



## Progress on Employment Equity Goals: 2016-2019

Report of the Employment Equity Committee

### Context

The University of Guelph is committed to “fostering a culture of inclusion as an institutional imperative, acknowledging the University’s diverse population, and that every member of an inclusive campus is a valued contributor”.<sup>1</sup> It is recognized that fostering a culture of inclusion is a shared responsibility and strong leadership and governance is essential to achieve meaningful outcomes. The work of the Employment Equity Committee falls under a broader governance structure designed to ensure that all our policies, practices and procedures help to advance our goals and ensure accountability.



### Employment Equity Planning Process

The Employment Equity Committee is comprised of stakeholders from across the University, including representation from all employee groups. See Appendix 1 for the membership and mandate of the Committee. The Committee has a primary responsibility of providing advice on prioritizing, planning, promoting, communicating and implementing the University’s employment equity goals. These goals are informed in part by the workforce analysis that is undertaken by the University on a regular basis to identify gaps between the expected and actual representation of designated groups in our workforce. The Committee advises on the development of a strategic plan to ensure that the University is

<sup>1</sup> [Fostering a Culture of Inclusion](#).

addressing any gaps, and monitors progress. The plan is divided into 6 broad overarching goals with benchmarks and specific timelines for various objectives.

### Employment Equity Goals

Various University stakeholder groups engaged in a comprehensive consultative process to propose a comprehensive plan aimed at reducing or eliminating existing gaps identified by the 2014-2015 Federal Contractors Program (FCP) reporting initiative. The plan is guided by overarching goals. Using this framework, the Employment Equity Committee helps to develop short-term (3 to 5 years) and long-term action items, and reviews progress annually.

### Employment Equity Framework

ORGANIZATIONAL AREA		GOALS	
<b>1</b> ATTITUDES and CULTURE (Corporate/Institutional)	1.1	To strengthen the University's commitment to equity and inclusion	
	1.2	To enhance an inclusion mindset	
	1.3	To demonstrate a culture of inclusion throughout University policies and practices	
<b>2</b> RECRUITMENT, SELECTION, HIRING, and RETENTION	2.1	To develop and implement measures to attract and hire a workforce that is representative of equity seeking groups	
	2.2	To monitor measures in place to ensure consistent implementation of recruitment, selection, hiring, and retention policies	
	2.3	To diversify hiring committee memberships	
<b>3</b> PROMOTION SYSTEMS	3.1	To maximize opportunities for success for those within the designated groups.	
	3.2	To diversify faculty tenure and promotions criteria to recognize diverse achievements	
	3.3	To ensure equity in salaries, and promotions for underrepresented groups	
<b>4</b> TRAINING & DEVELOPMENT	4.1	To strengthen the University's commitment to equity and inclusion	
<b>5</b> REASONABLE ACCOMMODATION	5.1	To create awareness across campus that accommodation is a shared responsibility	
	5.2	To continue the ongoing efforts to make campus more accessible	
	5.3	To further support campus with the provision of reasonable accommodation	
<b>6</b> ACCOUNTABILITY & MONITORING	6.0	To regularly review the employment equity implementation and goals	

## New Initiatives: 2016-19

There has been significant activity since 2016 with many new programs initiated. The breath of activities reflects the numerous partners engaged and a commitment to success. This report includes only a sampling of new initiatives since 2016 and does not include ongoing initiatives.

## Attitudes and Culture

- a. The [University's Strategic Framework](#) speaks to a commitment to working together openly, respectively and inclusively.
- b. [Fostering a Culture of Inclusion](#), approved by the Senate, April 4, 2017 and by the Board of Governors, April 21, 2017 provides a roadmap for the inclusion agenda. The report also
- c. The Provost and the Associate Vice-President (Human Resources) initiated the [GenEq program](#) to help advance the status of women at the University.
- d. A fund was created to support the inclusive space program to parallel the existing grant to support making space accessible.
- e. Employment equity outcomes are included in performance objectives for all leaders
- f. A governance structure has been developed to align mandates with the Inclusion Framework.
- g. Guidelines have been created for [planning an accessible event](#).

## Recruitment, Selection, Hiring and Retention

- a. Working with Deans to review 5-year HR plans for faculty recruitment.
- b. Targeted recruitment of 6 Aboriginal Faculty completed
- c. [Equitek](#) Subscription secured and being implemented for use to reach an even more diverse prospective applicant pool.
- d. Conducted a successful pilot test of a tool to improve tracking of the diversity of applicant pools for faculty and sessionals.

## Promotion Systems

- a. Ongoing efforts to review and enhance the pre-tenure faculty mentorship program.
- b. Salary Anomaly review completed and gender adjustment for female and female identifying faculty.

## Training and Development

- a. Unconscious bias training added to existing Diversity and Human Rights training for all faculty, sessional lecturer and staff search committees and an [online module "Minimizing Implicit Bias in the Search and Recruitment Process"](#) was created.
- b. Entered into a partnership with [Canadian Centre for Diversity and Inclusion \(CCDI\)](#) to enhance resources to support hiring, retention and education.

## Reasonable Accommodation

- a. Continuing education and awareness building of the Accommodation Partnership Program, which has been in place for many years.
- b. Completed a review of the process to identify potential systemic barriers and provide necessary resources to departments required to invest considerable funds to accommodate persons with disabilities.

## Accountability and Monitoring

- a. The Employment Equity Committee reviews employment equity goals and timelines, and receives regular updates on progress toward the goals.
- b. A report on progress is posted annually through Diversity and Human Rights.

## Outcomes: 2016-19

As evidenced in Appendix 2, the University has made significant strides in increasing both the number and representation of members from designated groups across all occupations. There are a few areas (highlighted in red) where we have not been as successful as we would like. However, it is also recognized that almost all these positions hire from our local community, which is still not as diverse as other communities in the province. We continue to examine ways in which we can extend our reach to enhance the pool.

While the government mandated that we survey for the designated groups, we also asked on our Diversity Matters Survey:

*Do you self-identify as a person who is Lesbian, Gay, Bisexual, Two-spirited, Questioning, Asexual, Queer, or any other non-heterosexual identity?*

We will be examining this data as well to provide insight on how welcoming and supportive our community is of the LGBTQ2+ community.

## Next Steps: 2019-22

We are committed to this important work and hope to see the continuation of positive outcomes we have had these past three years. In our goal setting we identified that at a minimum we will aim to hire at the availability rate. However, in those areas where we have larger gaps, we will aim to exceed these goals. At the same time, while we remain committed to increasing the diversity of our workforce, we are anticipating some future budget challenges which may impact our hiring and thus the speed with which we can close our gaps.

## Appendix 1: Mandate of the Employment Equity Committee

### PURPOSE

The University of Guelph is committed to equitable hiring and employment practices. The Office of Diversity & Human Rights (DHR)'s mandate includes employment equity, and the Employment Equity Committee is in place to support the DHR in fulfilling this aspect of its mandate for the University community.

The Committee strives to:

- Eliminate the effects of systemic barriers on those seeking employment or employed within the University;
- Ensure the designated groups (women, persons with disabilities, racialized persons, and Aboriginal persons) are represented among the University's employees;
- Allow all employees to develop professionally without discrimination or barriers from policies, procedures, and practices.

### MANDATE

The Employment Equity Committee's mandate is to:

- Monitor and report on the University's compliance with the Federal Contractors' Program;
- Review current and proposed University policies with respect to employment equity implications;
- Make recommendations on changes to policies, procedures or practices;
- Facilitate communications between administration, employee groups, and the university community on employment equity; and
- Prepare an annual report on employment equity.

### MEMBERSHIP

Note: Nominations for membership are especially encouraged from

- members of the designated groups: women, persons with disabilities, racialized persons, and Aboriginal persons, sexual minorities.
- People with expertise in equity and involvement in hiring practices;

### Committee Membership

Each employee group will appoint a representative for a two year term as follows

- CUPE 1334
- CUPE 3913
- Professional Staff Association

- University Police Association
- Faculty Association
- Ontario Nurses Association
- OSSTF
- Exempt Group
- University of Guelph Food Services Employees Association
- United Steelworkers Association
- UNIFOR
- College Academic & Research Group

Administrative staff members for a 2 year term

- Communications & Public Affairs
- Dean
- Human Resources
- Faculty and Academic staff Relations
- Student Affairs
- Diversity and Human Rights

## Appendix 2: Progress on Goals

### Women

<b>Workforce Analysis Results</b>							
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Gap 2016</b>	<b># 2016</b>	<b># 2019</b>	<b>Change</b>	<b>% Rep 2016</b>	<b>% Rep 2019</b>
<b>#</b>	<b>Description</b>	<b>#</b>					
01	Senior Managers	3	16	18	+2	34.0	54.5
02	Middle and other Managers	30	167	198	+31	47.4	55.5
03	Professionals	-100	334	490	+156	35.8	43.2
04	Semi-Professionals & Technicians	-52	150	254	+104	44.0	62.1
05	Supervisors	-4	8	14	+6	38.1	58.3
06	Supervisors: Crafts & Trades	-1	0	0	0	0	0
07	Administrative and Senior Clerical	0	260	307	+47	81.3	91.1
08	Skilled Sales & Service Personnel	-4	1	26	+25	7.7	35.6
09	Skilled Crafts & Trades Workers	-1	1	1	0	1.7	1.7
10	Clerical Personnel	-2	100	121	+21	72.5	87.1
11	Intermediate Sales and Service Personnel	0	18	34	+16	66.7	73.9
12	Semi-Skilled Manual Workers	-3	17	16	-1	26.3	21.9
13	Other Sales & Service Personnel	-20	53	132	+79	41.4	61.7
14	Other Manual Workers	-3	1	2	+1	9.1	11.8
<b>Totals:</b>		<b>-188</b>	<b>1126</b>	<b>1613</b>	<b>+487</b>	<b>45.6</b>	<b>55.5</b>

## Aboriginal Peoples

<b>Workforce Analysis Results</b>							
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Gap 2016</b>	<b># 2016</b>	<b># 2019</b>	<b>Change</b>	<b>% Rep 2016</b>	<b>% Rep 2019</b>
<b>#</b>	<b>Description</b>	<b>#</b>					
01	Senior Managers	-1	0	0	0	0	0
02	Middle and other Managers	-3	5	8	+3	1.4	2.2
03	Professionals	-11	5	11	+6	.5	1
04	Semi-Professionals & Technicians	-3	3	6	+3	.9	1.5
05	Supervisors	0	0	0	0	0	0
06	Supervisors: Crafts & Trades	0	0	0	0	0	0
07	Administrative and Senior Clerical	-5	1	3	+2	.3	.9
08	Skilled Sales & Service Personnel	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	-2	0	0	0	0	0
10	Clerical Personnel	-2	1	0	-1	.7	0
11	Intermediate Sales and Service Personnel	0	0	0	0	0	0
12	<b>Semi-Skilled Manual Workers</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
13	Other Sales & Service Personnel	-1	1	2	+1	.8	.9
14	Other Manual Workers	0	0	0	0	0	0
<b>Totals:</b>		<b>-29</b>	<b>16</b>	<b>30</b>	<b>+14</b>	<b>0.6</b>	<b>1.0</b>



## Members of Visible Minorities

<b>Workforce Analysis Results</b>							
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Gap 2016</b>	<b># 2016</b>	<b># 2019</b>	<b>Change</b>	<b>% Rep 2016</b>	<b>% Rep 2019</b>
<b>#</b>	<b>Description</b>	<b>#</b>					
01	Senior Managers	-4	1	2	+1	2.1	6.1
02	Middle and other Managers	-22	31	32	+1	8.8	9
03	Professionals	-85	91	145	+54	9.7	12.8
04	Semi-Professionals & Technicians	-43	27	43	+16	7.9	10.5
05	Supervisors	0	1	3	+2	4.8	12.5
06	Supervisors: Crafts & Trades	-1	0	0	0	0	0
07	Administrative and Senior Clerical	-9	12	24	+12	3.8	7.1
08	Skilled Sales & Service Personnel	-3	1	11	+10	7.7	19.3
09	Skilled Crafts & Trades Workers	-7	1	0	-1	1.7	0
10	Clerical Personnel	-10	4	9	+5	2.9	6.5
11	Intermediate Sales and Service Personnel	-2	1	0	-1	3.7	0
12	Semi-Skilled Manual Workers	-17	2	1	-1	2.6	1.4
13	Other Sales & Service Personnel	-8	10	10	0	7.8	4.7
14	Other Manual Workers	-2	0	0	0	0	0
<b>Totals:</b>		<b>-213</b>	<b>182</b>	<b>280</b>	<b>+98</b>	<b>7.3</b>	<b>9.6</b>

## Persons with Disabilities

<b>Workforce Analysis Results</b>							
<b>Employment Equity Occupational Group (EEOG)</b>		<b>Gap 2016</b>	<b># 2016</b>	<b># 2019</b>	<b>Change</b>	<b>% Rep 2016</b>	<b>% Rep 2019</b>
<b>#</b>	<b>Description</b>	<b>#</b>					
01/02	Senior Managers and senior managers	2	19	31	+12	4.3	7.9
03	Professionals	8	43	73	+30	4.6	8.9
04	Semi-Professionals & Technicians	0	16	24	+8	4.7	5.9
05	Supervisors	-3	0	1	+1	0	4.2
06	Supervisors: Crafts & Trades	0	0	0	0	0	0
07	Administrative and Senior Clerical	9	20	27	+7	6.3	8
08	Skilled Sales & Service Personnel	0	0	0	0	0	0
09	Skilled Crafts & Trades Workers	-1	1	1	0	1.7	1.7
10	Clerical Personnel	-2	8	9	+1	5.8	6.5
11	Intermediate Sales and Service Personnel	0	2	4	+2	7.4	8.7
12	<b>Semi-Skilled Manual Workers</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>-4</b>	<b>5.2</b>	<b>0</b>
13	Other Sales & Service Personnel	2	10	10	0	7.8	4.7
14	<b>Other Manual Workers</b>	<b>-1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Totals:</b>		<b>14</b>	<b>123</b>	<b>180</b>	<b>+57</b>	<b>5</b>	<b>6.2</b>