



National
Defence

Défense
nationale

COMMANDER MILITARY PERSONNEL COMMAND

DIRECTOR GENERAL MILITARY PERSONNEL



Canadian Armed Forces (CAF) Diversity Strategy

Directorate of Human Rights and Diversity
Canadian Armed Forces
Meaghan Shoemaker

Canada

Diversity and Inclusion Stakeholders

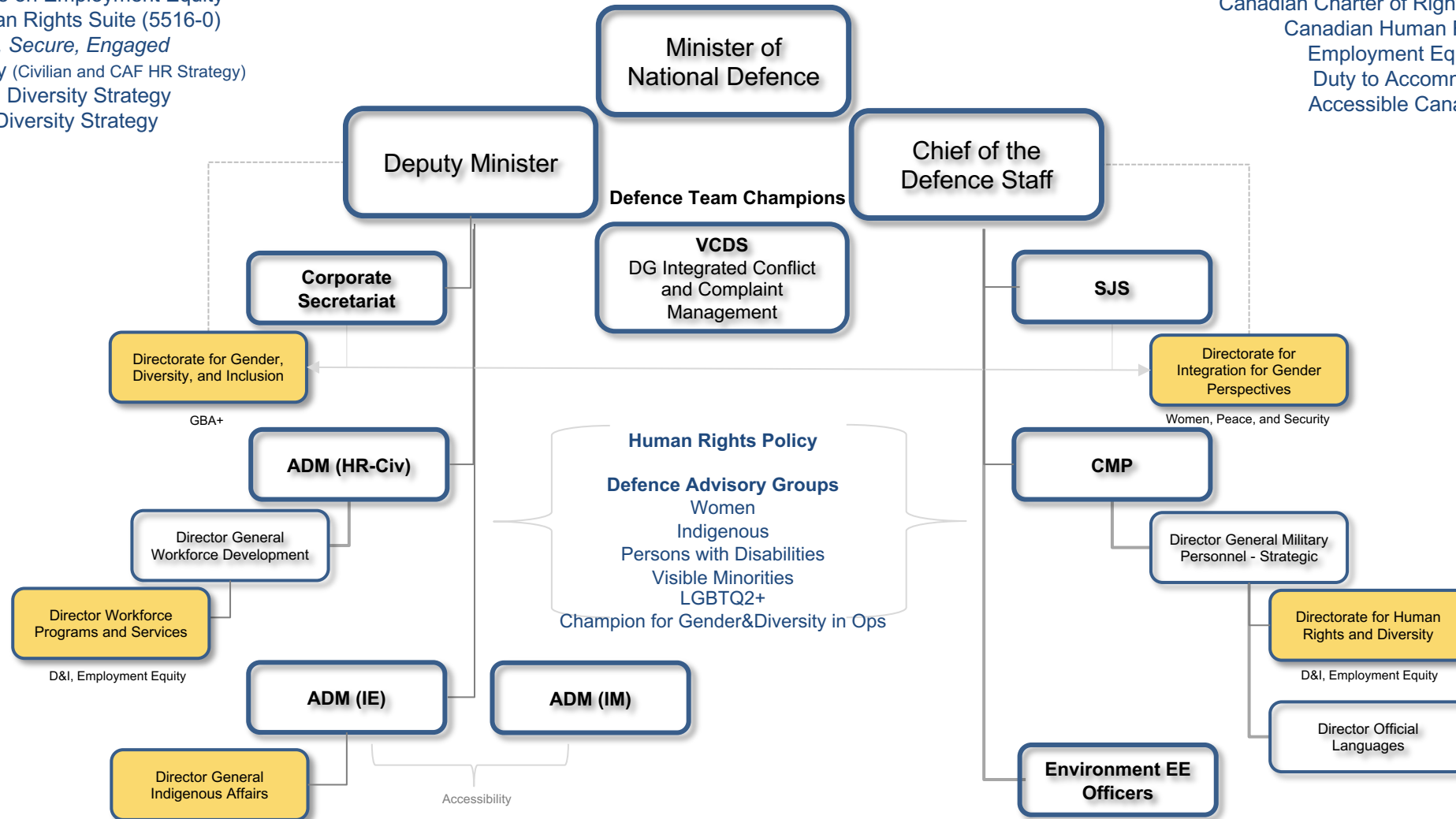


Government of Canada/DND Policy

- TBS Directive on Employment Equity
- DAOD Human Rights Suite (5516-0)
Strong, Secure, Engaged
- DT HR Strategy (Civilian and CAF HR Strategy)
- Civilian Diversity Strategy
- CAF Diversity Strategy

Legislation

- Canadian Charter of Rights and Freedoms
- Canadian Human Rights Act
- Employment Equity Act
- Duty to Accommodate
- Accessible Canada Act



Supporting Stakeholders

DLO, ADM (PoI), ADM (Mat), ADM (RS), ADM (IM), ADM (PA), CFLA, Unions, DGMPPRA, SMRC, DG PMC-Op Honour, JAGs, Chaplaincy

Motivations for a Diversity Strategy



- Diversity is a force enabler
 - Examples: Afghanistan, Haiti, Evacuation of Refugees from Syria
 - Chief of Defence Staff Directive on implementing the United Nations Security Council Resolution (UNSCR) 1325 on women and peace and security
- Canadian society becoming more diverse
 - CAF must be a reflection of and relevant to the society it serves
- Government Departments Mandate Letters
 - Emphasize diversity and workplaces free of discrimination
- Led to the development of a Diversity Strategy in 2016



- Vision: A CAF that is comprised of members who reflect the rich diversity of Canada and who are recognized and encouraged to maintain and contribute through their unique experiences, abilities, and perspectives within a respectful and inclusive environment.
- Principles: Reflective of Canadian Society, Operational Effectiveness, Values-Based Model, Leadership Commitment, Merit-based Standards
- Underpinned by the CHRA, Multiculturalism Act, Employment Equity Act, UNSCR 1325.
- Goals:
 - Understanding Diversity Culture, Inculcate a Culture of Diversity, Policy Modernization, Generate a CAF Reflecting Canada's Diversity



- The CAF are engaged and committed to ensuring D&I work is as relevant as possible
 - Reviews and evaluations
 - Research, advisory groups, and GBA+
- Actions committed to through the 2016 CAF Diversity Strategy were not adequately defined, specifically with regard to measurability and timeliness
 - The strategy requires further refinement



- DHRD heard consistent feedback regarding necessary efforts to address existing gaps in the 2016 CAF Diversity Strategy:
 - Require a clear message of what needs to change and why
 - Need to challenge the assumption that CAF members must sacrifice their individual identity
 - Clarity required around available tools and resources to assist leadership in promoting inclusion
 - Generating allyship
 - Need to speak to how inclusion, rather than diversity, speaks to *belonging* at a team level



- A refresh could integrate lessons learned through internal and external reviews and evaluations, and industry best practices:
 - Make objectives clear
 - Look outside the box for metrics that can reveal the impact of diversity and inclusion, not only recruitment and retention, or gender and race
 - Integrate diversity and inclusion content and learning into tools/structures/systems
 - Role of unconscious bias
 - Accountability
 - Identify agency of individuals, and organizational responsibility
 - Reach and impact



- Defence Team Human Resource Strategy
 - CAF HR Strategy
- CDS/DM Joint Directive on the Integration of GBA+ (2016)
- Positive Space Ambassador Training
- Director General Indigenous Affairs
- Defence Advisory Groups
- Directorate Official Languages
- Defence Ethics Program



- What could/should a CAF Diversity Strategy Refresh look like?
- What are indicators for success for diversity and inclusion?
- What are some of the blind spots identified by external experts for the CAF approach to D&I?
- Re-integration of equity language into policies, programs?