

# QUEEN'S UNIVERSITY EMPLOYMENT EQUITY REPORT 2023/2024

## INTRODUCTION

### Queen's Commitment to I-EDIAA

Indigenization, Equity, Diversity, Inclusion, Accessibility and Anti-racism (I-EDIAA) continue to be institutional priorities at Queen's University. In 2023, the [Office of the Vice-Principal \(Culture, Equity, and Inclusion\)](#) was established with the important responsibility of ensuring a workplace culture that truly welcomes and celebrates diversity and inclusion. The new office is led by Stephanie Simpson and oversees the work of the Human Rights and Equity Office, Office of the University Ombudsperson, Office of Indigenous Initiatives, and the newly created Office of Complaints and Investigations.

### 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

The Minister of Labour (ESDC) created a taskforce to undertake a comprehensive review of the Employment Equity Act. The Employment Equity Act Review Task Force released their report “[A Transformative Framework to Achieve and Sustain Employment Equity](#)” and presented their findings in December 2023.

The task force recommended that the term ‘designated groups’ in the Employment Equity Act be replaced by the term ‘employment equity groups’ and referred to as ‘workers’ in the Employment Equity Act Framework. The Taskforce also recommended that the framework adopt the term ‘Indigenous workers and racialized workers instead of Aboriginal peoples and visible minorities.

Recommendation 3.17 recommends that Black workers comprise a separate group under the Employment Equity Act, instead of falling under the "visible minority" category. And recommendation 3.18 recommends that 2SLGBTQI+ workers comprise a new employment equity group. When it comes to compliance, the task force recommends that the federal government establish an independent equity commissioner who would report to Parliament.

The HREO remains committed to fulfilling the requirements of the FCP once changes have been implemented by Federal decision-makers.

## 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 updated in 2023 to automatically send new hires the Census. The Census was sent to 2838 new employees in 2023. The FCP requires an 80% return rate. The return rate as of February 2024 for active employees at Queen's University was 88%.

### QUEEN'S UNIVERSITY EMPLOYEES: FEB 2023 -FEB 2024

Women		Racialized/Visible Minorities		Indigenous Peoples		Persons with Disabilities		2SLGBTQI+	
2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
57.7%	57.0%	16.0%	17.3%	2.2%	2.2%	5.9%	6.4%	6.9%	6.8%

## 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, the Queen's University Faculty Association, 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.

Modifications to the Employment Equity Act reflect a much-needed change in legislation that echoes the growing needs of equity-deserving groups. However, our institutional commitment to advancing employment outcomes for equity-deserving group members remains unchanged. The next few pages outline the university's accomplishments around recruitment, retention, and professional development for the 2023/2024 academic year.

## RECRUITMENT

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### GOAL #1

Revise the QEAP Application to align with recommendations from the Internal Audit review of the Staff Hiring Process

**This Goal is Complete - Update:** The following updates have been made to the Queen's Equity Appointments Process Application:

- EE Reps now have the ability to re-load training status for members of hiring committees to re-check for training compliance
- The Chair and Hiring Manager are now included on the email communication when committee members do not have the required training.
- The Advertising section has been revised to require EE Reps to document the strategies that were used by the Hiring Committee to target the underrepresented equity-deserving groups during the hiring process.
- The EE Rep must now confirm in the system that they have reviewed the unit profile and provide an explain how they understand the profile. This information has also been added to the Appointment Summary Report that gets sent to the Department Head/Director.
- The Appointment Summary Report now includes a training compliance field as well as the additional recruitment measures. It also includes the number of times a candidate who is offered the job has not self-identified in the units most underrepresented group.
- As soon as the competition is complete the system automatically sends the Appointment Summary to the Chair's direct report.

In addition, there have been issues previously with the Staff Employment Equity process because EE Reps add applicants and proceed with the ranking immediately after. QEAP now stalls the time between uploading applicants and moving forward with the process to allow applicants sufficient time to complete their self-identification questionnaire.

## GOAL #2

Develop recruitment training that incorporates employment equity for Hiring Managers.

This Goal is Complete - Update: The Human Resources team have developed the content for this training and is also working on updates to the recruitment resource page on the HR Intranet. HR will be developing an asynchronous module for this training.

## GOAL #3

Revise and update the current self-identification questionnaire in CareerQ.

This Goal is Complete - Update: The HREO has provided revisions to HR for the current self-identification questionnaire. HR is working with the CareerQ vendor to put these changes in place.

## GOAL #4

Update the Employment Equity Policy and Procedure to align with related university employment equity practices.

This Goal is Complete - Update: the HREO has drafted a new EE Policy and accompanying procedure to ensure alignment with best practices. The new policy and procedure are in the process of approval by the Policy Advisory Sub Committee (PASC) and will be shared with Senior Leadership and posted publicly for comments.

## GOAL #5

Analyze data collected from Targeted Hiring Programs to identify gaps in targeted hiring recruitment strategies.

This Goal is Ongoing - Update: In 2023/24, the HREO consulted with two units on two (2) Targeted Hiring Processes. These targeted hirings focused on faculty positions for women and Indigenous persons as well as a staff Indigenous position. At this time, the Queen's Equity Appointments Process (QEAP) application does not track which competitions are targeted hires. In order to analyse the data collected from Targeted Hiring Programs, this is a requirement. The HREO will work on including this functionality for 24/25.

## GOAL # 6

Provide information sessions to units highlighting how the new QUFA Collective Agreement (Article 24) works with the targeted hiring policy for faculty recruitment.

This Goal is Complete - Update: a number of information sessions were held in collaboration with the Immigration Advisor, the Community Integration Liaison, an Equity Officer.

## 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- Update:** 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

Establish a formal DEAP Schedule for Administrative units.

**This Goal is Complete - Update:** The HREO has been working on technical improvements to the DEAP tool to ensure additional Divisions, such as the DEAP Patient Care and the DEAP Research, can be hosted online. To establish a formal schedule, the HREO worked closely with I-EDIAA leads across campus to align the DEAP calendar with additional pan-university reports that Administrative units must complete.

### GOAL #9

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

**This Goal is Complete - Update:** The Office of the VPCEI and the HREO have been engaging with the Employee Experiences Survey in different capacities during 2023/2024, ensuring progress is achieved on the new initiatives presented on Your Voice Counts: Employee Experiences Survey Report 2022-23. The HREO developed an Employee Resources Group framework for additional support and resources, drafted guidelines on creed-related observance, and improved its education offerings.

## GOAL #10

Develop a guideline on religious observance at Queens and accommodations based on religious grounds.

**This Goal is Complete - Update:** The HREO has worked closely with the DSA Student Life portfolio to draft a guideline on creed-related observance at Queen's. During 2024-25 the HREO will launch a round of community consultation to ensure additional feedback is incorporated into the document.

## GOAL #11

Revise the Accommodations of Disabilities in the Workplace Policy.

**This Goal is Complete - Update:** Human Resources drafted an updated policy and accompanying procedure to set standards for compliance with the university's Duty to Accommodate Employees, which seeks to ensure that individuals who are otherwise able to work when adjustments can be made are Accommodated without causing Undue Hardship. The Policy was published for consultation during Winter 2024 and will be in place by Fall 2024.

## GOAL #12

Review the ERG website and conduct needs assessments with ERGs supporting equity-deserving employees. And provide a list of recommendation to community building supports lead by ERG

**This Goal is Complete - Update:** ERG Leads from seven existing or emerging ERGs participated in semi-structured one-to-one discovery discussions throughout 2023-24. The HREO prepared a needs assessment report which was reviewed by FSRRS in February 2024 and will be shared more broadly at the upcoming Employment Equity Learning Community in May 2024. The report includes recommendations for the Office of the VPCEI, HR, HREO and Managers. The next step is implementing the recommendations.

## GOAL #13

Host an annual ERG event.

**This Goal is Complete – Update:** The annual ERG event is scheduled for June 11<sup>th</sup>, 2024. The event is an opportunity to thank Queen’s employees for their engagement with the needs assessment, review the recommendations from the report and discuss how to action the recommendations as well as celebrating the success of the ERGs.

## GOAL #14

Develop Resource Guide for new racialized staff/faculty.

**This Goal is Ongoing - Update:** The HREO is working in collaboration with the Office of the VPCEI and the City of Kingston to identify resources and considerations relevant to racialized staff and faculty members. This action item will carry forward to the 24-25 Employment Equity Plan.



## PROFESSIONAL DEVELOPMENT

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### GOAL #15

Create online modules on Harassment and Discrimination policy and procedure.

**This Goal is Complete - Update:** The content for the Harassment and Discrimination Policy and Procedures has been completed. The next step will be working with the Multi-Media and e-learning Support Analyst in the HREO to create the online module.

### GOAL #16

Develop and Implement an Indigenous certificate training program for Staff and Faculty.

**This Goal is Ongoing- Update:** The content for the Indigenous Certificate Training Program is complete. The goal is to launch the modules in the Fall 2024.

### GOAL #17

Develop the HREO Learning Challenge 2024.

**This Goal is Complete - Update:** The HREO Learning Challenge 2024 was launched in April. The Challenge includes two asynchronous courses as well as attending a community event geared towards I-EDIAA. As of April 12, 32 staff and faculty have registered for the Learning Challenge.

### GOAL #18

Review current training offerings to determine gaps and set strategic priorities for new training development and updating.

**This Goal is Complete - Update:** An initial review of HREO offerings was completed in Fall 2023. Changes to the catalogue were made and new modules added. We will continue to assess community needs and interests. All education sessions are available on the HREO Education page here: [HREO Education](#).

## GOAL #19

Develop an information package for Department Heads on bias in evaluations.

**This Goal is Ongoing - Update:** The HREO is in the beginning stages of developing a micromodule to help provide information about addressing bias in evaluations in different settings (admissions, scholarships etc.) Consultation with relevant collaborators will be essential in this development and will take place during Fall 2024.

## GOAL #20

Develop an online Employment Equity module for Appointments, Renewal, Promotion and Continuing Committees.

**This Goal is Complete- Update:** The module was completed and piloted during the Fall 2023, with its final version being released November 2023. As of March 15, 2024, 63 faculty members have taken the online module.

## GOAL #21

EE Learning Community; draft feedback survey to send to EE Reps to determine learning outcomes for 2024/25

**This Goal is Complete - Update:** The HREO distributed the survey to members of the Employment Equity listserv, Employment Equity Representatives (EE Reps) on February 16, 2024. The survey asked a variety of questions about the online employment equity application QEAP, how EE Reps feel they are being supported by the HREO and what other topics EE Reps would like to learn about. 80 responses were received.

## GOAL #22

I-EDIAA Competencies Map outreach lunch and learn for Managers

**This Goal is Complete - Update:** HR and HREO have collaborated and ensured that I-EDIAA competencies are paired with education opportunities. HR and HREO are at beginning stages of exploring lunch and learns to focus on the alignment of I-EDIAA competencies with education opportunities for Managers. This series would be to advance management's understanding of opportunities and challenges around implementing I-EDIAA initiatives.