

QUEEN'S UNIVERSITY EMPLOYMENT EQUITY REPORT 21/22

INTRODUCTION

Queen's Commitment to I-EDIAA





Indigenization, Equity, Diversity, Inclusion, Anti-racism and Accessibility (I-EDIAA) are institutional priorities at Queen's University. [The Queen's University Administration's Declaration of Commitment to address Systemic Racism](#) clearly states the importance of incorporating I-EDIAA as a major focus of the university's vision for the future.

Queen's Commitment to the Federal Contractor's Programs Objectives

Under the Employment Equity Act (1995), a federal employer must ensure that persons in designated groups (Indigenous peoples, persons with disabilities, women, and racialized/visible minorities) are represented in each occupational classification in a manner that reflects their representation in the Canadian workforce, or those segments of the Canadian workforce, "that are identifiable by qualification, eligibility or geography and from which the employer may reasonably be expected to draw employees."

The Federal Contractors Program (FCP) was developed by Human Resources Skills Development Canada (HRSDC) to enforce the employment equity compliance of large, provincially regulated employers. In 2013, the FCP was redesigned and now applies to all provincially regulated employers that have 100 or more employees and that receive federal government goods and services contracts of \$1 million or more. These "Federal Contractors", including Queen's University, are required to certify their commitment to employment equity by showing that they meet, or are taking measures that will enable them to meet, FCP criteria. In order to meet those criteria, the Human Rights and Equity Office in collaboration with many units across the University, has initiated the development of several programs, practices and procedures.

By signing an Agreement to Implement Employment Equity, Contractors agree to implement and maintain employment equity within their workplace. This Agreement is in force from the moment of receipt of an initial federal government goods and services contract, a standing offer, or a supply arrangement valued at \$1 million or more (including applicable taxes). The contractor must fulfill the following Requirements:

-  Collect workforce information
-  Complete a workforce analysis
-  Establish short-term and long-term numerical goals
-  Make reasonable progress and reasonable efforts

COLLECTING WORKFORCE INFORMATION:

THE I COUNT QUEEN'S EQUITY CENSUS

Queen's collects equity deserving group self-identification information, through the **I COUNT Queen's Equity Census**. The Census is sent monthly to all new employees joining the organization. Existing employees are able to access and re-submit the survey at any time in order to update their self-identification information. The data from the **I Count Queen's Equity Census** and PeopleSoft, the Human Resources Information System (HRIS), are combined using our Equity Data Warehouse. This allows us to analyse the data by occupational group.

The **ICOUNT Queen's Equity Census** was administered twelve times in 2021 to 744 new employees, an increase of 228 from 2020. The FCP requires an 80% return rate. The return rate as of February 2022 for active employees at Queen's University is 87%.

QUEEN'S UNIVERSITY EMPLOYEES: FEB 2021 AND 2022

Women		Racialized/Visible Minorities		Indigenous Peoples		Persons with Disabilities		2SLGBTQ+	
2021	2022	2021	2022	2021	2022	2021	2022	2021	2022
56.6%	56.8%	12.9%	14.3%	2.0%	2.1%	5.2%	5.5%	5.5%	6.4%

THE EMPLOYMENT EQUITY PLAN

The Employment Equity Plan is developed/updated yearly with the contributions of the Faculty and Staff Recruitment, Retention and Support (FSRRS) UCARE Sub-Council. The FSRRS is made up of members from the Human Rights and Equity Office, Human Resources, the Principal's Office, the Provost Office and is chaired by the Associate Vice-Principal (Human Rights, Equity and Inclusion). The plan outlines initiatives in the following areas: Recruitment, Retention and Professional Development.

Our institutional momentum around employment equity is growing, but there is much still to do to increase representation and create an inclusive and welcoming campus climate. The next few pages outline the university's accomplishments around recruitment, retention, and professional development for the 2021/2022 academic year.

RECRUITMENT

Goal #1: Review results of the Federal Contractors Program (FCP) to determine priorities to reduce gaps with special attention to racialized persons and persons with disabilities.

Update - Complete: Further to Queen's compliance assessment which was concluded on December 6, 2018, Queen's was subject to a subsequent compliance assessment under the [Federal Contractors Program](#) (FCP). The goal of this subsequent assessment was to evaluate Queen's progress and/or effort to achieve full representation of the four designated groups.

The required forms and documents were submitted to the Labour Program on November 3, 2021 and the following response was received on March 10, 2022:

Based on a review of the information submitted by your organization for this subsequent assessment, you will find recommendations below for your consideration to ensure the ongoing success of Queen's University's employment equity program.

- Queen's University has the most and largest gaps in EEOG 03 (Professionals) across all designated groups. The planned activities might help identify barriers that professionals face. In addition, it is recommended to develop relationships with other organizations to identify qualified students that are part of a designated group as potential employees through the use of internships, workplace integrated learning, or permanent employment where vacancies arise.
- Since the highest gaps in representation are occurring for visible minorities and persons with disabilities at the professionals group level, we recommend that you put in place special measures to achieve the goals set in the current assessment and to increase the representation of these designated groups within your organization.
- It is recommended to make full use of the measures listed on your assessment such as the Diversity Equity Assessment Planning (DEAP) Tool, among others.

Goal #2: Develop a Recruitment Bootcamp in-person training that incorporates employment equity

Update – Ongoing: Human Resources has developed an online training module that will be taken as a prerequisite to in-person training. The online training has been developed and is currently in review, and work has begun on the in-person training. HR is working with HREO to launch the training which includes the prerequisite of the HREO Staff Hiring asynchronous training. The new recruitment training will be launched in the Fall 2022.

Goal #3: In collaboration with Faculty Relations and Human Resources, develop a policy for 'Special Programs' (targeted searches to recruit designated groups)

Update - Complete: The HREO in collaboration with the FSSRRS UCARE sub-council developed a policy on Exclusive Hiring Programs.

Goal #4: Review and revise our strategy around senior searches and search firms

Update - Complete: The HREO in collaboration with the FSSRS UCARE sub-council reviewed and revised the current strategy around senior searches and search firms. On the advice of the Secretariat's Office the strategy was converted to an administrative policy.

Goal #5: Develop strategies around Indigenous Hiring

Update - Ongoing: The Office of Indigenous Initiatives (OII) have been in consultation with staff, faculty, students and alumni in hopes of creating strategy around Indigenous hiring. They also met with Elders, the Indigenous Caucus and the Circle of Advisors in FEAS. Identity dialogues are continuing including in-person and one on one sessions. A final report is expected in May 2022 including guidelines and recommendations for policy development.

Goal #6: Develop a 'Program' centred on newcomer employees. (newcomer internship)

Update - Ongoing: This program is being explored by Human Resources in collaboration with ITS on piloting a program.

In addition, Queen's developed the Queen's Career Gateway Program. This project was co-led by the Office of the Vice-Principal (Finance and Administration) and the [Human Rights and Equity Office](#), in partnership with [Human Resources](#), and the [School of English](#). The program is being sponsored by [Facilities](#) in collaboration with the [Kingston Immigration Partnership](#) and is endorsed by the [City of Kingston](#). It was implemented within the [Custodial Support Services \(CSS\)](#) team with the intention to expand the program to other areas of the university.

The Queen's Career Gateway Program creates employment pathways and learning opportunities at Queen's University for vulnerable persons within the Kingston community, particularly newcomers to Canada, refugees, and individuals belonging to equity-deserving groups with limited English-language skills. More information regarding the program can be found here: [Queen's Career Gateway Program](#).

Goal#7 Develop and promote interview questions/rubric that incorporate EDII.

Update - Complete: To assist units in including equity, diversity and inclusion interview questions when recruiting new employees, HR and HREO in collaboration with the FSSRS developed a list of suggested EDI Interview Questions. These questions are available on the Queen's HR intranet.

RETENTION

Goal #8: Track and ensure availability of mentorship programs in each Faculty for BIPOC faculty members. (PICRDI#12: Mentoring program to identify and retain racialized faculty (adjunct and tenure-track))

Update - Ongoing: The Provost's Office completed initial consultations with the Deans, OII and HREO on the development of mentorship programs for BIPOC faculty members. A survey to seek input on the program from BIPOC faculty is in development with a targeted launch in Spring 2022. This goal will be broadened in 2022-23 to consider additional initiatives to support BIPOC faculty member retention.

Goal #9: Develop an Employee Experience Survey

Update – Complete: HR contracted the services of Metrics at Work to implement an Employee Experience Survey at Queen's. HR consulted with various units to develop the survey questions and the survey was launched in April 2022.

Goal #10: Develop Guidelines for managers to support work time flexibility for employees involved in ERGs

Update – Ongoing: The Provost's Office engaged with ERG representatives for input on additional program improvements to facilitate participation in ERGs. Proposed revisions to the ERG terms of reference to support work-time flexibility for ERG participation are being circulated for feedback.

More information on ERGs can be found here: [Employee Resource Groups](#)

Goal #11: Expand the Queen’s Onboarding supports and programming for Staff

Update – Ongoing: A committee has been formed in Human Resources to review and enhance employee onboarding. Work started on this project in the Spring 2022.

Goal #12: Review/Revise the Employment Equity Policy

Update – Complete: The Employment Equity Policy was reviewed, revised and approved by the FSSRRS UCARE Sub-council in November 2021. The revised policy can be found here: [Employment Equity Policy](#).

PROFESSIONAL DEVELOPMENT

Goal #13: Mandate an equity goal on PDP for Managers (QMPG)

Update - Complete: –The revised PDP, which included equity competencies, was sent to SLT in early March for approval.

Goal #14: Promote the use of the new Inclusion and Equity competency.

Update - Complete: HR added three additional learning sessions for Managers in the HR learning catalogue.

Goal #15: Revise DEAP Tool Training to incorporate anti-racism content (PICRDI #15: Senior Administrators should receive training on how to set anti-racism, diversity and inclusion goals.)

Update – Complete: The HREO revised the DEAP Tool training to incorporate anti-racism content in the Fall of 2021. The HREO incorporated various resources and equity considerations and questions to prompt discussion about anti-racism when units assess their status against the different Inclusion Indicators.

Additionally, the HREO incorporated material created by the University, such as the Declaration of Commitment to Address Systemic Racism, within the section Institutional Goals, to reinforce the importance of aligning DEAP goals with the University’s priorities. All these resources are highlighted in demo and consultation sessions.

Goal #16: Develop and implement a DEAP Tool for individual researchers.

Update – Complete: The HREO worked with the Office of VP Research to develop a DEAP Tool for individual researchers. The next step is to work on implementation and promotion of the document.

Goal#17: Incorporate diversity guidance for Renewal, Tenure, and Promotion into New Faculty Orientation sessions. (PICRDI #24)

Update - Ongoing: Diversity guidance for Renewal, Tenure and Promotion will be incorporated into New Faculty Orientation sessions held in summer 2022. This goal will be extended to the 2022/2023 Employment Equity Plan.

Goal #18: Develop the following online training modules: anti-racism, anti-black racism, microaggressions.

Update – Complete: The content for these online training modules are complete. The projected launch date for Microaggressions is Spring/Summer 2022 and Anti-Racism and Anti-Black Racism will be launched in the Fall 2022.

Goal #19: Develop three modules on EDI in research for Canada Research Chair holders

Update – Complete: The HREO contracted the services of Dr. Leela Viswanathan to develop content for the 3 modules on EDI in research for CRC holders. This content was then conceptualized into three self-paced modules by the HREO. The modules were launched in December 2021 and can be found here: [EDI in Research](#)

Goal #20: Develop and Implement an Indigenous certificate for Staff and Faculty

Update – Ongoing: Seven training modules are currently under development for an Indigenous Awareness certificate. A Fall 2022 launch date is anticipated.