MATURITY MODEL ON DIVERSITY AND INCLUSION (MMDI)

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The Maturity Model on Diversity and Inclusion (MMDI) offers an innovative framework for assessing and advancing diversity and inclusion (D&I) efforts within Canada's federal public service. This model moves beyond static metrics, emphasizing continuous improvement and the operationalization of equity principles. Grounded in data from sources such as the Public Service Employee Survey (PSES), the MMDI evaluates six critical dimensions: representation, engagement, workplace culture, anti-discrimination, leadership, and retention. It focuses on equity-seeking groups, including women, visible minorities, Indigenous peoples, and persons with disabilities, using a standardized five-point maturity scale to identify gaps and track progress.

Drawing from global benchmarks and tailored to Canada's public service, the MMDI incorporates quantitative and qualitative data, intersectional analyses, and collaborative input from employee representatives, equity-seeking communities, and senior management. The model aligns with initiatives such as the Treasury Board Secretariat's D&I priorities and the Clerk of the Privy Council's Call to Action on Anti-Racism, Equity, and Inclusion, ensuring its relevance and adaptability to evolving organizational and societal needs.

As a dynamic tool, the MMDI serves as both a measurement framework and a roadmap for fostering inclusive and equitable workplaces. By identifying disparities, benchmarking progress, and promoting evidence-based practices, the MMDI empowers departments to transition from compliance to transformative D&I initiatives, contributing to a more resilient and inclusive public service.

BACKGROUND

Diversity and inclusion (D&I) have become central priorities for Canada's public service, reflecting a broader commitment to equity, anti-racism, and inclusion. What are referred to as Maturity Models on Diversity and Inclusion (MMDI) seek to address this need by providing a dynamic framework to assess, track, and advance D&I efforts. Traditional indices typically measure static metrics and provide snapshots of performance, while maturity models choose to emphasize progress over time. The MMDI offers a nuanced, flexible approach that focuses on incremental improvements, helping organizations move closer to D&I goals. Unlike statistical indices, the MMDI does not rely on statistical controls but rather emphasizes the measurement of gaps to highlight areas needing improvement. While indices highlight disparities or benchmarks, maturity models like the MMDI assess how well organizations are operationalizing principles of equity and inclusion in actionable and sustainable ways.

Canada's Treasury Board Secretariat tasked the Association for Canadian Studies (MMDI) to develop a dynamic framework to assess, track, and advance D&I efforts within public service departments. The MMDI developed by the ACS drew inspiration from frameworks like the Global Diversity, Equity & Inclusion Benchmarks (2021) and the Korn Ferry Diversity and Inclusion Maturity Model, which have been widely used in both public and private sectors.

Similar to models implemented by organizations such as Kaiser Permanente, the ACS adapted these tested methodologies to Canada's unique public service context with an MMDI that evaluates performance across six critical dimensions – representation, engagement, workplace culture, anti-discrimination, leadership, and retention – using dynamic markers of organizational development and equity.

The goals of the MMDI align with the Treasury Board Secretariat's Priorities on Diversity and Inclusion and the Clerk of the Privy Council's Call to Action on Anti-Racism, Equity, and Inclusion in the Federal Public Service. These initiatives emphasize the need for a structured, measurable approach to fostering inclusive workplace culture. The MMDI addresses this need by incorporating diverse data sources, including the Public Service Employee Survey (PSES) and the Management Accountability Framework (MAF), serving as an evidence-based roadmap for continuous improvement. Its design prioritizes adaptability, intersectionality, and meaningful engagement with equity-seeking groups, ensuring that the model evolves alongside organizational and societal priorities. Moreover, the Treasury Board Secretariat has emphasized a collaborative and co-developmental approach, with input from employee representatives, equity-seeking communities and management shaping the MMDI's structure and implementation.

Once implemented, the MMDI is poised to become a cornerstone for fostering sustainable and inclusive workplaces within Canada's federal public service, helping departments advance from basic compliance to transformative D&I practices.

INTRODUCING THE MATURITY MODEL ON DIVERSITY AND INCLUSION (MMDI)

The Maturity Model on Diversity and Inclusion (MMDI) is a comprehensive framework designed to assess and enhance diversity and inclusion (D&I) efforts within Canada's public service. Centered on four equity-seeking groups – women, visible minorities, Indigenous peoples, and persons with disabilities – the MMDI evaluates performance across six critical dimensions: representation, engagement, workplace culture, anti-discrimination, leadership, and retention. By using a standardized five-point scale and benchmarking outcomes against national averages, the model identifies gaps, highlights areas of improvement, and tracks progress over time. Incorporating both quantitative data from surveys like the Public Service Employee Survey (PSES) and qualitative insights from policy reviews and stakeholder input, the MMDI offers a flexible and intersectional approach to measuring and advancing D&I initiatives. This innovative tool empowers public service organizations to address disparities, promote equity, and foster an inclusive workplace culture.

Equity-Seeking Groups: The MMDI framework focuses on the following groups: women, visible minorities, Indigenous peoples, and persons with disabilities.

MMDI Dimensions: The model evaluates five key dimensions: representation, engagement, workplace culture, anti-discrimination, leadership, and retention.

Maturity Levels: Performance indicators are measured on a standardized five-point scale to assess maturity levels for each dimension, where:

- 1 = Very Low Maturity (VLM): Scores 5 or more points below the benchmark.
- 2 = Low Maturity (LM): Scores between 1 and 5 points below the benchmark.
- 3 = Average Maturity (AM): Scores within ±1 point of the benchmark.
- 4 = High Maturity (HM): Scores 1 to 5 points above the benchmark.
- 5 = Very High Maturity (VHM): Scores 5 or more points above the benchmark.

Each dimension is composed of 6–7 performance indicators, determined in consultation with an expert advisory group. Dimension scores are calculated as the mean of the indicator scores, and overall maturity levels reflect the "mean of means" for all dimensions.

MATURITY LEVEL DESCRIPTIONS

- Very Low Maturity (VLM): Departments with very low maturity levels lack meaningful diversity and inclusion (D&I) initiatives. They tend to respond reactively to issues, with minimal policies or protocols in place. There is little to no budget for D&I efforts, and employees have limited avenues to voice concerns.

- Low Maturity (LM): Departments with low maturity show below-average scores but may have initiated basic D&I policies. These efforts are often new, lack evidence of effectiveness, and leadership may lack the necessary expertise to address D&I-related issues comprehensively.

- Average Maturity (AM): Departments at this level meet national averages for some indicators but fall short on others. They have formal policies and initiatives for D&I, supported by some budget allocation. Leaders are generally accountable, and employees understand departmental expectations around D&I.

- High Maturity (HM): Departments with high maturity demonstrate strong alignment with national benchmarks across most indicators. They implement evidence-based, tailored initiatives that address the needs of specific equity-seeking groups. Employees have access to tools for cultural sensitivity, and leadership fosters an inclusive environment.

- Very High Maturity (VHM): These departments exceed national benchmarks across all indicators and dimensions. They adopt a sustainable approach to D&I with dedicated budgets and initiatives, ensuring representation, engagement, and equity. Leadership opportunities are accessible to all, and workplace culture is characterized by inclusivity and zero tolerance for discrimination.

KEY RESEARCH QUESTIONS

- Who Are We Comparing? The MMDI will compare equity-seeking groups to national benchmarks. Initial analysis will assess how each group scores relative to the Canadian average, with options for between-group and within-group comparisons.

- Geographies and Department Types: The MMDI will include national, provincial, and city-level comparisons, contingent on sufficient data availability. While department-level analysis is desirable, it depends on whether datasets identify the respondents' departments.

- Disaggregated Data: Access to detailed datasets, such as the Public Service Employee Survey (PSES), is critical for analyzing intersectionality and disaggregating results by various identity markers.

- Qualitative Data Collection: Qualitative insights will be gathered through policy reviews, focus groups, and interviews to evaluate the effectiveness of D&I initiatives in public service departments.

- Indicator Weighting: Indicators will initially be weighted equally but can be adjusted to reflect user priorities. For instance, users may assign higher weights to anti-discrimination indicators if deemed more critical.

MMDI MEASUREMENT FRAMEWORK

OVERVIEW

The Maturity Model on Diversity and Inclusion (MMDI) framework begins by presenting descriptive data for selected indicators across the four equity-seeking groups: women, visible minorities, Indigenous peoples, and persons with disabilities. These indicators are compared against established benchmarks (e.g., national averages) to measure progress and identify gaps in diversity and inclusion efforts.

EXAMPLE: PUBLIC SERVICE EMPLOYEE SURVEY (PSES) INDICATORS

Using data from the 2020 PSES, indicators such as workplace inclusion and support for diversity are assessed. Respondents rate their agreement on a 5-point Likert scale (Strongly Agree to Strongly Disagree). Table 1 provides an example.

For Q20, 65% of persons with a disability agree that individuals are accepted as equal team members, compared to 78% of respondents without disabilities (+13%). The national benchmark is 76% (+11%). Larger gaps indicate lower maturity levels, while a zero gap reflects high maturity.

SCORING AND STANDARDIZATION

To calculate maturity scores effectively:

- Calculate Individual Averages: Determine the average score for each respondent based on a 5-point scale. Example: If a respondent selects "Strongly Disagree" for Q20 and Q46, their average score would be 1.

TABLE 1: MMDI GAP ANALYSIS EXAMPLE UTILIZING PUBLIC SERVICE EMPLOYEE SURVEY (PSES) DATA.

Indicator (Year 2020)	Equity Seeking Group	5: Strongly agree (%)	4: Somewhat agree (%)	3: Neither agree or disagree (%)	2: Somewhat disagree (%)	1: Strongly disagree (%)	Don't know (%)
Q20. "In my work unit, every individual is accepted as an equal member of the team."	Person with a disability	40	25	10	12	11	2
	Not a person with a disability	50	28	9	7	5	1
	TOTAL	49	27	9	8	6	1
Q46. "My department or agency implements activities and practices that support a diverse workplace."	Person with a disability	35	30	16	8	6	4
	Not a person with a disability	42	34	13	4	2	4
	TOTAL	41	33	14	5	3	4
GAP SUMMARY Q20	Person with a disability vs. Not a person with a disability	-10	-3	+1	+5	+6	+1
	Person with a disability vs. National avg	-9	-2	+1	+4	+5	+1
GAP SUMMARY Q46	Person with a disability vs. Not a person with a disability	-7	-4	+3	+4	+4	0
	Person with a disability vs. National avg.	-6	-3	+2	+3	+3	0

- Benchmark Comparisons: Compare individual or group scores against established benchmarks, such as national averages. Example: If a group's average score is 2.5 and the benchmark is 3.0, the gap is -0.5.
- Score Standardization: Normalize scores to ensure consistency across indicators measured on different scales. Use a mean of 0 and a standard deviation of 1, excluding responses like "Don't Know" or "Prefer Not to Answer."

AGGREGATING SCORES BY DIMENSION

- Dimension Scores: Each indicator within the six dimensions (e.g., Representation, Engagement) is scored individually.
- Overall Maturity Score: Combine individual scores to generate an aggregated maturity score for each dimension.
- Scorecard and Rankings: Results can be presented as a scorecard or rankings by geography, department type, or other relevant variables.

DATA ANALYSIS AND INTERSECTIONALITY

- Geographical and Departmental Analysis: Compare maturity levels across regions (national, provincial, city) and department types.
- Temporal Tracking: Assess progress over time using data from multiple years (e.g., PSES data from 2014–2020).
- Intersectionality: Disaggregate data to analyze outcomes for intersecting identities (e.g., visible minority women or individuals with disabilities).

DATA SOURCES

Key data sources for the MMDI include:

- Public Service Employee Survey (PSES)
- Treasury Board Secretariat Annual Report on Employment Equity Groups
- Public Service Commission Audit of Employment Equity Representation in Recruitment
- Statistics Canada: Diversity and Inclusion Statistics

MMDI DIMENSIONS

- Representation: Focuses on ensuring equitable representation of diverse groups within the workforce, particularly in leadership, salary ranges, and across key organizational roles. It emphasizes compliance with employment equity benchmarks and inclusivity in bilingual and cultural practices.
- Engagement: Measures employee satisfaction, pride in their work, and organizational loyalty. Indicators highlight how employees value their jobs and their willingness to recommend and remain within the organization.
- Workplace Culture: Prioritizes inclusivity, team equality, and respect for diversity. It fosters an environment where employees feel their contributions are valued, and they have opportunities to participate in decision-making processes.
- Anti-Discrimination: Aims to eliminate racism and discrimination through proactive initiatives, open dialogue, and effective resolution mechanisms. It ensures employees feel safe to raise concerns and trust the organization to address them.
- Leadership: Focuses on building trust and confidence in leadership through ethical behavior, effective communication, and collaborative support. Strong leadership drives organizational cohesion and employee satisfaction.
- Retention: Supports employee growth through access to training, mentorship, and promotion opportunities. It emphasizes reducing turnover by addressing reasons for leaving and fostering long-term career development.

Table 2 identifies key focus areas and sample indicators by dimension for the MMDI.

SUMMARY AND CONCLUSION

The Maturity Model on Diversity and Inclusion (MMDI) represents an innovative framework designed to evaluate and advance diversity and inclusion (D&I) efforts within Canada's public service. By focusing on equity-seeking groups – women, visible minorities, Indigenous peoples, and persons with disabilities – the MMDI measures performance across six critical dimensions: representation, engagement, workplace culture, anti-discrimination, leadership, and retention. Grounded in empirical data and guided by global best practices, the MMDI provides public service departments with a structured, measurable approach to fostering inclusivity and equity.

The model's scoring system leverages a standardized five-point scale to assess maturity levels for each dimension, ranging from very low to very high. By integrating data from sources like the Public Service Employee Survey (PSES) and the Treasury Board Secretariat, the MMDI identifies gaps, tracks progress over time, and benchmarks performance against national averages. It also incorporates intersectional analyses to understand how overlapping identity markers influence D&I outcomes, offering a nuanced approach to policy and decision-making.

The MMDI is more than a measurement tool – it is a catalyst for transformative change in Canada's public service. Its holistic design encourages departments to move beyond compliance, fostering a culture of continuous improvement and accountability. By aligning with initiatives such as the Clerk of the Privy Council's Call to Action and the Treasury Board Secretariat's D&I priorities, the MMDI ensures that Canada's public service remains a leader in equity, anti-racism, and inclusion.

Advancing the MMDI requires the following next steps:

1. Finalize Indicators: Confirm and weight performance indicators through consultations with equity-seeking groups, employee representatives, and senior management.

TABLE 2. KEY INDICATORS BY DIMENSION FOR THE MMDI.

Dimension	Sample Indicators	Key Focus Areas
Representation	• Official Language Use: Senior managers ensure bilingual interactions with employees (PSES Q35). • Leadership Representation: Measures inclusion of equity-seeking groups in management roles. • Workforce Dynamics: Tracks hiring, promotions, and separations by designated group.	Equitable representation of diverse groups across all levels of the workforce.
Engagement	• Feeling Valued: Employees report feeling appreciated in their workplace (PSES Q11). • Career Opportunities: Availability of career development and advancement opportunities. • Recognition and Rewards: Employees feel acknowledged for their contributions.	Employee satisfaction, pride, and organizational commitment.
Workplace Culture	• Team Inclusivity: Everyone in the work unit is accepted as an equal team member (PSES Q20). • Employee Input: Opportunities to contribute to decisions affecting their work. • Valuing Ideas: Employee opinions and contributions are recognized and appreciated (PSES Q45).	Inclusivity, satisfaction, and collaborative team dynamics.
Anti-Discrimination	• Freedom to Speak: Employees feel safe discussing racism without fear of reprisal (PSES Q23). • Anti-Racism Commitment: Commitment to eliminating systemic racism through active initiatives (PSES Q47). • Preventing Discrimination: Efforts to create a workplace free of discrimination (PSES Q68).	Addressing racism and discrimination, fostering an inclusive and equitable workplace.
Leadership	• Trust in Leadership: Employees have confidence in senior management (PSES Q32). • Effective Communication: Essential information flows effectively from senior management to staff (PSES Q34). • Ethical Leadership: Senior managers lead by example in ethical behavior (PSES Q31).	Trust, collaboration, and confidence in leadership.
Retention	• Intent to Stay: Employees indicate their plans to remain in their current position (PSES Q53). • Training Access: Ensures employees receive necessary training to excel in their roles.	Employee growth, retention, and reduced turnover.

2. Pilot Implementation: Test the MMDI framework in selected departments to refine its structure and methodology.

3. Data Integration: Leverage qualitative and quantitative data from the PSES, policy reviews, and stakeholder input to enhance the model's depth and flexibility.

4. Training and Support: Provide training for departments on using the MMDI, including data analysis, reporting, and action planning.

5. Sustainable Monitoring: Establish mechanisms for ongoing data collection, temporal tracking, and benchmarking to ensure continuous progress in D&I initiatives.

By adopting the MMDI, Canada's public service can set a global benchmark for creating inclusive, equitable, and thriving workplaces.

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MATURITY MODEL ON DIVERSITY AND INCLUSION (MMDI)

METHODOLOGY

The MMDI prototype will use a mixed method approach that relies on available and readily interpretable data to measure outcomes. The diagnostic tool will first establish the baselines retroactively to enable the evaluation of changes in indicator scores and rankings for each dimension at defined points across time.

The data on public service representation will be based on information that is collected by the federal government on the background (s) identification of civil servants with the four equity seeking groups. Measurement of identity intersections should be viable for this key dimension of the MMDI.

Each of the six dimensions (e.g., representation, retention, workplace culture, leadership, engagement, anti-discrimination) will include several indicators that will be assessed for each of the four equity seeking groups. The cells in the table will end up being the average scores (across several indicators) for each group, and the scores will all be ranked along the same continuum (e.g., Level 1 to Level 5).

> "In my work unit, every individual is accepted as an equal member of the team."

As can be seen in the table above, 65% of persons with a disability agree that every individual in their department or unit is accepted as an equal member of the team while 78% (+13%) of persons who do not have a disability agree with this statement. Larger gaps for equity seeking groups would indicate lower levels of departmental maturity whereas a zero gap would indicate high levels of maturity.

We can measure these gaps across geographies or federal department types, etc. to determine if certain Canadian regions or departments show higher or lower levels of maturity.

The MMDI prototype will use a mixed method approach that relies on available and readily interpretable data to measure outcomes. The diagnostic tool will first establish

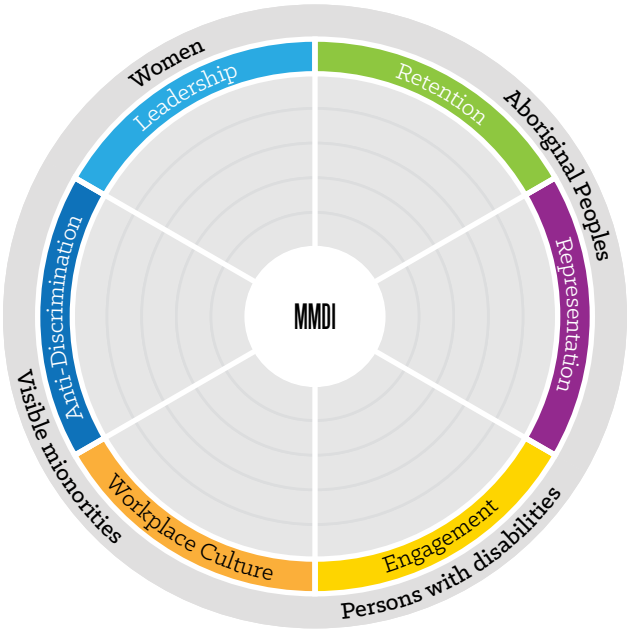
We can also track progress over time by comparing data from previous years of the Public Service Employee Survey (e.g., from 2014 to 2020 in yearly increments). Where possible, we would also intersect outcomes between various equity-seeking groups (e.g., visible minority women or females who have a disability) and/or control for other sociodemographic factors (e.g., socioeconomic status, immigrant status and time of arrival).

Survey Year	Demographic	Strongly Agree (%)	Somewhat Agree (%)	Neither Agree or Disagree (%)	Somewhat Disagree (%)	Strongly Disagree (%)	Don't Know (%)
2020	Person with a disability	40	25	10	12	11	2
2020	Not a person with a disability	50	28	9	7	5	1

We would replicate this process for each indicator under the six key dimensions of the MMDI and produce a series of scores to measure the gap between equity-seeking groups, which could be summed and rank-ordered by geography or some other variable.

We would then combine each indicator score per dimen- sion to arrive at an overall rank and rating of "maturity level." The final product would look something like a scorecard or ranking system for each indicator across the six dimensions of maturity.

DIVERSITY AND INCLUSION MODEL



GLOSSARY

Equity Seeking Groups: Women, Visible Minorities, Indigenous Peoples, Persons with disabilities.

Women: Women make up more than half of the work- force in the federal Public Service of Canada. Today, women are present in virtually every type of job and represent over one third of the Executive Category in the federal Public service.

Aboriginal peoples: Persons who are Indians, Inuit or Métis.

Persons with disabilities: Persons who have a long-term or recurring physical, mental, sensory, psychiatric or learning impairment and who consider themselves to be disadvantaged in employment by reason of that impairment, or believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment and includes persons whose functional limitations owing to their impairment have been accommodated in their current job or workplace.

Members of visible minorities: Persons, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.

Dimensions: Representation, Engagement, Culture, Anti-Discrimination, Leadership, Retention.

Maturity Levels: Indicators measured along a five point Likert-scale to represent each of the above dimensions (1=Very low... 5= Very high). Each dimension would have several indicators as selected by the project team in concert with an expert advisory group.

Measurement Framework: The MMDI will present descriptive data on selected indicators for each of the four equity-seeking groups over time. The intent here will be to compare outcomes for each group relative to some established benchmark (to be determined). For instance, if we were to look the Public Service Employee Survey in 2020, Question 20 asks respondents to rate the following question along a 5-point scale (from strongly agree to strongly disagree):

Potential Data Sources: Diversity and Inclusion statistics (Statistics Canada), Public Service Employee Survey, Management Accountability Framework, Staffing and Non-Partisanship Survey, Treasury Board Secretariat Annual Report on Employment Equity Groups, Public Service Commission Audit of Employment Equity Representation in Recruitment.

Data Sources: Diversity and Inclusion statistics (Statistics Canada), COVID-19 Crowdsourcing Surveys (Statistics Canada), Public Service Employee Survey, Management Accountability Framework, Staffing and Non-Partisanship Survey, Treasury Board Secretariat Annual Report on Employment Equity Groups, Public Service Commission Audit of Employment Equity Representation in Recruitment.

Performance Indicators: Each of the identified data sources will be reviewed in-depth to identify all possible indicators of diversity and inclusion in the workplace. Members of the expert advisory committee will then vote to determine the most representative indicators for each dimension. Most indicators will be drawn from the Public Service Employee Survey (see potential indicators by MMDI dimension below) and the other data sources identified will be used to fill in gaps not addressed by the PSES.

KEY RESEARCH QUESTIONS:

Who are we comparing in the analysis? i.e., What is the unit of analysis? Women to men? (GBA+) Visible minorities to non-visible minorities? Benchmarks over time?

While there are many comparisons that can be made between and within each of the equity seeking groups identified, it is suggested that we begin by creating a national benchmark that presents the Canadian average for each MMDI indicator. We then compare the average (mean) scores for each group and indicator to this national benchmark. This method will allow us to locate how far above or below the mean (Canadian average) each group is, which will form the basis of the maturity ratings. Next, between-group comparisons (e.g., Indigenous Peoples vs. visible minorities) or within-group comparisons (e.g., persons with disabilities vs. persons without disabilities) can be made.

Will the maturity model by measured across Canadian geographies? Department types?

The MMDI will be measured on a national and provincial basis, and where possible, at the city or CMA level. This will depend on the source of data and the availability of a sufficient sample size for each equity-seeking group. Department types may be more difficult to capture as there are several federal departments and not all data sources will identify the department of survey respondents.

Can we disaggregate the data? Need access to Public Service Employee Survey data (in SPSS) and other survey datasets in order to intersect key indicators across various identity markers.

Without access to disaggregated datasets the analysis will mostly be restricted to the national level and comparisons for each of the equity-seeking groups will be quite limited. The lower the level of aggregation (e.g., national, provincial, municipal, etc.) the more information that can be made available for specific regions and equity seeking groups.

What type of qualitative data can be incorporated into the Maturity Model? How will this be measured? Via checklists, focus groups, interviews or some other mechanism?

Access to the datasets identified above will provide quantitative information for equity seeking groups across Canadian geographies. They will not, however, provide specific information about how certain policies and practices are working to improve diversity and inclusion within public service/federal departments. This information may be collected through policy analysis, by reviewing the policies and practices of federal department as they relate to diversity and inclusion and then rating departments based on (a) the presence of such policies and (b) the effectiveness of said policies based on some predetermined set of criteria.

Should all indicators be assigned equal weights? Or are some indicators more important than others? (i.e., more representative than other indicators in each dimension).

All indicators and dimensions of the MMDI will initially be assigned the same weight (i.e., they will each contribute to the overall model equally), however, the MMDI tool should be flexible to meet the needs of users. Users should be able to adjust model ratings by placing higher importance on key indicators or dimensions that are of interest to them. For instance, if a user places more emphasis on anti-discrimination policies over other dimensions, they could in theory specify that indicators of anti-discrimination contribute to 25 percent of the overall model and each of the remaining five dimensions contribute 15 percent.

What is the impact of COVID-19 on each of the equity seeking groups? Has COVID-19 affected certain groups more than others? How does this affect the maturity levels of departments?

The best way to measure the impact of COVID-19 on each of the equity seeking groups is to measure indicators prior to, during and post-COVID-19. Annual data is available for many of the identified data sources, so measuring changes from 2020 to 2021 and beyond would allow us to capture how COVID-19 has influenced diversity and inclusion efforts in Canada's public service.

MATURITY LEVELS

Performance indicators will typically be measured along a standardized five point scale to represent each of the above dimensions (1=Very low maturity… 5=Very high maturity). Maturity levels will be represented by the mean score of each indicator per dimension and each dimension score will be computed as the "mean of mean scores" for each indicator. Each dimension would include several indicators (6 or 7) as selected by the MMDI team in consultation with an expert advisory group. See measurement framework section below for a more complete description of how maturity levels will be assessed and calculated. Maturity levels can generally be described as follows:

1 = Very low maturity

Statistically, departments with very low maturity levels will be characterized as having MMDI indicator and dimension scores that fall far below national benchmarks for each of the four equity seeking groups. When departments have a very low level of maturity, their approach to diversity and inclusion tends to be more reactionary and there are fewer protocols and procedures in place to address issues as they arise. Without clear direction, these supervisors and managers in these departments tend to be "putting out fires" and are not prepared prevent issues from occurring in the first place. These departments typically do not have any meaningful D&I initiatives in place and do not educate employees on matters related to anti-discrimination, representation, etc. There is no budget allocated for D&I initiatives and staff do not have formal outlets to raise concerns about workplace culture or other dimensions of maturity.

2 = Low maturity

Departments with low maturity will also tend to have below average scores across several, but not all indicators and dimensions of the MMDI. However, they will tend to show signs of progress related to diversity and inclusion by having formally adopted some policies, practices and/or initiatives related to the promotion of D&I. These initiatives will likely be newer and many will lack evidence of effectiveness as determined by an external evaluation study. Departmental leaders may take on some responsi- bility for addressing D&I related issues, but may be undertrained and lack the tools necessary to ensure that employees work in an inclusive environment.

3 = Average maturity

Departments demonstrating average levels of maturity will show some performance gaps related to diversity and inclusion for the four equity seeking groups (i.e., they will score below the national average on some indicators of maturity, but will approach and the Canadian average on other indicators). These departments will have formal written policies about how to respond to issues of D&I and will have some initiatives in place for all employees.

4 = High maturity

High maturity departments will show similar scores between equity seeking groups and national averages on several, but not all indicators of maturity. These departments will have formal policies, protocols and initiatives related to D&I in place, which have shown evidence of effectiveness and have been strategically adopted by the department. These departments are likely to go beyond the "one size fits all approach" by having tailored trainings and interventions that take into consideration multi-dimensionality and intersectionality, meaning that they will have initiatives in place for specific groups of employees (e.g., women, BIPOC employees, newcomers to Canada, LGBTQ2S+, etc.). They will have additional tools and resources for employees to improve they interpersonal skills and to be culturally sensitive to all diverse groups of employees.

5 = Very high maturity

Departments demonstrating very high maturity models will demonstrate diversity and inclusion will show similar outcomes across indicators and dimensions of maturity for each of the four equity seeking groups when compared to national benchmarks. These departments will have a sustainable approach to D&I by having a dedicated budget and several initiatives in place to ensure that their offices are representative of the diversity in the Canadian population and regularly engage employees to be advocates for change. Workplace culture will be generally positive with all employees, regardless of background or beliefs, to have a voice and seat at the decision-making table. There is a zero tolerance policy for racism and discrimination in these departments and leadership opportunities are accessible by all employees, which will lead to strong retention and employee satisfaction.

Departments with very high maturity will make workplace D&I a priority and may have a dedicated expert advisory board to identify best practices in the field, integrate them into the workplace, and continually evaluate them for evidence of effectiveness.

MEASUREMENT FRAMEWORK:

The MMDI will first present descriptive data on selected indicators for each of the four equity-seeking groups over time. The intent here will be to compare outcomes for each group relative to some established benchmark (to be determined). For instance, if we were to look the Public Service Employee Survey in 2020, Questions 20 and 46 ask respondents to rate the following question along a 5-point scale (from strongly agree to strongly disagree):

TABLE 1: MMDI GAP ANALYSIS EXAMPLE UTILIZING PUBLIC SERVICE EMPLOYEE SURVEY (PSES) DATA.

Indicator (Year 2020)	Equity Seeking Group	5: Strongly agree (%)	4: Somewhat agree (%)	3: Neither agree or disagree (%)	2: Somewhat disagree (%)	1: Strongly disagree (%)	Don't know (%)
Q20. "In my work unit, every individual is accepted as an equal member of the team."	Person with a disability	40	25	10	12	11	2
	Not a person with a disability	50	28	9	7	5	1
	TOTAL	49	27	9	8	6	1
Q46. "My department or agency implements activities and practices that support a diverse workplace."	Person with a disability	35	30	16	8	6	4
	Not a person with a disability	42	34	13	4	2	4
	TOTAL	41	33	14	5	3	4
GAP SUMMARY Q20	Person with a disability vs. Not a person with a disability	-10	-3	+1	+5	+6	+1
	Person with a disability vs. National avg	-9	-2	+1	+4	+5	+1
GAP SUMMARY Q46	Person with a disability vs. Not a person with a disability	-7	-4	+3	+4	+4	0
	Person with a disability vs. National avg.	-6	-3	+2	+3	+3	0

As can be seen in the table above, 65 percent of persons with a disability agree that every individual in their department or unit is accepted as an equal member of the team while 78 percent (+13%) of persons who do not have a disability agree with this statement. The national benchmark in this instance would be the total for both groups, which is 76% (+11%). Larger gaps for equity seeking groups would indicate lower levels of maturity whereas a zero gap would indicate high levels of maturity.

To get at the overall score per dimension, you could take the average indicator score across a 5-point scale for each individual respondent and subtract it from the national average (or other comparison groups).

For instance, if a person with a disability answered "strongly disagree" on both indicators (Q20 and Q46), they would have an average score of "1" on five-point scale.

You would then compare this score to the mean score for all respondents (e.g., "3.0") to arrive at an overall score (i.e., "-2" for this individual).

You would then sum all the scores within equity-seeking groups to arrive at the group average, which can be compared to the national benchmark and/or other equity seeking groups.

This example is fairly straightforward as both indicators are measured along the same 5-point Likert Scale (strongly agree to strongly disagree); however, since not all indicators will be measured on the same scale, we can standardize all indicator scores to have a mean of zero and standard deviation of 1.

This method will ensure that each indicator is measured across the same scale. Please note that we would omit the "don't know/prefer not to answer" respondents from the analysis in this instance.

We would replicate this process for each indicator under the six key dimensions of the MMDI and produce a series of scores to measure the gap between equity-seeking groups, which could be summed and rank-ordered by geography or some other independent variable. We would then combine each indicator score per dimension to arrive at an overall rank and rating of "maturity level." The final product would look something like a scorecard or ranking system for each indicator across the six dimensions of maturity.

We can measure these gaps across geographies or federal department types, etc. to determine if certain Canadian regions or departments show higher or lower levels of maturity. We can also track progress over time by com- paring data from previous years of the Public Service Employee Survey (e.g., from 2014 to 2020 in yearly increments).

Where possible, we would also intersect outcomes between various equity-seeking groups (e.g., visible minority women or females who have a disability) and/or control for other socio-demographic factors (e.g., socioeconomic status, immigrant status and time of arrival).

Data Sources: Diversity and Inclusion statistics (Statistics Canada), COVID-19 Crowdsourcing Surveys (Statistics Canada), Public Service Employee Survey, Management Accountability Framework, Staffing and Non-Partisanship Survey, Treasury Board Secretariat Annual Report on Employment Equity Groups, Public Service Commission Audit of Employment Equity Representation in Recruitment.

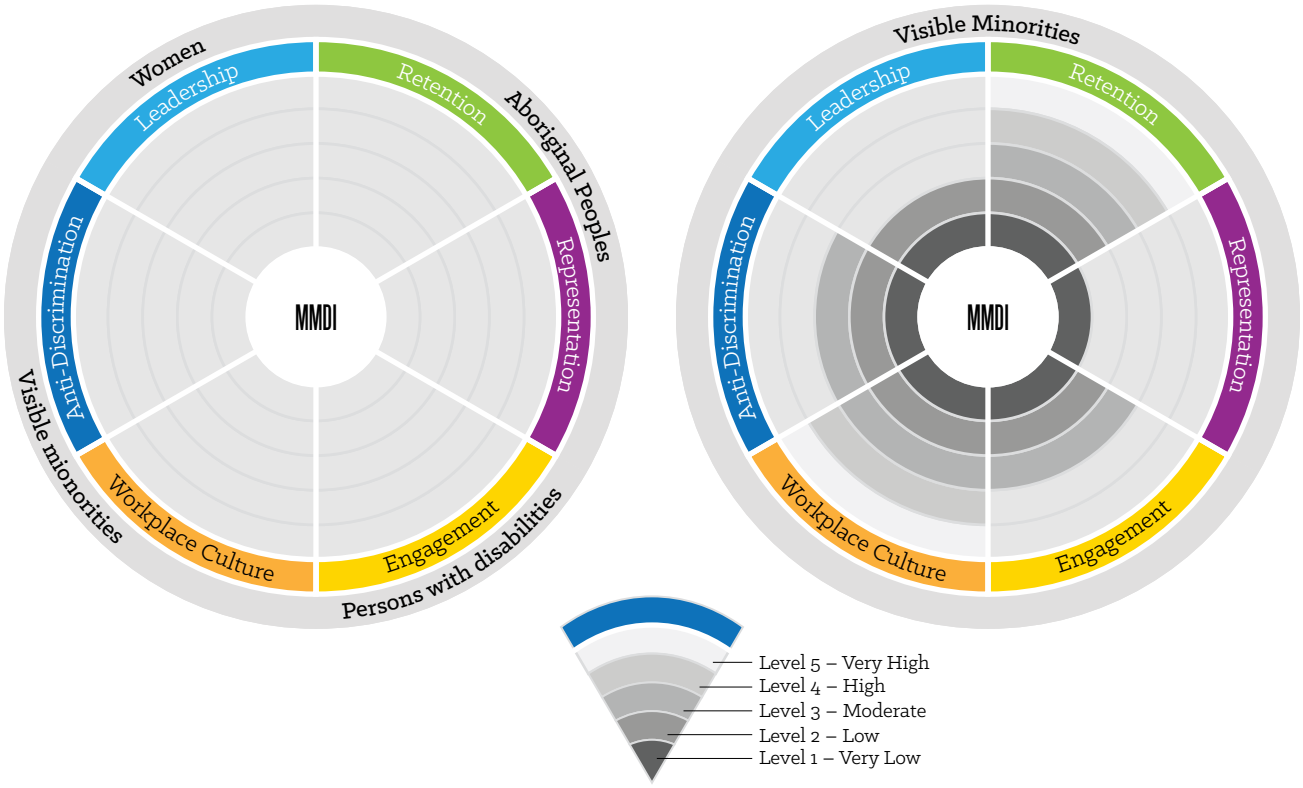
Performance Indicators: Each of the identified data sources will be reviewed in-depth to identify all possible indicators of diversity and inclusion in the workplace.

Members of the expert advisory committee will then vote to determine the most representative indicators for each dimension. Most indicators will be drawn from the Public Service Employee Survey (see potential indicators by MMDI dimension below) and the other data sources identified will be used to fill in gaps not addressed by the PSES.

Dimensions	Performance Indicators
Workplace Culture	**PSES:** Q7. I get a sense of satisfaction from my work. Q20. In my work unit, every individual is accepted as an equal member of the team. Q45. I think that my department or agency respects individual differences (e.g., culture, work styles, ideas, abilities). **Other Indicators:** I have opportunities to provide input into decisions that affect my work.
Anti- Discrimination	**PSES:** Q23. In my work unit, I would feel free to speak about racism in the workplace without fear of reprisal. Q47. My department or agency implements initiatives that promote anti-racism in the work- place. Q48. I would feel comfortable sharing concerns about issues related to racism in the workplace with a person of authority (e.g., immediate supervisor, senior manager, ombudsman, human resources advisor). Q62. Having carefully read the definition of discrimination, have you been the victim of discrimi- nation on the job in the past 12 months? Q63. From whom did you experience discrimination on the job? Q64. Please indicate the type of discrimination you experienced. Q67. I am satisfied with how matters related to discrimination are resolved in my department oragency. Q68. My department or agency works hard to create a workplace that prevents discrimination. Q69. I am satisfied with how concerns or complaints about racism in the workplace are resolved in my depart- ment or agency. **Other Indicators:** Anti-racism is an active and consistent process of change to eliminate individual, institutional and sys- temic racism.
Representation	**PSES:** Q2. The material and tools provided for my work, including software and other automated tools, are available in the official language of my choice. Q35. Senior managers in my department or agency use both official languages in their interac- tions with employees. Q46. My department or agency implements activities and practices that support a diverse workplace. **Other Indicators:** – Representation in management/executive positions for public service of Canada employees by designed equity-seeking group. – Distribution of public service of Canada employees by designated group according to department or agency. – Distribution of public service of Canada employees by designated group and salary range. Hiring into, promo- tions within and separations from the public service of Canada by designated group. – Data from Treasury Board Secretariat on Employment Equity Groups and Public Service Commission Audit of Employment Equity Representation in Recruitment.

Dimensions	Performance Indicators
Leadership	**PSES:** Q24. My immediate supervisor encourages me to work collaboratively with others outside of my work unit. Q27. My immediate supervisor keeps me informed about the issues affecting my work. Q30. I am satisfied with the quality of supervision I receive. Q31. Senior managers in my department or agency lead by example in ethical behaviour. Q32. I have confidence in the senior management of my department or agency. Q33. Senior management in my department or agency makes effective and timely decisions. Q34. Essential information flows effectively from senior management to staff. **Other Indicators:** Confidence in the senior management of my department or agency. Essential information flows effectively from senior management to staff.
Retention	**PSES:** Q53. Do you intend to leave your current position in the next two years? Q54. Please indicate your reason for leaving. **Other Indicators:** – I get the training I need to do my job. – believe I have opportunities for promotion within my department. Access to Coaching and Mentorship. – Access to internship opportunities.
Engagement	**PSES:** Q11. Overall, I feel valued at work. Q12. I am proud of the work that I do. Q16. Overall, I like my job. Q50. I would recommend my department or agency as a great place to work. Q51. I am satisfied with my department or agency. Q52. I would prefer to remain with my department or agency, even if a comparable job was available elsewhere in the federal public service. **Other Indicators:** To be determined.

RANKED INDIVIDUALLY BY EQUITY SEEKING GROUP - EXAMPLE: VISIBLE MINORITIES



RANKED BY DIMENSION - EXAMPLE: ANTI-DISCRIMINATION

Dimension	Anti-Discrimination					
Maturity Levels		Level 1	Level 2	Level 3	Level 4	Level 5
Indicators		Performance indicator for Level 1	Performance indicator for Level 2	Performance indicator for Level 3	Performance indicator for Level 4	Performance indicator for Level 5
Equity Seeking Groups	Women					
	Aboriginal Peoples					
	Persons with disabilities					
	Visible minorities					