

JCAA Employment Equity Compliance Report

2023

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INTRODUCTION

In June 1987, Queen's University began participating in the [Federal Contractors Program](#) (FCP). In 1992, Queen's developed its first official plan for employment equity. This plan outlined the University's comprehensive approach to achieving employment equity in the Queen's workforce. In 2013 the FCP was redesigned. This included a contract threshold increase to \$1 million from \$200,000 and assessment that focuses on achievement of results enabling organizations to determine initiatives best suited to achieve employment equity objectives related to equitable representation of the four FCP designated groups: women, persons with disabilities, Indigenous peoples and racialized persons.

Throughout this period, various mechanisms for promoting equity in the University were established and refined. In 2002, Equity Services took on a monitoring and reporting role in accordance with the Collective Agreement between Queen's University Faculty Association (QUFA) and Queen's University.

Section 24.4.4 of the Collective Agreement (CA) between Queen's University Faculty Association (QUFA) and Queen's University at Kingston states that:

The HREO shall monitor the progress made in employment equity in the Bargaining Unit and report its findings every year to the Parties. It will post these reports on its website and inform the Parties when it has done so. The report of the HREO will document the progress made in meeting the goals of Article 24.1 and Article 9. The JCAA shall review the report of the HREO and shall (i) discuss means for improving employment equity, and (ii) report any recommendations for improving employment equity to the Faculty and Staff Recruitment, Retention and Support Sub-Council, the Deans of Faculties, the University Librarian, and the Senate.

This report is intended to fulfill this requirement and consists of the following sections:

Section 1.0 provides an overview of the development of employment equity at Queen's.

Section 2.0 goes over the data collection and cleaning methods used to produce this report.

Section 3.0 pertains to new QUFA faculty appointments. This section provides the statistics produced from our data collection.

Section 4.0 looks at the designated group representation rates for academic positions at Queen's.

Section 5.0 outlines the training provided by the Human Rights and Equity Office (HREO) and used by all Appointments Committee members during the hiring process.

Section 6.0 provides recommendations.

SECTION 1: OVERVIEW

For many years, the JCAA employment equity compliance report has benchmarked the University’s progress in the area of employment equity. While this Compliance Report is intended to fulfil the requirements of Section 24.4.4 of the CA, the HREO hopes it will also provide an opportunity for the Parties to reflect upon the progress in achieving workplace equity. We also hope it will highlight areas for new initiatives and inform discussions on new directions and goals to attain an equitable and diverse workplace at Queen’s.

Year	Compliance with Employment Equity Process
2003	33.0%
2008	86.0%
2013	68.0%
2018	93.0%
2023	84.1%

In 2003, compliance with the equity reporting process was notably low at 33%, indicating significant challenges in adherence to the guidelines at that time. By 2008, compliance rates dramatically improved to 86% due to efforts to raise awareness and streamline reporting processes. However, this high level of compliance declined in 2013, possibly due to the inclusion of ‘Sessional Adjuncts’. Despite this dip, the introduction of the Queen’s Equity Appointments Process (QEAP) application by the Human Rights and Equity Office in 2018 led to another significant improvement, with compliance reaching 93%. Currently, in 2023, the compliance rate is 84%, the lowest since 2017. Previously, the HREO followed up with departments and faculties annually to confirm compliance; however, this data hasn’t been collected since 2020 due to the reporting requirements being revised to every three years in Section 24. This lack of follow-up, in addition to staff turn-over in departments, could be a reason for decreased compliance. Regardless of external monitoring, it is crucial for departments and faculties to take ownership of maintaining equity standards, as their adherence to the guidelines is their responsibility. Librarians, Archivists and Faculty members within eight units are covered by the CA. These units are: Queen’s University Libraries, the Smith School of Business, the School of Graduate Studies, the Stephen J.R. Smith Faculty of Engineering and Applied Science, the Faculty of Arts and Science, the Faculty of Education, the Faculty of Health Sciences and the Faculty of Law. The Parties to the CA have agreed to include fundamental employment equity principles, and have legally bound themselves to a process that ensures adherence to these principles, through the specific articles in the CA. Examples of such articles include Article 9 with respect to non-

discrimination in any term or condition of employment, Article 24 which recognizes the need and responsibility to promote employment equity, and Appendix O, which allows members of Indigenous ancestry to request the inclusion of non-members on RTPC committees.

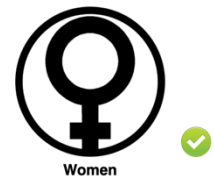
The procedures outlined in Article 24 of the CA allow the HREO to track designated group member participation through the hiring process.¹ This is not intended to allow the HREO to police the process but, rather, to assist committees in meeting their obligations with respect to equity in appointments and promotions and to carry out systemic monitoring in order to identify ways of improving equity. Currently, the process is as follows:

1. **Approval and Committee Formation:** Once the Dean (or the Department Head in the case of Term Adjuncts) has given a department or unit approval to hire a new faculty, librarian or archivist, the Unit must establish an Appointments Committee. Every member of this committee must complete a “familiarization and training workshop” offered by the HREO. This workshop covers the “principles, objectives, recent history, best practices and rules and institutional expectations with respect to employment equity.” (Article 24.2.1).
2. **Role of the Employment Equity Representative:** In addition to the above training, one member of the committee must act as the Employment Equity Representative (EE Rep) and take additional training to prepare for this role. (Article 24.2.2). The EE Rep is responsible for the administration of the data collection related to equity issues. The EE Rep’s role is also to ensure that the Appointments Committee adheres to the rules and practices assuring equity in the hiring process.
3. **Proactive Recruitment Efforts:** The Committee initiates recruitment through an active search for equity deserving group members, including the strategic placement of advertisements and announcements, and the development of hiring criteria that are inclusive and non-discriminatory.
4. **Conducting Recruitment Oversight:** The Queen’s Equity Appointments Process (QEAP) application is used to monitor the faculty recruitment process. It was developed with the goal of assisting faculties in increasing their equity compliance and ensuring that various stages of the process are initiated at the appropriate time. For more details on how to use the application, you can download the [QEAP Manual](#). The EE Rep needs to request access to the QEAP by contacting the HREO. Once access has been provided, the EE Rep enters the application and starts a competition.

¹ Equity Services cannot track this information when departments do not notify Equity Services that it has initiated the hiring process.

General Description of the Application:

- QEAP is able to verify that all hiring committee members have received the appropriate mandatory employment equity training (developed and delivered by the Human Rights and Equity Office)
- The EE Rep can access QEAP to determine which designated groups are the most under-represented in the unit (this information is taken from the ICOUNT Queen's Equity Census and imported into the system). This information will influence the unit's recruitment strategy. The diagram below is an example of a unit's data profile; 1 being the designated group that is most underrepresented, 2 being the next most underrepresented, and so on. A green checkmark indicates the unit has met workforce availability for that designated group.



- QEAP asks what measures have been taken to attract and recruit members of designated groups.
- QEAP sends self-identification questionnaires to all applicants inviting them to voluntarily complete the questionnaire in confidence. Only the EE Rep, or their departmental assistant who has taken EE Rep training, has access to this confidential information. This information helps to ascertain whether there is a diverse pool of qualified applicants and also aids in decision making with respect to job offer.
- QEAP can track the diversity of the applicant pool from total applicants to longlist, shortlist, invite to interview, ranking and ultimately, job offer.
- If the candidate who is offered the job has not self-identified in the unit's most underrepresented group, QEAP prompts the EE Rep to provide the committee's rationale.
- Lastly, a summary report is sent to the unit head and the Office of the Provost for monitoring purposes.

Compliance with this process has steadily improved over the years and even more so with the implementation of the QEAP.

SECTION 2: DATA COLLECTION

DATA COLLECTION PROCESS

The data for this report is meticulously gathered from multiple sources to ensure accuracy and completeness. The initial data is derived from PeopleSoft HR using a specific query that identifies individuals with the union code 'QFA'. The data is then filtered based on Start Date and Action variables, focusing on hires and rehires with start dates in 2023.

Despite these efforts, the data may not reflect the actual number of hires. This discrepancy can be attributed to several factors, including the way departments enter hiring data into PeopleSoft. There are instances where departments create PeopleSoft records for new hires months after the actual hiring date. These delays prevent us from capturing all hiring records in real time, potentially impacting the accuracy of the hiring data.

To ensure compliance with the Employment Equity terms set out in the Collective Agreement, the PeopleSoft data is compared with records in the QEAP application. This application tracks all QUFA hires, ensuring that each hire has a corresponding record, regardless of whether they had an exception for advertisement.

TRANSITION TO QEAP APPLICATION – POSTING EXCEPTIONS

Prior to September 2022, EE Reps were required to submit a PDF form to inform the Human Rights and Equity Office about hires with posting exceptions. Following feedback received from EE Reps, the QEAP application was updated to allow EE Reps to report those hires that have a posting exception directly through the application. This information was communicated to all members of our EE Rep listserv.

This report is the first following this significant change. During the initial review of QEAP records, many departments were not reporting posting exception hires. To rectify this, almost every department was contacted to confirm the status of hires identified in the original PeopleSoft dataset. If departments confirmed that a hire was posting exempt, instructions were provided on how to enter this information into QEAP as well as multiple meetings to ensure clarity.

ENSURING COMPLIANCE AND CONTINUOUS IMPROVEMENT

New hires without a QEAP record are recorded as non-compliant with the Collective Agreement. It is important to note that the dataset includes hires reported as posting exempt through email, even if they have not yet been entered into QEAP. Departments have committed to entering this information into the system in the future. The HREO has worked collaboratively with these departments to ensure the process is smooth and the changes to the system are clear. This proactive approach is essential in maintaining a comprehensive and accurate record of all new hires, ensuring compliance with employment equity terms.

SECTION 3: FINDINGS

From January 1, 2023, to December 31, 2023, Queen’s filled a total of 483 new QUFA faculty positions. Of these, the equity process was followed for 406 hires resulting in a compliance rate of 84.1%. Table 1 and Table 2 provide insights into how different Faculties and Departments within our institution are meeting the employment equity terms set in our Collective Agreement. Table 1 focuses on Faculties, while Table 2 narrows in on specific departments within those faculties where hiring is more decentralized.

Table 1: Compliance Rate by Faculty, 2023

Faculty	Number of Hires			Compliant Hires			Total Compliance Rate
	Total	PE*	Advertised	Total	PE*	Advertised	
Arts and Science	102	59	43	84	59	25	82.4%
Education	127	54	73	127	54	73	100.0%
Health Sciences	66	23	43	52	23	29	78.8%
Law	95	35	60	58	35	23	61.1%
Eng. and Applied Science	46	17	29	39	17	22	84.8%
Business	47	21	26	46	21	25	97.9%
Total	483	209	274	406	209	197	84.1%

*Posting Exception (PE)

Although the overall compliance rate is 84.1% for all Faculties in 2023, one Faculty achieved 100.0% compliance, the Faculty of Education. The Smith School of Business’s compliance rate was also very close to 100.0%, with 97.9%. The Faculty of Engineering and Applied Science had an above average compliance rate at 84.8%. The Faculties of Arts and Science, Health Sciences, and Law all had a below average compliance rates coming in at 82.4%, 78.8%, and 61.1% respectively. Another important factor to consider when assessing compliance is appointment type. It is important to note that a low compliance rate for a particular Faculty or School typically corresponds to the number of adjuncts being hired. This is quite relevant when looking at the hires in the Faculty of Law. All hires in the Faculty of Law in 2023 were Term Adjunct appointments.

Table 2 reviews the data by department. By examining the departmental data, we can identify specific areas that need improvement. For example, within the Faculty of Arts and Science, departments such as Art Conservation & Art History, Chemistry, and the Dan School of Drama and Music show varying levels of compliance compared to other departments. The same was observed for the Faculty of Health Sciences' School of Nursing and the Faculty of Engineering and Applied Science's departments of Mechanical & Materials Engineering, and the Robert M. Buchan Department of Mining.

Table 2: Compliance Rate by Department, 2023

Faculty	Department	Number of Hires	Compliant Hires	Compliance Rate
Faculty of Arts and Science	Art Conservation & Art History	3	1	33.3%
	Chemistry	2	0	0.0%
	Continuing & Distance Studies	3	0	0.0%
	Dan School of Drama and Music	6	3	50.0%
	Dean's Office - A&S	2	0	0.0%
	English	6	4	66.7%
	French Studies	1	0	0.0%
	Languages Literatures Cultures	6	5	83.3%
	School of Religion	4	2	50.0%
	All other departments	69	69	100%
	Total	102	84	82.4%
Faculty of Health Sciences	School of Nursing	19	5	26.3%
	All other departments	47	47	100%
	Total	66	52	78.8%
Faculty of Engineering and Applied Science	Mechanical & Materials Engineering	11	7	63.6%
	Robert M Buchan Dept of Mining	12	9	75.0%
	All other departments	23	23	100.0%
	Total	46	39	84.8%

This detailed breakdown helps us understand where to focus our efforts to ensure all parts of the institution are meeting our employment equity goals. It highlights areas where we are doing well and areas where we need to improve, allowing for a more targeted and effective approach to achieving equity across the board.

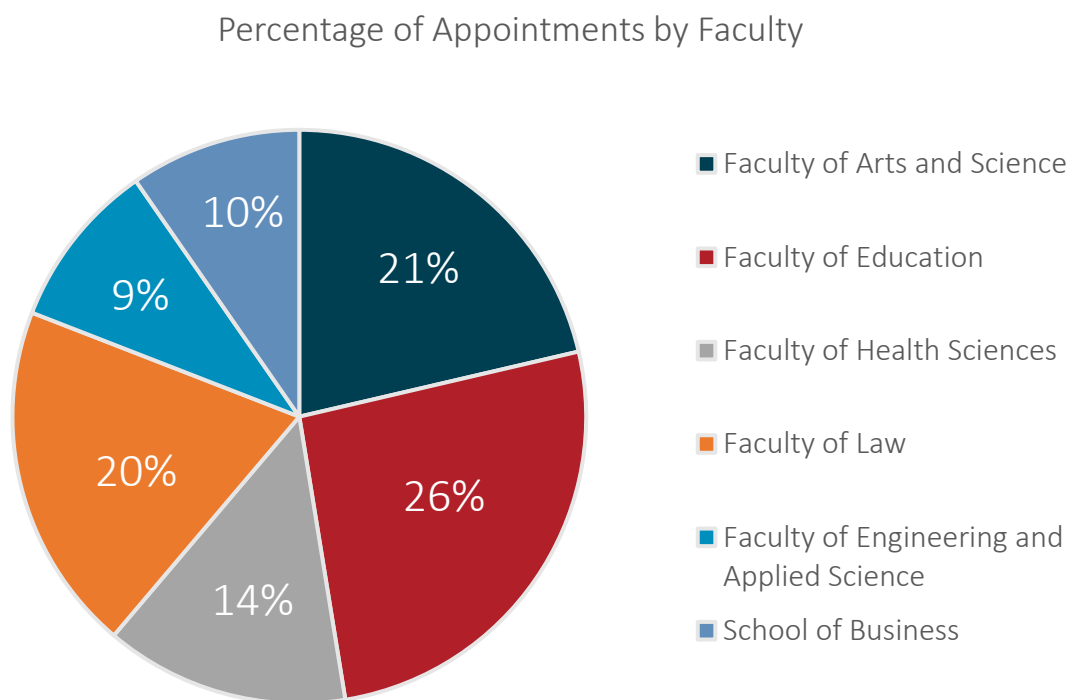
Table 3 looks at the compliance rate by appointment type. The majority (92.3%) of all QUFA hires in 2023 were Term Adjuncts. 46.4% (207) of the Term Adjunct hiring processes were made with exception to the posting requirements outlined in the Collective Agreement. The remaining 239 Term Adjunct hiring processes received no permission for an exception to the posting requirement and were required to implement an employment equity process; however, this was only done for 67.8% (162) of the appointments. The Faculty of Health Sciences and the Faculty of Law had the lowest compliance rates.

Table 3: Compliance Rate by Appointment Type

Appointment Type	Number of Positions			Number of Compliant Hires			Total Compliance Rate
	Total	PE	Advertised	Total	PE	Advertised	
With Tenure	8	0	8	8	0	8	100.0%
Initial	24	0	24	24	0	24	100.0%
Renewed	1	0	1	1	0	1	100.0%
Non-Renewable	2	0	2	2	0	2	100.0%
Special	2	2	0	2	2	0	100.0%
Term (adjunct)	446	207	239	369	207	162	82.7%
Total	483	209	274	406	209	197	84.1%

In 2023, 21% of new QUFA faculty hires were in the Faculty of Arts and Science and 20% of new QUFA faculty hires were in the Faculty of Law (Chart 1). This illustrates the importance of compliance in these Faculties in order to increase the overall compliance rate.

Chart 1: Percentage of Appointments by Faculty



With respect to the recruitment process, the HREO can only report on the data extracted from self-identification questionnaires that have been returned by applicants that applied to advertised positions and had a QEAP record (i.e. 197 appointments out of the total 483, 102 QEAP competitions). There were 77 appointments where the position was advertised; however, no QEAP process was initiated; therefore, self-identification forms were not sent to applicants. The result is that information regarding applicants to Queen’s for all searches is unavailable for review and analysis. To remedy this for future years, discussions have already occurred with the specific departments that were non-compliant in 2023. For those appointment processes that followed the employment equity reporting procedures, the response rate for the self-identification questionnaires was 82.1%, a significant increase from 2020 (66.7%).

The data from the self-identification questionnaires is important for a number of reasons. The self-identification questionnaires allow us to view how members of the equity deserving groups fare throughout the entire appointments process.

Table 4 indicates the total number of applicants for faculty positions for 2023 that returned self-identification questionnaires. The table also shows how many designated group members were short-listed, proceeded to the interview stage and were ultimately appointed.

Table 4: Self-Identification Data from QEAP for QUFA Appointments, 2023

Self-Identification Data for QUFA Appointments, 2023		Totals	Women	Racialized groups	Indigenous Peoples	Persons with Disabilities	2SLGBTQI+
Applied	Total	2246	632	1114	27	78	156
	Percentage	100.0	28.1	49.6	1.2	3.5	6.9
Shortlisted	Total	451	193	160	9	26	39
	Percentage	100.0	42.8	35.5	2.0	5.8	8.6
Invited to Interview	Total	383	176	127	9	24	33
	Percentage	100.0	46.0	33.2	2.3	6.3	8.6
Appointed	Total	178	105	39	6	10	11
	Percentage	100.0	59.0	21.9	3.4	5.6	6.2
Workforce Availability by NOC 4011 (Professors)			44.0	21.1	1.4	8.9	Not Available

If we examine the progress of the designated groups using the information from the self-identification questionnaires, we see that the percentage of equity deserving group members generally increases at each stage of the hiring process with the exception being members of racialized groups.

According to the self-identification information provided through QEAP, designated group members were being appointed at a percentage higher than the workforce availability percentage of Professors for all groups except for persons with disabilities.

Table 5, however, allows us to review self-identification after employees start their position. It includes all the new hires (n=425), including those hired through competitions that were not compliant with an employment equity process. Self-identification for new hires is determined through the [I Count Queen's Equity Census](#), which is completed by new faculty soon after they are appointed. The data reported through QEAP and the ICount were fairly consistent for all recognized equity deserving groups, showing all designated group members that were hired at a percentage higher than the workforce availability percentage of professors except for persons with disabilities. This finding speaks to the importance of consistent use of QEAP in the employment equity process for all faculty hires.

Table 5: New Hires, All Academic Positions: Designated Group Representation

Appointees (After hired)	Totals	Women	Racialized Groups	Indigenous Peoples	Persons with disabilities	2SLGBTQI+
2023	425	231	93	11	25	32
Percentage	100.0	54.4	21.9	2.6	5.9	7.5
NOC 4011 (Professors)		44.0%	21.1%	1.4%	8.9%	Not Available

Table 6 breaks down new faculty hires by type. We see from this data that Tenure/Tenure Track positions are meeting workforce availability targets for women and racialized persons but not for persons with disabilities and Indigenous peoples (most underrepresented). Term adjunct positions meet the workforce availability percentage for professors for women, racialized persons, and Indigenous peoples; however, representation of persons with disabilities in Term Adjunct positions remains below the workforce availability percentage for professors.

Table 6: New Hires, Designated Group Representation Rates, by Rank

Appointees (After hired)	Women	Racialized Groups	Indigenous Peoples	Persons with disabilities
Tenure, Tenure/Track, Non-Renewable, Special Appointment (Academic)	51.4%	29.7%	0.0%	*
Adjunct	55.3%	21.1%	2.8%	5.9%
Workforce Availability, NOC 4011 (Professors)	44.0%	21.1%	1.4%	8.9%

*Suppressed for privacy reasons.

Table 7 further breaks down new term adjunct faculty hires by whether they had a posting exception. When comparing self identification data for term adjunct appointees hired through a compliant process vs those hired through a non-compliant process, we see fewer appointees who identify as part of an equity deserving group in the latter. Term adjunct appointees hired without a posting exception did not meet the workforce availability target for racialized persons and persons with disabilities regardless of whether the process was compliant. In addition to that, term adjunct appointees hired through a non-compliant process also did not meet the workforce availability for Indigenous peoples.

Table 7: New Term Adjunct Hires, Designated Group Representation Rates, by Posting Exception Status

Term Adjunct Appointees	Women	Racialized Groups	Indigenous Peoples	Persons with disabilities
With Posting Exception	49.2%	22.2%	3.2%	5.8%
Total – Without Posting Exception (Advertised)	60.4%	19.3%	2.8%	5.7%
Compliant – Without Posting Exception (Advertised)	62.5%	19.4%	4.2%	5.6%
Non-Compliant – Without Posting Exception (Advertised)	55.1%	18.8%	0.0%	*
Total	55.3%	21.1%	2.8%	5.9%
Workforce Availability, NOC 4011 (Professors)	44.0%	21.1%	1.4%	8.9%

*Suppressed for privacy reasons.

SECTION 4: REPRESENTATION AT QUEENS

Is the employment equity process outlined in the QUFA Collective Agreement assisting with decreasing gaps for designated group members for faculty positions at the university? When the university reports to the government on gaps in designated group representation, all positions at the university are considered, not just QUFA faculty positions. However, QUFA faculty positions are the only faculty positions required to implement an employment equity process that prioritizes the hiring of underrepresented federally designated group members.

When we examine current designated group representation rates for all academic positions at Queen's we can conclude that the University has made progress with respect to all of the designated groups (**Table 8**). This could indicate that the employment equity process that is implemented for QUFA faculty hires is positively impacting the representation rates for most designated group members.

Table 8: Designated Group Representation in Queen's Academic Positions, 2023

Academic Positions ²	2008	2013	2018	2023	Canadian Workforce Population (2021)
Women	37.8%	40.4%	44.3%	48.8%	48.2%
Indigenous Peoples	1.0%	0.8%	1.2%	1.7%	4.1%
Persons with disabilities	2.6%	3.8%	4.0%	4.4%	9.1%
Racialized Groups	12.6%	12.8%	14.2%	21.3%	26.8%

Although we have improved with respect to the representation of **Indigenous Peoples** in academic positions, they are still the most under-represented group. At 1.7%, this compares favourably to the percentage of University Professors across Canada (1.4%); however, it still falls short of the Canadian Workforce population of 4.1%.

Persons with disabilities are the second most under-represented group and account for 4.4% of the Queen's academic positions. This falls short of both the percentage of Canadian Professors (8.9%) and the Canadian Workforce population (9.1%).

² Includes all academic positions at the University, such as fellows or academic assistants.

Racialized persons are the third most under-represented group and account for 21.3% of the Queen’s academic positions. This falls short of the percentage of the Canadian Workforce population (26.8%); however, it meets the percentage of University Professors (21.1%).

The percentage of **women** in academic positions at Queen’s continues to increase with each report and meets both the Canadian Workforce population (48.2) and the percentage of University Professors (44.0%).

For additional comparator data please visit [Equity Services website](#).

Although we have seen improvements in representation for all groups from 2008 to 2023, the data shows that for some designated groups we often see a plateau which continues to contribute to gaps in representation, particularly as national workforce demographics shift. Queen’s needs to continue to monitor the progress and focus on increasing the representation rates for all the designated groups in relation to the growing diversity within the Canadian workforce.

SECTION 5: TRAINING

Article 24 of the CA requires that members of all appointments committees successfully complete a familiarization and training workshop that covers the “principles, objectives, recent history, best practices, and rules and institutional expectations with respect to employment equity.” (Article 24.2.1). Workshops are provided by the Human Rights and Equity Office.

For 2023, the HREO primarily provided virtual sessions through Zoom and Microsoft TEAMS. There were 255 members of appointment committees that participated in these training sessions.. There were seventeen (17) sessions; 9 sessions were General Training for Appointments and RTPC Committee members; 8 sessions were Employment Equity Representative Trainings.

Each member of every Appointments and RTPC committee must have the requisite equity training before the committee convenes. If any individual lacks the required training, the committee is deemed to be non-compliant with the training portion of the CA obligations. Some flexibility is allowed if only a short time elapses between the formation of a committee and the training as long as the committee has not undertaken substantive work during that time.

Table 9 indicates compliance with employment equity training by each Faculty or School. In total, there were 7 appointment committees with members who lacked the required training. Please note that a single committee may be responsible for multiple hires with one committee member that does not have the required training. The overall compliance rate with training was 93.1%, significantly higher than the rate in 2020 (69.1%). However, it should be emphasized that this figure excludes committees that did not complete the equity reporting process.

Table 9: Training Compliance by Faculty, 2023

Faculty	Total # of Competitions in QEAP	# of Committees with Training	Percentage with Training
Faculty of Education	7	3	42.9%
Faculty of Arts and Science	23	22	95.7%
Faculty of Law	3	3	100.0%
Faculty of Engineering and Applied Science	19	19	100.0%
Faculty of Health Sciences	27	26	96.3%
School of Business	23	22	95.7%
Total	102	95	93.1%

After every Employment Equity Workshop, an evaluation form is sent to each participant. The following summarizes the feedback forms received in 2023 from the Appointments and EE Rep Workshops.

- The content of both the A/RTPC and EE Rep training sessions was positively received. Participants noted that the workshops effectively met their objectives and were well organized. The instructors were commended for their preparedness, knowledge, and clear presentation, as well as their effective teaching techniques.
- Participants particularly valued the discussions on relevant Collective Agreement Articles and the use of scenarios. These scenarios helped to clarify the implications of the articles and generated engaging discussions. The interactive nature of the workshops and the opportunities for open discussions were also highly appreciated.
- There were suggestions for improvements, including the desire for more complex scenarios that address broader issues beyond just Equity, Diversity, Inclusion, and Indigenization (EDII). Some participants indicated a preference for in-person sessions to enhance interaction and engagement. Additional recommendations included updating certain materials and language, incorporating more visuals, and using pre-recorded videos for technical aspects of the training. Providing pre-session handouts and reference materials for future use was also suggested.

Overall, both training sessions were well-received, with participants valuing the clarity, organization, and engagement of the workshops, while also offering constructive feedback for further enhancement.

SECTION 6: RECOMMENDATIONS

- 1. Improve Equity Compliance for Term Adjuncts:** The data demonstrate that the appointment type presenting the most compliance challenges for departments is Term Adjuncts. It is recommended that the Parties, in collaboration with the HREO, continue to develop effective strategies for ensuring that units are including an equity component in the hiring of Term Adjuncts. One of these strategies could be a direct communication from the Provost Office to Department Heads and Managers at the beginning of each term, reinforcing the importance of equitable hiring practices.
- 2. Enhance Awareness and Understanding of Posting Exceptions:** Departments are still not clear on their responsibilities regarding posting exceptions. Many units, after being contacted by HREO, were surprised to learn that a posting exception process existed and have been in place since March 2011. To address this, we recommend establishing a structured knowledge transfer process for new Department Heads and Staff Officers to ensure continuity and effectiveness for the equitable hiring practices. The process on posting exceptions could also be included in a quarterly communication from the Provost Office, also reminding departments that the Association now requires notification of all posting exceptions (Article 25.10.1.6)
- 3. Address Decline in Compliance Rates:** The compliance rate in 2023 is 84%, the lowest since 2017. One contributing factor to this decline may be attributed to the lack of reporting from the HREO to the Parties. Previously, the HREO conducted annual follow-ups with Faculties and Departments to ensure compliance and provide guidance. However, the revision of Article 24.4.4 in the 2015-2019 version of the Collective Agreement extended this reporting interval to every three years. This change could be a factor in the decreased compliance rates as the shorter interval had provided the HREO with the opportunity to ensure units were aware of the process. It's worth noting that the current Collective Agreement has reverted Article 24.4.4 back to annual reporting. We recommend leveraging this opportunity to restore regular follow-ups by the HREO. This will help ensure that departments remain aware of their obligations and can receive timely guidance.
- 4. Improve Data Collection Processes for New Faculty Hires:** The process for collecting data on new faculty hires needs improvement. While the new hire data for tenure/tenure track faculty from PeopleSoft is satisfactory, obtaining data for Term Adjuncts is considerably more challenging. This is primarily due to how term adjunct appointments are entered as 'new hires' in PeopleSoft. Currently, the HREO collaborates with each department to identify new Term Adjuncts and those with posting exceptions under Article 25.10.1.5. This is a highly manual and time-consuming process. Establishing a centralized list of all new faculty hires would streamline this process. There are also discrepancies with the way departments enter

hiring data into PeopleSoft. There are instances where departments create PeopleSoft records for new hires months after the actual hiring date. Unfortunately, there is currently no way for the HREO to capture these delayed records in real-time.

5. **Support Retention of Equity-Deserving Faculty:** The Parties, in collaboration with the HREO, should continue to examine faculty representation data and other data/information about equity-deserving faculty retention. Based on these insights, targeted retention measures should be recommended and supported to ensure a diverse and inclusive faculty body.

CONCLUSION

In order to ensure that the compliance with the employment equity program continues to improve, the HREO suggests that the JCAA discuss the above recommendations and ensure appropriate communication for those they endorse. Article 24.4.4 of the Collective Agreement between QUFA and Queen's states that the JCAA shall discuss means for improving employment equity and report any recommendations for improving employment equity to the Faculty and Staff Recruitment, Retention and Support Sub-Council, the Deans of Faculties, the University Librarian, and the Senate.

The employment equity process for new QUFA faculty hires has seen great improvements over the years and continues to be a meaningful and important process. In situations that resulted in a candidate being hired, the process was only followed 33% of the time in 2003 but has now increased to 84% in 2023. The only appointment type that continues to have compliance issues is Term Adjuncts.

The significant increase in the overall compliance rate with training, reaching 93.1% in the current period compared to 69.1% in 2020, reflects commendable progress in our commitment to employment equity initiatives. This notable improvement could be a result of moving the training to a virtual setting.

However, It is important to recognize that administrative compliance with employment equity reporting, does not necessarily equate to a process that incorporates equity in a meaningful way. For example, having completed the training and the QEAP, committees may nevertheless not be considering designated group representation or self-identification information at the appropriate time in the process. The HREO encourages Units to go beyond administrative compliance to developing meaningful proactive strategies for increasing diversity and fostering inclusion, for example by using the Diversity and Equity Assessment and Planning (DEAP) Tool.

The Faculty and Departments that tend to fare better within the recruitment process are those that establish contact with the HREO to clarify each step of the process and discuss appropriate recruitment strategies and hiring goals. It is important that units are aware of the services of the HREO and take advantage of this assistance.

Moving forward, efforts to ensure comprehensive equity reporting across all committees will further enhance our achievements in promoting diversity and equity within our organization. By continuing to refine our practices and uphold our standards, we can build a more inclusive academic environment for all members of our community.