear to have a guide to its internal workplace context. A tailored guide with accompanying training will help to ensure staff are equipped to support trans colleagues in the workplace.</p>	<p>9. Extend platforms for communication and collaboration between LGBTQ staff, Positive Space networks and other EDI staff, enabling resources to be easily shared across sites and between identities.</p> <p>10. Implement robust communications strategies to familiarize all staff with policies and initiatives supporting LGBTQI2S inclusion in the workplace.</p>

ADDITIONAL NOTES:
The guide could be based on the guide for supporting trans employees, though should be adapted to include DND specific considerations.

Employment and Social Development Canada (ESDC)

At a Glance

Workplace Inclusion Policies, Procedures and Practices



› None/no evidence › Nascent › Emerging › Maturing › Robust

Figure 1: ESDC performance in the area of Workplace Inclusion Policies, Procedures and Practices

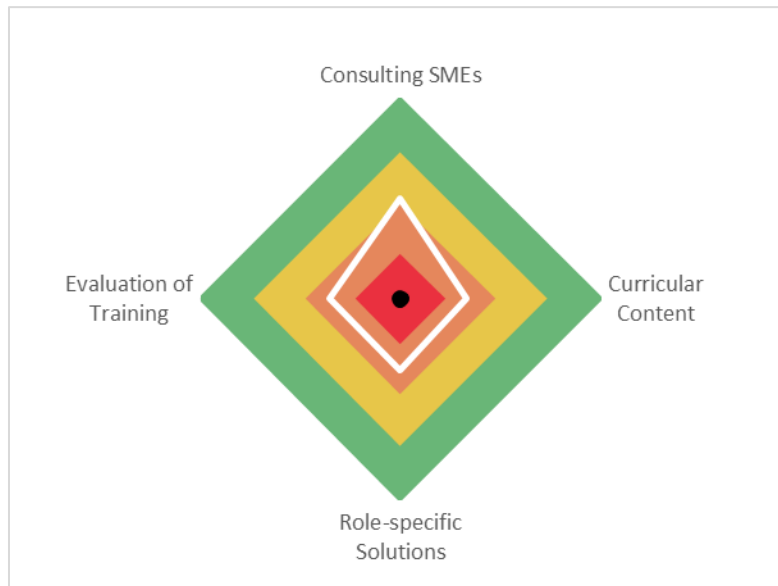
Strengths

- › ESDC has a strong commitment to diversity and inclusion, with a clear strategy and a dedicated team.
- › ESDC has a strong track record of implementing successful diversity and inclusion initiatives, such as the Safe Spaces campaign, targeted recruitment strategies and setting up safe spaces so that employee experiences get heard.
- › The upcoming Guide for Transitioning Employees and their Co-Workers and Managers is an excellent document and will help ESDC to make great strides for LGBTQI2S inclusion.

Opportunities for Improvement

- › Policies do not always include specific LGBTQI2S considerations and tend to take a broad approach instead.
- › As the Guide for Transitioning Employees, and the Co-Workers and Managers is not published, policy has yet to be reviewed to take account of recommendations.
- › Some of the current resources for LGBTQI2S inclusion more explicit.
- › A significant number of survey respondents felt their career had been negatively impacted their sexual orientation or gender identity and expression.

Training Structures



› None/no evidence › Nascent › Emerging › Maturing › Robust

Figure 2 ESD Performance in the area of Training Structures

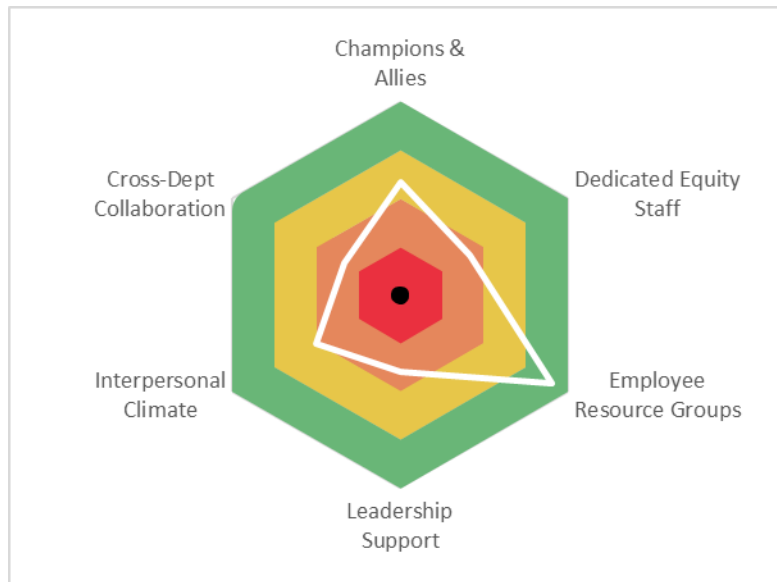
Strengths

- ‹ There is some consultation with subject matter experts from LGBTQI2S communities on training development, particularly the Positive Space training which is delivered by the Pride Network.
- ‹ There is evidence of training tailored to managers and specific roles such as staffing, as well as consideration of regional issues.
- ‹ The Positive space training has some good content, discussing a wide range of identities and addressing common misconceptions.

Opportunities for Improvement

- ‹ Consultation is not systematic on all training, and in some cases, training was only reviewed in response to complaints.
- ‹ Training content does not necessarily detail common workplace issues and how to overcome them.
- ‹ Training focuses on increasing awareness of biases rather than how to overcome them.

Organizational Culture



› None/no evidence › Nascent › Emerging › Maturing › Robust

Figure 3 EDC performance in the area of Organizational Culture

Strengths

- ‹ The Pride Network has several good initiatives such as Guide for Transitioning Employees, their CoWorkers and Managers, and confidential peer support for trans and non-binary employees.
- ‹ There is good uptake of PSA training and efforts to connect employees.
- ‹ Within EDI portfolios, there is a good degree of coordination and efforts to address intersectionality.

Opportunities for Improvement

- ‹ There is opportunity for greater collaboration between EDI managers and the Pride Network, with room for more systematic consultation.
- ‹ Efforts need to be made to ensure that managers are consistently fostering an inclusive workplace and encouraging their teams to do the same.
- ‹ There is a lack of financial and governance support for the Pride Network.

