Diversity in the Canadian Armed Forces

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• Diversity is a force enabler
  – Examples: Afghanistan, Haiti, Evacuation of Refugees from Syria

• Canadian society becoming more diverse
  – CAF must be a reflection of and relevant to the society it serves
  – 51% of the population and 60% of university grads are women
  – As of 2011, 13 different ethnic origins have over 1 million people
  – By 2031, 33% of the Cdn labour market will be visible minorities

• Government Departments Mandate Letters
  – Emphasize diversity and workplaces free of discrimination

• CAF is falling short on assigned Employment Equity Goals
  – Women 15% (25.1%); Visible Minorities 6.5% (11.8%) and Aboriginal peoples 2.5% (3.5%)

• Diversity Strategy highlights People First, Mission Always
  – We value our people and we recognize that every individual contributes to our operational effectiveness.
**Diversity Strategy Logic Model**

**Vision - End**

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**

1 – Reflective of Canadian Society  
2 – Operational Effectiveness  
3 – ‘Values Based’ Model  
4 – Leadership Commitment  
5 – Merit Based Standards

**Goals - Ways**

- **Understanding Diversity Culture**
  - Leverage External Research
  - Conduct Internal Research
  - Develop a Performance Measurement Framework (PMF)

- **Inculcate a Culture of Diversity**
  - Validate the CAF Code of Values and Ethics
  - Align Diversity with Command, Management and Leadership Doctrine
  - Modernize the CAF Identity
  - Conduct Strategic Communication (External & Internal)

- **Modernize Policies to Support Diversity**
  - Responsive Career Management
  - Improve Healthcare, Spirituality, and Family Support
  - Review Compensation and Benefits

- **Generate a CAF that Reflects Canada’s Diversity**
  - Improve Attraction and Recruiting of Canadians
  - Modernize Individual Training and Education
  - Integrate Professional Development
  - Develop Mentorship Program

**Objectives**

- Inculcate a Culture of Diversity
- Modernize Policies to Support Diversity
- Generate a CAF that Reflects Canada’s Diversity
Key Diversity Strategy Initiatives

• Understand the Culture
  – External Research – External Academic Workshops, Canadian Communication & Security Establishments Tiger Team
  – Internal Research – Director General Military Personnel Research and Analysis Internal Research Appendix
  – Development of Performance Measurement Framework

• Inculcate a Culture of Diversity
  – Validate CAF Code of Values & Ethics
  – Modernize Identity – GBA+ Incorporation into Policy & Procedures
  – Strategic Communications – Narrative Shift, Creation of Diversity & Inclusion Champion

• Modernize Policies to Support Diversity
  – Ongoing Social Policy Work (Ex Religious or Spiritual Accommodation)
  – Positive Space Initiative & Aide Memoire/Tool Kit for Base Commanders
  – National Standard of medical care across CAF

• Generate a CAF that reflects Canada’s Diversity
  – Attraction & Recruiting Initiatives, Women in Force, Recruiting Tiger Team, Indigenous Awareness Training
  – Incorporate Diversity Training into all Individual Training and Education
  – Mentorship Framework for the CAF
Way Forward

• Ongoing
  – CAF Diversity Strategy Action Plan progress review IAW our performance Measurement framework timelines

• June 2017
  – Provide CAF input to Joint Security and Intelligence Organisations Progress Report on Diversity and Inclusion for PCO.

• Diversity & Inclusion transcend Senior Leadership
  – Ownership of Diversity Strategy by all CAF members at all levels.