

# QUEEN'S UNIVERSITY EMPLOYMENT EQUITY REPORT 22/23

## INTRODUCTION

### Queen's Commitment to I-EDIAA

Indigenization, Equity, Diversity, Inclusion, Accessibility and Anti-racism (I-EDIAA) are institutional priorities at Queen's University. [The Queen's University Administration's Declaration of Commitment to address Systemic Racism](#) and the Principal's Strategy 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 **ICOUNT 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 2022 to 5008 new employees, an increase of 4264 from 2021. In November 2022, the HREO added Casual and Student contracts to the ICOUNT Queen's Equity Census distribution, which drastically increased the amount of ICOUNT Queen's Censuses that were sent. The FCP requires an 80% return rate. The return rate as of February 2023 for active employees at Queen's University was 88%.

### QUEEN'S UNIVERSITY EMPLOYEES: FEB 2022 AND 2023

Women		Racialized/Visible Minorities		Indigenous Peoples		Persons with Disabilities		2SLGBTQI+	
2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
56.8%	57.7%	14.3%	16.0%	2.1%	2.2%	5.5%	5.9%	6.4%	6.9%

### 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 as well as employees who participate in the Employment Equity Forum. The FSRRS is made up of members from the Human Rights and Equity Office, Human Resources, Faculty Relations, 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 2022/2023 academic year.

## RECRUITMENT

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### GOAL #1

Develop a process for Administrative units that are posting positions that fall under Employment Equity Occupational Group (EEOG) #3, (Professionals) to develop robust employment equity plans.

**This Goal is Complete - Update:** Among all the employment equity job categories at Queen's, EEOG 03 ('Professionals') has the most gaps in representation across the federally designated groups. The largest gaps in representation are occurring for visible minorities and persons with disabilities at the professionals group level. As a result, the Labour Program recommended in 2021 that Queen's put in place special measures to increase the representation of these designated groups in EEOG 03.

At Queen's, the EEOG 03 Professionals category is primarily comprised of faculty positions; however, there are also many staff positions included in EEOG 03. In order to address the recommendation from the Labour Program, the Human Rights and Equity Office (HREO) suggests that Queen's implement an awareness, planning, and targeted hiring approach for any new EEOG 03 Staff positions that become available.

#### STRATEGY

The following strategy represents one coordinated step Queen's will use to demonstrate reasonable efforts to achieve its goal of increasing designated group representation, particularly for visible minorities and persons with disabilities, within EEOG 03.

#### Step One: Outreach

The Human Rights and Equity Office (HREO) will review the various roles falling under EEOG 03 at Queen's and contact units where these roles are clustered and/or where it appears there are immediate vacancies to be filled. Units will be provided with information about their designated group profile, this Strategy, and the tools and resources available for effective employment equity recruitment and retention (e.g. employment equity and bias mitigation trainings; the Diversity and Equity Assessment and Planning ('DEAP') Tool). Units will be invited to further consult with an HREO Equity Advisor about this information package.

#### Step Two: Recruitment Consultation

Once a unit contacts Human Resources, whether by email or by Staffing Request Form (SRF), to fill an EEOG 03 vacancy, Human Resources will forward a letter to the unit/Hiring Manager, copied to the HREO, inviting consideration of special measures with a copy of the University's [Targeted Hiring Procedure](#) attached. The HREO will arrange a follow-up meeting with the

unit/Hiring Manager to discuss the unit’s designated group profile and the feasibility of implementing special measures including a targeted hiring process.

### **Step Three: Implementation of Targeted Hiring**

Should the unit/Hiring Manager and HREO agree that the position to be filled would meet the standards of a targeted hire, the HREO will assist the unit in following the Targeted Hiring Procedure, which will include strategies for eliminating bias in hiring as well as intentional retention measures.

## **GOAL #2**

**Develop an in-person training that incorporates employment equity for Hiring Managers.**

**This Goal is Ongoing - Update:** The new in-person Hiring Managers training, Recruitment @ Queen’s: Supporting Hiring Managers to Succeed is approximately 50% developed. The intention is for a draft of the training to be complete by May 2023 after which, will be piloted with HR Professionals and Human Rights and Equity Office professionals in May and June 2023.

## **GOAL #3**

**Employment Systems Review: Review the current self-identification collection process through CareerQ**

**This Goal is Complete - Update:** The Human Resources Recruitment Working group reviewed the current self-identification process through CareerQ and has provided recommendations for improvement. The next step is to incorporate the recommendations.

## **GOAL #4**

**Employment Systems Review: Review the current employment equity tracking system QEAP**

**This Goal is Complete - Update:** Queen’s Internal Audit was authorized by the Audit and Risk Committee of the Board of Trustees to complete an audit of the QEAP for Staff hiring. The objective of the audit was to assess the policies and processes in place that ensure the key elements of the Queen’s Equity Appointments Process are being consistently followed by units across the university while filling vacant staff positions. Specifically, whether:

- A. the roles and responsibilities of all the parties involved in the Queen’s Equity Appointment Process are clearly and appropriately defined

- B. the Queen’s Equity Appointment Process, including the use of search firms, is consistently and appropriately followed
- C. there are processes in place to ensure confidential candidate information collected as part of the Queen’s Equity Appointments Process are handled appropriately

The audit examined the required training and the processes undertaken by Hiring committees to execute equitable appointments, including appointments that were facilitated using search firms. In addition, the audit reviewed the current practices in place at the HREO, HR, and by Senior Leaders to monitor the Queen’s Equity Hiring Process and university policy and procedure in force during the time frame.

The audit only included the Equity Appointments Process for staff and did not include the Equity Appointment Process for new faculty. The Equity Appointments Process for New Faculty is closely tied to the Queen’s University Faculty Association (QUFA) collective agreement. Based on consultations with the HREO and the Office of Associate Vice-Principal (Faculty Relations), given the ongoing collective bargaining with QUFA, the timing was not right for an audit of this area.

The audit found that not all Hiring Committees were engaging with the QEAP Application and were, therefore, not implementing a robust employment equity process.

For those units that did engage with the QEAP competition, 30% of the competitions showed non-compliance with the mandatory employment equity training.

The audit noted two primary reasons for the lack of engagement with the QEAP Process:

- Roles and Responsibilities for the QEAP Process could be more clearly defined in the Employment Equity Policy and Procedure.
- There is no effective monitoring to identify when the process is not complied with or accountability for those who choose not to engage with the process.

## GOAL #5

### Develop strategies around Indigenous Hiring

**This Goal is Complete - Update:** On July 8, 2022 the First People’s Group’s Final Report Final Report: ‘Gii-Ikidonaaniwan’ • ‘It has been said’ was released. This report provided recommendations, that the university accepted in principle, on how to move forward with creating an Indigenous identity verification policy for hiring Indigenous faculty and staff. The Office of Indigenous Initiatives (OII) held additional consultations following the release of the report to ensure that all Queen’s Indigenous community members had their voices heard. OII is currently working with senior leadership to create and launch the Indigenous Oversight Council, which was a critical recommendation of the report. This council will provide input on a hiring policy to be used moving forward.

## GOAL #6

### Promote the new policies on Targeted Hiring and Senior Level Recruitment

**This Goal is Complete - Update:** HREO sent a message on March 1, 2023 to all Employment Equity Representatives informing them of the Targeted Hiring and Senior Level Recruitment policies. In addition, the Employment Equity Learning Community meeting on March 27<sup>th</sup> focused on the Targeted Hiring policy as well as the new EEOG 03 Strategy.

The AVP (Human Rights, Equity and Inclusion) presented both the EEOG 03 Strategy as well as the Targeted Hiring Policy to SLT, Human Resources Client Services Team and the QMPG Group.

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## RETENTION

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### GOAL #7

Create an advisory group to provide guidance and input on recruitment and retention strategies and programming for BIPOC faculty members.

**This Goal is Ongoing:** A survey to gauge the community's interest in a mentor program for BIPOC faculty members was distributed in early March 2023. Survey results will be helpful in guiding the work of an advisory group which will be formed during the next academic year.

### GOAL #8

Work with campus wide EDII Directors/units to encourage the mandatory DEAP requirements within their portfolios

**This Goal is Complete - Update:** The HREO met with EDII Directors in Queen's Health Sciences and Faculty of Arts and Science to review the new features in the DEAP Tool. The HREO provided an extensive demo of the Tool. The HREO also established a formal schedule that aligns with the Cyclical Program Review process. Units are required to complete the DEAP when they are engaging with the CPR process. The Vice-Provost (Teaching and Learning) as well as the Provost will ensure each year that the appropriate units have engaged with the DEAP Tool. The DEAP Tool will remain available for units/faculties at any time to assist with strategic I-EDIAA Goals, including those units that are not engaged in the CPR process.

### GOAL #9

Create a working group to focus on the employee lifecycle, including onboarding

**This Goal is Complete - Update:** Human Resources is currently presenting the first draft of the employee lifecycle visual to working group members for their feedback. The lifecycle visual will be an inclusive framework to describe employees' journeys at Queens, through the current (and future) activities, resources and supports that exist at the University.

This new employee lifecycle at Queen's will include onboarding. A general onboarding checklist (that can be eventually implemented into a technology solution) is currently being developed and reviewed within HR.

## GOAL #10

Review the results of Employee Experience Survey and make recommendations for improving campus climate for equity deserving groups

**This Goal is Ongoing - Update:** The HREO has worked closely with the Office of Institutional Research and Planning to review the results of the Employee Experience Survey and to provide recommendations for improving the campus climate for equity deserving groups. A snapshot report will be released in April.

## GOAL #11

Develop a process for reviewing retention rates of equity deserving groups on a yearly basis.

**This Goal is Complete - Update:** Throughout 2022/2023 the HREO prepared three data sets that reviewed retention rates of equity deserving groups. The first data set was for Black faculty and staff, prepared for the Scarborough Charter Working Group, and the second data set was for racialized faculty and staff that left the University in 2021. When reviewing total departures from the University in 2021, the results indicated that racialized employees are leaving the University at higher rates than non-racialized employees. A further analysis was done on the retention rates for all of the equity deserving groups for 2022. These results further support the need to focus on retention of racialized employees.

Queen's Retention Rates – 2022 - %	Total	No EDG	Women	Indigenous Peoples	Racialized persons	Persons with Disabilities	2SLGBTQI+	Trans/ Non-Binary
All Employees	88.3	88.9	88.0	90.0	84.8	86.2	83.5	86.3
All Academic Positions	87.6	87.3	86.5	88.6	88.4	88.9	91.3	95.7
T/TT Faculty Cont.Adjunct	98.6	98.1	98.8	95.2	98.5	100.0	98.4	100.0
All Staff	88.8	90.5	88.8	90.7	80.9	85.2	79.6	78.6
Continuing Staff	91.0	92.5	90.8	90.6	83.1	87.0	83.7	81.0
A retention rate of 90% or higher is considered to be a good retention rate, meaning organizations should strive for an average employee turnover rate of 10% or less.								



## GOAL #12

Create a speaker series for BIPOC QMPG members

**This Goal is Ongoing - Update:** In May 2023, the BIPOC Executive Search will participate in the Queen's Employment Equity Forum. The BIPOC Executive Search will provide advice on how Queen's can support equity deserving group employees, as it relates to retention and career progression within the organization.

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## PROFESSIONAL DEVELOPMENT

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### GOAL #13

Create online modules on Harassment and Discrimination

**This Goal is Ongoing:** The Harassment and Discrimination implementation committee is in the process of reviewing the content for the online module. Thereafter, the material will be sent to the HREO to create the online module.

### GOAL #14

Review E&I competencies and ensure HREO offers equivalent education.

**This Goal is Complete - Update:** The HREO did a comprehensive review of the HREO trainings and how they align with the Equity and Inclusion competencies. The E&I Competencies and I-EDIAA Training listing can be found here: <https://www.queensu.ca/hreo/education/equity-and-inclusion-competencies>

### GOAL #15

Incorporate diversity guidance for Renewal, Tenure, and Promotion into New Faculty Orientation sessions.

**This Goal is Complete - Update:** An updated new faculty orientation will be launched in 2023. There will be several sessions incorporating equity guidance including programming related to research, teaching, career progression and merit among others. The Provost Office revised the new department head orientation to include diversity guidance for Renewal Tenure and Promotion (RTP) in 2022.

### GOAL #16

Review and revise the Positive Space Program

**This Goal is Complete - Update:** The improved Positive Space training has been re-developed and is available on the HREO education page. The program now includes a Part 1; self paced course, as well as a Part 2, in-person session. Sessions are available on the HREO Education page here: [HREO Education](#). As of March 2023, over 700 Queen's employees and students have completed the new self paced Positive Space Part 1.

## GOAL #17

### Review and revise the AODA training suite

**This Goal is Complete - Update:** The AODA trainings: HR101, Access Forward and Accessible Customer Service, were all revised in 2022/2023. The Provost Office sent a message out to all faculty and staff encouraging employees to refresh their training.

## GOAL #18

### Develop and Implement an Indigenous certificate for Staff and Faculty

**This Goal is Ongoing- Update:** OII has hired an Indigenous Training Lead – Amy Brant. Amy has been tasked with design of the certificate and will begin with review of the several iterations that have been put together. Currently Amy is working to create online modules for land acknowledgement and to replace the Kairos Blanket Exercise. The modules will be followed by a facilitated discussion to allow participants to ask questions and engage with peers and the materials. These modules will become available to the Queen’s community by September 2023.

## GOAL #19

### Develop additional educational programming on Sexual and Gender Diversity

**This Goal is Complete - Update:** The HREO launched their first in a series on sexual and gender diversity on October 3<sup>rd</sup>, 2022. The HREO also made significant changes to the Sexual and Gender Diversity in the Workplace training that is included in the HR and HREO Training Catalogues.

## GOAL #20

### Review D2I data and increase completion rates

**This Goal is Complete - Update:** HR and HREO reviewed the Diversity to Inclusion completion rates. There have been 93 completions, 179 partial completions and 215 employees that have registered for the certificate but have not started yet. There were 27 certificates awarded in 2022.

## GOAL#21

### Encourage Managers to promote time for professional development

**This Goal is Complete - Update:** A re-envisioned New Manager Orientation is currently scheduled for early May and will include focused content on a manager's role in supporting the development of their people (i.e., creating and protecting space to attend learning, ERG's). This message will continue to be at the forefront of New Manager Orientation in future sessions. We will also continue to promote professional development opportunities through other avenues including the HR Intranet and specifically the HR Learning Catalogue.