

# PPSC Equity, Diversity, Inclusion, and Accessibility

## Action Plan 2021-2024



## PPSC Equity, Diversity, Inclusion, and Accessibility Action Plan 2021-2024

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### Important to Note

While we have considered the current rules surrounding inclusive writing, we want to acknowledge at the outset that this version is not entirely perfect. The PPSC is a member of the Interdepartmental Terminology Committee on Equity, Diversity, and Inclusion (EDI), whose mandate is to co-develop and publish a terminology guide on EDI terms and concepts. Inclusive writing is constantly evolving, and we are committed to reviewing the PPSC EDIA action plan to incorporate recommended practices proposed in the guide.

The Public Prosecution Service of Canada (PPSC) is a key participant in the Canadian criminal justice system. As such, an important aspect of its mission is to contribute to making Canada a safe and just society. Every employee plays a unique role in PPSC's mission. This places them in a very important and privileged position of trust. It requires high standards of ethical behaviour and an emphasis on a collective responsibility in developing and maintaining an organisational culture where all employees are treated equitably with respect, dignity, and fairness.

When PPSC employees are able to bring their whole selves to work, feel valued, and offer their best potential, they will have a positive impact and be able to contribute in a concrete way. This will enable them to make the necessary changes to contribute in a meaningful way towards a criminal justice system that is more equitable and fair to all Canadians.

The PPSC is committed to an organizational culture change. To achieve this, we must work on a better understanding of each other, be intentional by striving to not create harm, to take anti-racism actions, and to be supportive of one another. Deepening our connections will allow us to co-create a workforce that is strongly anchored in the principles of equity, diversity, inclusion and accessibility. As we evolve, we will naturally build more courage to serve the Canadian society differently – more justly – through our daily prosecutorial work, and all decision-making.

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To do this, we must all work together and advance on the following three (3) commitments:



**Deepen authentic, respectful, transparent, and accountable relationships**



**Intentionally promote, recruit and retain employees to reflect diverse perspectives**



**Integrate an intersectional lens in our prosecutorial work**

The implementation of this Action Plan is an ongoing engagement that will require continuous dedication, action, and decision making on the part of the leadership team and all employees. It will take time, resources and perseverance. Our goal is for the PPSC to advance in a way that ensures everyone in the organization experiences a work culture that is more equitable, diverse, inclusive and accessible. To achieve this, certain activities are focused on particular equity groups.

The work of the PPSC's Co-Champions for a Bias-Free Workplace has helped inform this Action Plan and key recommendations outlined in their final Report have been incorporated into the Action Plan's commitments, initiatives and focused activities. Together it reflects the organization's priority and commitment to justice.

The PPSC's Equity, Diversity, Inclusion, and Accessibility Action Plan is an evergreen document. Stakeholders will be engaged regularly to ensure commitments and focused activities are meeting our unique goals. Although this plan refers to accessibility, the PPSC is working on a comprehensive and complete accessibility plan driven by the [Accessible Canada Act](#).

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Much care was given to consulting broadly on this Action Plan. All staff were provided with an opportunity to comment on the draft. The following specific groups were provided with an additional opportunity to provide feedback and much richness was added as a result:

- National Council for Employees (e.g., Employees living with a disability, Indigenous Employees, Black Employees);
- National Diversity and Inclusion Committee;
- Human Resources;
- Bargaining Agents;
- Official Languages Committee;
- Mental Health and Wellness Committee;
- Indigenous Justice and Reconciliation Committee;
- GBA Plus Responsibility Centre; and,
- Senior Management.

This Action Plan also meets the PPSC's Employer Obligations, of Part I, outlined in the *Employment Equity Act* (EEA). In fact, our plan surpasses our legislative requirements by:

- Considering all equity groups; and,
- Investing in unique activities that will not only improve our workplace culture for employees but is deeply connected to our core mandate of working toward a fairer and more just Canadian criminal justice system.

The commitments and focused activities of this Action Plan also clearly support the following PPSC's organizational priorities:

- Advance Equity, Diversity, Inclusion, and Accessibility in the Workplace;
- Foster a Culture of Trust and Engagement; and,
- Take Action Against Systemic Discrimination and Racism in the Criminal Justice System.



### Deepen authentic, respectful, transparent, and accountable relationships

These initiatives and the [focused activities](#) are at the heart of our commitment to inclusion. They bring about cultural change at the PPSC and help establish a strong foundation from which we can grow and uphold the integrity of a diverse people-centered workplace. Consequently, we envision that this commitment will create a stronger sense of community and belonging amongst all employees. This means that every employee feels comfortable, accepted, and supported by the organization when it comes to being their authentic selves.

[\[For the full Glossary definitions of acronyms click here.\]](#)

- Strengthen PPSC’s equity, diversity, inclusion, and accessibility (EDIA) governance.
- Promote EDIA learning initiatives.
- Strengthen resources for an inclusive workplace.
- Integrate (EDIA) communications.
- Hold leaders accountable for implementing the organization’s EDIA vision and being role models.



### Intentionally promote, recruit, and retain employees to reflect diverse perspectives

These initiatives and [focused activities](#) aim at ensuring that PPSC processes and programs are impartial, fair and provide equitable outcomes for every individual. They also support our engagement in actively ensuring our workforce is diverse at every level, by tapping into a much wider talent pool both internally and externally. By ensuring that equity, diversity, inclusion, and accessibility are integrated into our actions, we will retain our employees and are more likely to attract diverse talents. We believe that people from different backgrounds with varying life experiences will be able to provide new perspectives that will help improve and enhance our service to the evolving Canadian society.

[\[For the full Glossary definitions of acronyms click here.\]](#)

- Integrate EDIA into talent development, performance management, advancement, retention, and recruitment strategies.
- Establish promotion, recruitment, and retention targets for equity groups at all classification levels.
- Build trust and strengthen self-identification.



### Integrate an intersectional lens in our prosecutorial work

To achieve its mandate while ensuring the relevance of the service it provides to the Canadian public, the PPSC must enhance its understanding of the realities faced by individuals subjected to systemic discrimination and the significant overrepresentation of racialized persons in the criminal justice system. These initiatives and [focused activities](#) will support PPSC's engagement to raise awareness among its employees; revise its practice guidelines to incorporate the lived experiences of these individuals going through the criminal justice system; and be equipped to identify and address biases that exist. This will help us bring different and more inclusive perspectives to our decision-making. We believe that in doing so, the PPSC will contribute in a concrete way to the necessary change towards a criminal justice system that is more equitable and fair to all Canadians.

[\[For the full Glossary definitions of acronyms click here.\]](#)

- Review PPSC's prosecutorial policies and practices.
- Integrate EDIA principles to training and curriculum at the PPSC's School for Prosecutors.
- Support PPSC's response to the calls to action from the TRC Report and the National Inquiry into MMIWG.
- Engage and collaborate with investigative agencies and other stakeholders to address systemic discrimination of equity groups and the overrepresentation of racialized persons in the criminal justice system.

### Glossary of Terms

<b>ACEDIA</b>	<a href="#">Advancement Centre for Equity, Diversity, Inclusion, and Accessibility</a>
<b>Equity Groups</b>	A group of people facing barriers to equal access and opportunities due to discrimination, which keeps them in a disadvantaged position, and who actively seek social justice and reparation.
<b>EDIA</b>	Equity, Diversity, Inclusion, and Accessibility
<b>EC</b>	The <a href="#">Executive Council</a> is chaired by the DPP and comprised of the senior leadership team of the PPSC (LC and EX) that report directly to the DPP and DDPPs. The Council's main mandate is to set the strategic direction and orientation of the organization on legal, policy, corporate management and law practice management issues. The council is also responsible for establishing and monitoring key departmental priorities and commitments.
<b>Employees</b>	Includes everyone working at the PPSC including managers at all levels.
<b>GBA Plus Responsibility Centre (RC)</b>	The <a href="#">GBA Plus Responsibility Center</a> , within the Strategic Planning and Performance Measurement Team, is the departmental policy lead for GBA+ at the PPSC. As the primary point of contact for GBA they provide advice and guidance in the promotion, implementation and monitoring of GBA Plus in the organization.
<b>IJRC</b>	<a href="#">Indigenous Justice Reconciliation Committee</a>
<b>Intersectionality</b>	Interconnected nature of social categorizations such as race, class, and gender, regarded as creating overlapping and interdependent systems of discrimination or disadvantage.
<b>MMIWG</b>	<a href="#">Missing &amp; Murdered Indigenous Women and Girls</a>
<b>NCE</b>	<a href="#">National Council for Employees</a>

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<b>NCE ELD</b>	<a href="#"><u>National Council for Employees Living with a Disability</u></a>
<b>NCE IE</b>	<a href="#"><u>National Council for Indigenous Employees</u></a>
<b>NPPC</b>	<a href="#"><u>National Prosecution Policy Committee</u></a>
<b>OLC</b>	<a href="#"><u>Official Languages Committee</u></a>
<b>REDIC</b>	<a href="#"><u>Regional Equity, Diversity, and Inclusion Committee</u></a>
<b>Senior Management</b>	Senior management is composed of the DPP, both DDPP, all the chief federal prosecutors, deputy chief federal prosecutors (legal managers - LC) and all directors - executives (EX) across the department. In this plan, when this group is mentioned as lead or collaborator – it means that the managers regionally, in their division or in their team, will be responsible of engaging in the action described.
<b>TRCC</b>	<a href="#"><u>Truth and Reconciliation Commission of Canada</u></a>
<b>2SLGBTQIA+</b>	Two Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Androgynous and Asexual. Plus sign (+) indicates the countless affirmative ways in which people choose to self-identify.



## Annex A: Detailed Focused Activities



Deepen authentic, respectful, transparent, and accountable relationships

Initiatives	Focused Activities	Lead	Collaborators	Link to Bias-Free Workplace Report	Fiscal Year
<b>Strengthen PPSC’s equity, diversity, inclusion, and accessibility (EDIA) governance.</b>	Establish a new PPSC Advancement Centre for EDIA	DPP DDPPs	Senior Management	Recommendation #3	2021-2022
	Establish National Councils for Employees (e.g., Indigenous, Black, Racialized, Employees Living with a Disability, 2SLGBTQIA+ and women) and support their work	ACEDIA	Senior Management	Recommendation #3	Ongoing
	Establish regional or divisional Equity, Diversity, and Inclusion committees (REDICs) and support their work	Senior Management	ACEDIA	Recommendation #3	Ongoing
	Finalize and communicate PPSC’s new EDIA governance structure	ACEDIA	EC GBA Plus RC Communications	Recommendation #3	2021-2023
<b>Promote EDIA learning initiatives.</b>	Review and strengthen PPSC’s EDIA learning curriculum including mandatory and optional training for all employees	ACEDIA	HR NCE	Recommendation #2	2022-2023
	Require EDIA training for all new employees to be completed in the first year of employment	Senior Management	HR ACEDIA	Recommendation #2	Ongoing

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Initiatives	Focused Activities	Lead	Collaborators	Link to Bias-Free Workplace Report	Fiscal Year
	Promote religious, secular, and spiritual inclusivity and provide training to Senior Management	ACEDIA	Senior Management		2022-2023
	Promote the use of Canadian Centre for Diversity and Inclusion (CCDI) partnership	ACEDIA	Senior Management HR NCE REDIC		Ongoing
<b>Strengthen resources for an inclusive workplace.</b>	Explore an in-house Ombuds service	ACEDIA	Mental Health and Wellness Steering Committee HR	Recommendation #1	2021-2023
	Promote Healthy Workplace Services	HR	Mental Health and Wellness Steering Committee Senior Management	Recommendation #1	Ongoing
	Promote and provide training on vicarious trauma	HR	Senior Management Mental Health and Wellness Steering Committee		Ongoing
	Provide tools to support the application of GBA Plus Analysis in decision-making	GBA Plus RC	ACEDIA		Ongoing

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Initiatives	Focused Activities	Lead	Collaborators	Link to Bias-Free Workplace Report	Fiscal Year
	<p>Explore stay interviews</p> <p>A "stay interview" is a conversation meant to identify the factors that drive an individual employee's retention and engagement.</p>	ACEDIA	Senior Management HR		2022-2023
	Provide disability/accessibility awareness etiquette information to all employees	ACEDIA	HR NCE ELD		2022-2023
	Develop an Accessibility Plan as required by the <i>Accessible Canada Act</i> by December 31, 2022	ACEDIA	HR NCE ELD Corporate Services		2022-2023
	Consult and involve a focus group of employees from across the country, as well as the established NCEs, in the creation of a new set of core values for the PPSC	Values Working Group	Focus group of employees, ACEDIA, NCEs, SPPM, Communications		2021-2022
<b>Strengthen EDIA communications.</b>	Create an EDIA communications plan	Communications ACEDIA	GBA Plus RC		2021-2023
	Continue to commemorate important events, dates, and persons nationally and support regional communiques	ACEDIA	Communications NCE REDIC Senior Management		Ongoing
	Support the implementation of inclusive language guidelines	GBA Plus Responsibility Centre	ACEDIA Communications Senior Management		2022-2023

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Initiatives	Focused Activities	Lead	Collaborators	Link to Bias-Free Workplace Report	Fiscal Year
	Continue to embed EDIA vision and tone into organizational messages	ACEDIA	HR GBA Plus RC Communications		Ongoing
<b>Hold leaders accountable for implementing the organization's EDIA vision and being role models.</b>	Integrate stronger EDIA commitments in managers and supervisors' performance agreements	HR	ACEDIA EC		2022-2023
	Implement and promote a safe process by which employees can provide feedback to their managers and supervisors during yearly performance reviews	HR	Senior Management ACEDIA NCE EC Supervisors' Network		2023-2024
	Develop regional/divisional strategies, in collaboration with REDICs, that support the PPSC EDIA Action Plan	Senior Management	REDIC ACEDIA		Ongoing



Intentionally promote, recruit, and retain employees to reflect diverse perspectives

Initiatives	Focused Activities	Lead	Collaborators	Link to Bias-Free Workplace Report	Fiscal Year
<b>Integrate EDIA into talent development, performance management, advancement, retention, and recruitment strategies.</b>	Develop national guidelines to support fair and equitable work assignments and career development opportunities	ACEDIA	NCE Internal audit and evaluation HR GBA Plus RC	Recommendation #11	2022-2023
	Review practices and processes related to development, performance management, advancement, retention, and recruitment to remove systemic barriers. Conduct an Employment Systems Review (ESR)	ACEDIA	HR NCE GBA plus RC		2022-2023
	Require assessment boards to be diverse beyond gender binary representation and include at least two members from an equity groups	HR	ACEDIA NCE REDIC Senior Management	Recommendation #9	Ongoing
	Require mandatory unconscious bias training (e.g., CSPA W006, CSPA H205) for all sub-delegated managers and assessment board members	HR	ACEDIA NCE Senior Management	Recommendation #2	Ongoing
	Host Learning Labs (LL) for sub-delegated managers to discuss inclusive hiring requirements and build confidence	HR ACEDIA	Senior Management Supervisors	Recommendation #5	Ongoing

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Initiatives	Focused Activities	Lead	Collaborators	Link to Bias-Free Workplace Report	Fiscal Year
	Communicate and support the use of flexible staffing mechanisms to maximize access to employment opportunities for equity groups	HR	ACEDIA NCE Senior Management	Recommendation #5	Ongoing
	Evaluate and promote priority access to second official language training for members of equity groups at all classification levels	HR	ACEDIA Senior Management		Ongoing
	Invest more in language training to ensure that OL requirements are not a barrier to equity group members and their promotional and hiring opportunities	EC	HR ACEDIA OLC Senior Management		Ongoing
	Contribute to the work surrounding the <i>Indigenous Languages Act</i> and initiatives that support the recognition of the use of these languages by our employees in the work they perform	ACEDIA	IJRC OLC NCE IE HR		Ongoing
<b>Establish promotion, recruitment, and retention targets for equity groups at all classification levels.</b>	Continue to diversify PPSC’s leadership, beyond gender parity, ensuring multiple identity factors are considered	EC	ACEDIA HR	Recommendation #5, #6 and #8	Ongoing
	Promote diversity targeted staffing processes to meet core business goals and legal obligations	HR	ACEDIA Senior Management Supervisors	Recommendation #5, #6 and #8	Ongoing

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Initiatives	Focused Activities	Lead	Collaborators	Link to Bias-Free Workplace Report	Fiscal Year
	Raise awareness and promote the use of PPSC’s Workforce Analysis, all Calls to Action around EDIA and other data sources	ACEDIA HR	Senior Management Supervisors NCE REDIC	Recommendation #5	Ongoing
	Explore implementation of national equity, diversity, and inclusion mentorship/sponsorship/leadership development initiatives (e.g, Mentorship Plus, Mosaic, etc.)	ACEDIA	HR NCE REDIC GBA Plus RC		2022-2023
	Develop and implement tools to support national and regional outreach to colleges, schools, professional associations, community-based associations	HR	NCEs REDIC ACEDIA Communications	Recommendation #9	2022-2023
	Establish a pilot project in at least two regions to explore a departmental articling program	CFP DCFP	HR ACEDIA	Recommendation #7	2023-2024
	Explore and share best practices to recruit and retain Persons with Disabilities	ACEDIA	HR NCE ELD	Recommendation #5	2022-2023
<b>Build trust and strengthen self-identification.</b>	Integrate employee-centric self-identification messages throughout organizational communications	HR	Communications ACEDIA		Ongoing
	Continue to follow and contribute to TBS’s initiative to modernize the self-identification process and ideology	ACEDIA	HR		Ongoing

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Initiatives	Focused Activities	Lead	Collaborators	Link to Bias-Free Workplace Report	Fiscal Year
	Launch a self-identification campaign	DPP ACEDIA	Communications Senior Management Managers NCE REDIC		2022-2023





## Integrate an intersectional lens in our prosecutorial work

Initiative	Focused Activities	Lead	Collaborators	Link to Bias-Free Workplace Report	Fiscal Year
<b>Review PPSC’s prosecutorial policies and practices.</b>	Ensure that all identified employees have completed the mandatory training: Expanding our Mindsets – Applying an Intersectional Lens to Prosecutorial Work (A GBA Plus Approach)	EC	GBA Plus RC ACEDIA HR	Recommendation #2	Ongoing
	Engage in the first phase of the <i>PPSC Deskbook</i> review through an intersectionality lens	NPPC	EC GBA Plus RC ACEDIA	Recommendation #4	2021-2022
	Implement the revised <i>PPSC Deskbook</i> chapters through the Truth and Reconciliation Commission of Canada (TRCC) and the Missing and Murdered Indigenous Women and Girls (MMIWG) lenses (TRC Calls to Action # 57)	EC	IJRC		2021-2022
	Ensure that PPSC’ policies and prosecution guidelines are reviewed to reflect concrete measures in addressing the overrepresentation of racialized persons and systemic discrimination in the criminal justice system	EC	NPPC ACEDIA NCE IJRC GBA Plus RC		2022-2023
	Engage in the first phase of the review our Report to Crown Counsel Guidelines using an intersectionality lens	ACEDIA	NCE IJRC NPPC GBA Plus RC		2022-2023
	Complete a scan of national and provincial justice sector report recommendations that focus on systemic discrimination and anti-racism to	ACEDIA	NCE		2022-2023

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Initiative	Focused Activities	Lead	Collaborators	Link to Bias-Free Workplace Report	Fiscal Year
	identify recommendations for action that are linked to the PPSC mandate				
<b>Integrate EDIA principles to training and curriculum at the PPSC's School for Prosecutors.</b>	Co-develop equity, diversity, and inclusion training at both levels of the PPSC's School for Prosecutors	School for Prosecutors Principal	ACEDIA HR NCE IJRC GBA Plus RC	Recommendation #2	2022-2024
	Develop transparent criteria on recruitment of faculty members and instructors for the School for Prosecutors to ensure diverse perspectives	School for Prosecutors Principal	Senior Management ACEDIA HR NCE	Recommendation #11	2022-2023
<b>Support PPSC's response to the calls to action from the TRC and the National Inquiry into MMIWG.</b>	Create a customized TRCC and MMIWG training curriculum focusing on Indigenous, First nations, Inuit and Métis realities (TRC Calls to Action # 57)	ACEDIA	HR		2022-2023
	Support the development of PPSC's engagement strategies plan focusing on the Northern Indigenous communities	ACEDIA	Northern SM External consultant IJRC NCE IE		2022-2023

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Initiative	Focused Activities	Lead	Collaborators	Link to Bias-Free Workplace Report	Fiscal Year
<p><b>Engage and collaborate with investigative agencies and other stakeholders to address systemic discrimination of equity groups and the overrepresentation of racialized persons in the criminal justice system.</b></p>	<p>Promote intersectionality lenses to prosecutorial training outside the PPSC and influence a larger cultural change in the criminal justice system</p>	<p>DPP DDPPs</p>	<p>CFP – DCFP ACEDIA NCE REDIC IJRC</p>		<p>2022-2023</p>

## **Annex B: Reporting and Performance Indicators**

BEING DEVELOPPED