The Diversity and Equity Assessment and Planning Tool (DEAP)

THE DEAP TOOL USER GUIDE

The Queen’s University Equity Office

This document is available in alternate formats, upon request. Please contact us at 613-533-2563 or by email at equity@queensu.ca
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Introduction

This Diversity and Equity Assessment Planning Tool (DEAP Tool) is a Queen’s initiative aimed at fostering equity, diversity, inclusion (ED&I). Completing this self-assessment tool is one way that Units can act on the university’s commitment to promote, support, and integrate ED&I at Queen’s. The DEAP Tool is designed to assist your Unit in recognizing its successes in ED&I and identifying areas for improvement. It can be used to spark an ongoing discussion towards enhancing your Unit’s understanding of ED&I, and it can help your Unit set tangible goals for action.

Institutional Goals

Queen’s is a progressive institution backed by a community of engaged people. Our work to improve campus life is never finished, and when it comes to building a culture of diversity and inclusiveness, there remains much to do. To create a community in which all students, faculty, and staff can contribute and succeed requires us to examine our policies, structures, and practices. Our ability to remain a top-tier university will depend on our willingness to embrace a changing society and manage progress through education, dialogue, and concrete actions.

Over the span of some twenty years there has been reports on racism, diversity, and inclusion at Queen’s that have all recommended changes that should be made to build a more progressive campus community. The latest of which are the Queen’s Truth and Reconciliation Taskforce Report (TRC Report) and the Principal’s Implementation Committee on Racism, Diversity, and Inclusion Report (PICRDI Report) that currently serve as guidelines for our university community to implement sustainable institutional change. The Queen’s University Academic Plan also contains guiding principles and key recommendations that encourages the university to strive for a more inclusive and respectful campus. The Queen’s Strategic Framework serves as a capstone to all of the current plans and reports with the purpose to help the university achieve its vision of collectively building a foundation that will ensure Queen’s remains a university where exceptional people continue to thrive in a dynamic and innovative academic community.
Purpose of the DEAP Tool

The Diversity and Equity Assessment and Planning tool (DEAP) has been developed by the Queen's University Equity Office to assist Units to better understand the environments and climate relating to equity and diversity in their Units. The DEAP Tool is a self-audit tool for internal use for Units to:

- Understand the demographic profile of their staff, faculty, and students
- Assess how inclusive the Unit is
- Provide an opportunity to reflect on areas in need of improvement using the Diversity Score Card assessment template
- Support requests for resources or modifications further commitments to equity and diversity
- Develop an action plan and timeline to enhance inclusion

This Tool is organized into 12 different indicators, each of which addresses a particular aspect of your unit. The intention of the Tool is not to rank or score units. Rather, it is designed to be self-diagnostic in nature as it asks units to assess their current state in terms of diversity, equity, and inclusion and then set attainable goals for the future. The Tool should be used year over year as the unit’s advances its goals.

Ideally, people from multiple levels and areas of a unit will be involved in the process of completing the DEAP tool. This will enable an accurate assessment of the indicators and ensure a comprehensive picture of the unit’s diversity, equity, and inclusion work. As a result, staff will enhance their understanding of diversity, equity, and inclusion, enabling the unit to fulfill its own diversity, equity, and inclusion commitment while at the same time contributing to how Queen’s will advance its commitment to promote, support, and integrate diversity, equity and inclusion on a university-wide level.

The Tool also is designed to complement other administrative responsibilities such as:

- Strategic Planning
- Cyclical Review Process (CPR) and Queen’s University Quality Assurance Process (QUQAP’s)
- Hiring and Appointments Processes
- Implementation of the Academic Plan
The Twelve Indicators of Educational Inclusion

The development of equity and diversity principles and processes occur at individual, departmental and school levels. The purpose of this diagnostic Tool is to assess specific dimensions of equity and diversity within the Unit and when possible create a foundation for organizational change. In this Tool, these are referred to as the "Twelve Indicators of Educational Inclusion" These twelve categories systemically catalogue the ways in which an organization demonstrates its commitment to diversity and inclusiveness in various areas. Strategic Planning:

It is important to have equity considerations as central to the strategic planning process in order to promote diversity and inclusion in the workplace and in educational and learning environments.

1. **Planning Exercises**: Inclusive units identify diversity, equity, and inclusion as a priority and incorporates diversity, equity, and inclusion objectives into its planning and as a result have concrete action plans that are attainable within the unit’s currently available and projected resources.

2. **Policies, Procedures and Practices**: Inclusive units possess knowledge of unit and university wide policies, procedures, and practices that ensure equity and achievement of diversity and inclusion institutional objectives and take the necessary steps to incorporate these policies, procedures, and practices at the unit level.

3. **Committee Representation**: Diversity of representation in unit committees (inclusive of representation external to your unit if appropriate) will expand thinking and direction, is responsive to diversity and equity related issues, and assists in creating a climate of inclusion within your unit.

4. **Recruitment, Hiring and Orientation**: Inclusive units attract the best talent representative of the Canadian workforce and ensure a fair hiring process for all. They identify and eliminate barriers that give rise to systemic and often unintentional discrimination. Orientation of all new staff which incorporates diversity and equity topics ensures a climate of inclusion.

5. **Staff Supports**: Inclusive units ensure that all staff have access to support programs and services at both the university and community level that meet the needs of the diversity within the unit.

6. **Professional Development**: Inclusive units ensure that all staff are afforded equitable opportunities to professional development opportunities as appropriate.

7. **Promotion and Retention**: Inclusive units value diversity of experiences, opinions, and backgrounds that promote and inspire new ideas, increase problem-solving capacity, and spark innovation.
8. **Education and Training:** Inclusive units recognize the value of diversity and equity education and training and provide all staff with opportunities to develop knowledge and skills to work effectively within a diverse environment.

9. **Procurement and Delivery of Goods, Services and/or Facilities:** Inclusive units promote and nurture a diverse vendor base and encourage vendors to consider diversity and inclusion in the provision of their goods and services.

Inclusive units incorporates diversity and accessibility from the outset in the delivery of goods, services, and/or facilities.

10. **Communications and Community Relations:** Communications and community relations play an important role in shaping the image and reputation of the university. Each time a unit engages with its audiences, there is an opportunity to communicate Queen’s vision and values.

Inclusive units’ communications and community relations support the university’s commitment that diverse cultures and identities are reflected and expressed in all aspects of university life.

11. **Accessibility:** Inclusive units provides services and programs in a manner that allows persons with disabilities to maintain their dignity and independence and that upholds the principles of integration and equal opportunity. These units are committed to meeting the needs of persons with disabilities in a timely manner, and will do so by preventing or removing barriers to accessibility and meeting accessibility requirements under the Accessibility for Ontarians with Disabilities Act (“AODA”).

12. **Consulting with Indigenous Communities:** Building on a vast collection of documents, reports, oral history and other records the Truth and Reconciliation Commission specifically calls on educational institutions to engage with Indigenous communities and be leaders in reconciliation. By taking steps to ensure Indigenous communities are consulted, recognizing that all units can benefit from Indigenous knowledge, and by creating culturally validating work environments, units can begin to create a more welcoming, inclusive, and diverse university.
Three Step Process of the (DEAP) Tool

The DEAP tool is completed in *three main steps*.

1. Participants are invited to review their Unit's equity profile and complete the assessment survey which provides a series of questions related to "Twelve Indicators of Inclusion." These twelve categories constitute systemic indicators of the ways in which an organization can demonstrate its commitment to increasing diversity, equity and accessibility.

2. Participants will be presented with a report card-like summary of their results and will be invited to set goals based on the area or areas of priority highlighted by the report card.

3. Participants will be invited to complete a summary report highlighting key equity objectives, areas of focus and a plan for implementation. The Equity Office Advisors will be available for guidance and support throughout each of the steps.
START: How to Use the DEAP Tool

Logging into the Application

Here is the link to the application: https://webapp.queensu.ca/equity/deap/index.php

1. You will be directed to the Single Sign on page. Log in with your netid and password

2. Once in the application, you will be given the option to choose to complete the Academic DEAP, the Administrative Units DEAP, or the Governance DEAP. For the purposes of this user guide we will use the Administrative DEAP.
3. Click on the left hand navigation to review the ‘Introduction’, ‘Institutional Goals’, ‘Purpose of the DEAP Tool and ‘The Indicators of Educational Inclusion’ if you have not already done so on pages 1-5 of this guide.
4. At any time you can review your Equity Profile, Click on the Equity Profile in the left navigation

Reviewing the Equity Data Profile

Your profile is divided into Faculty and Staff, if applicable. The graphs give you a visual representation of the percentages of the Canadian population and the Canadian Workforce population for Faculty or Staff.
The most underrepresented graphic determines the ranking of the designated group representation in your unit. In the example below, visible minorities are the most underrepresented followed by Aboriginal peoples, then by persons with a disabilities. Women are represented. This information is very helpful when determining strategies for recruitment.

A summary of where you should be trying to improve and where you are above average is presented as well.

You are now ready to begin the 3 step process of the DEAP Tool.
Self-Assessment Survey and Score Card

5. Click ‘DEAP Portal’ on the left navigation and click ‘Create’

6. This brings you to the ‘Step 1: Assessment Survey’ page.
7. Click ‘Begin Assessment Survey’ and complete the survey to help rate your Unit’s performance in the *Indicators of Inclusion*. This survey helps gauge where your faculty or unit sits on the diversity/equity continuum- a core measure of equitable and inclusive educational environments.

8. This will take you to the first question, ‘Planning Exercises’.

![Planning Exercises](image)

9. Select one of the options. If you are unsure of the meaning for each option, click on the button beside each option and/or refer to the ‘Resources’ provided in the right navigation. A pop up will display a brief description of what each of the options means:
10. You can also toggle through each question by using the navigation along the bottom:

11. Once all questions have been answered the bottom navigation changes colour, indicating that the questions have been answered. You can then click ‘Submit Survey’ and the completion page will then appear.
12. Once faculties/units complete the Self-Assessment Questionnaire; a *diversity score card* is produced, similar to a “report card.” The results help faculties and individual units use their institutional data to identify educational inequities. The Score card can be found on your completion page as well as in the left navigation.

![Diversity Score Card](image)

The goal of the Score card is to help institutional leaders identify gaps and areas in need of improvement. It will encourage units to establish indicators and scales that will enable them to assess their effectiveness in educational equity, including, improving access, retention, institutional receptivity, and excellence for historically marginalized groups.

13. Click ‘Continue to Step 2’ in order to begin the goal setting process.
Goal Setting and Action Plan

After reviewing the Score Card results, Units are invited to develop goals corresponding to the indicators of inclusion. Units do not need to set goals in every area, however are invited to set priorities in areas that require attention and pertain to categories that are of interest. The goal setting section helps Units develop an action plan and timeline for improvement.

1. In this section, you are invited to develop and set goals based on your results from the survey in the previous section. An ‘Attention Icon’ marks the Indicator that requires the most improvement.

2. Click on the Indicator(s) you would like to choose. You can choose as many goals as you wish. This page also shows you how you answered your self-assessment and gives you the option of changing your response by clicking click on “Change Survey Response”
3. Once you have selected at least one area for improvement, click ‘Set Goals for Selected Category’ at the bottom of the page.

4. Select your goal for the area you have chosen or develop your own goal.

5. Record how you are going to complete this goal in the ‘Action’ section.
6. Outline a timeframe for advancing the action in the ‘Timeframe’ section.
7. Identify who will be accountable, who will lead and who will be involved in the development and implementation of the action in the ‘Person’ section.
8. Identify external and internal stakeholders who will need to be involved to make this action plan successful in the ‘Stakeholders’ section.
9. Identify resources needed and potential sources to make this action plan successful in the ‘Resources’ section, Click ‘Submit Goals’
### Additional Details (Required Fields)

**Action**
Elaborate on an action plan to advance the specific diversity and inclusion indicator chosen.

**Timeframe**
Outline a timeframe for advancing this action (i.e., starting date, length of time to completion etc.)

**Person**
Identify who will be accountable, who will lead and who will be involved in the development and implementation of this action plan.

**Stakeholders**
Identify external and internal stakeholders who will need to be involved to make this action plan successful.

**Resources**
Identify resources needed and potential sources to make this action plan successful.
10. Continue completing the goal setting for those indicators you have selected, Click ‘Submit Goals’ and following page will appear to indicate you completed the goal setting exercise.

11. The process is now complete. An email outlining your goals and action plan will be emailed to you and the Equity Office. You will receive an automated email at the end of the survey period (12 months) reminding you to return to the DEAP Tool to complete Step 3, Progress Report.
End of Year Summary Report

The final step of the DEAP tool is to complete the *Action Plan and Summary Report template* intended only for the Equity Office to review.

12. Click on the ‘DEAP Portal’ on the left navigation and click ‘Open’ when you return to complete your summary report.

13. Indicate ‘Yes’ or ‘No’ for each goal you selected. If you select ‘Yes’, you will be asked “How did you achieve your goals?” and if you select ‘No’ you will be asked “What barriers prevented you from achieving your goals?”

14. Click ‘Submit Progress Report’ at the bottom of the page. An automatic email will be sent to you and the Equity Office containing your progress report. This information will be reported on yearly in aggregate from by the Equity Office.

This completes the progress report for goals that were set earlier this survey period. You can return to the DEAP tool at the beginning of the next survey period to take the survey again and update it with your latest status, and to set new goals for the year. In the interim you can return to the progress report to review the history of your progress. We encourage you to continue in your efforts to foster equity, diversity and accessibility at the University. Following up on how successful your Unit has been in accomplishing its goals allows you to accurately complete the next survey in order to determine the goals that will help the University meet its diversity, equity and accessibility goals. Your feedback to the Equity Office allows us to better communicate how successfully the University is meetings its overall goals.
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