

EMPLOYMENT EQUITY REPORTING: FREQUENTLY ASKED QUESTIONS FOR FACULTY APPOINTMENTS

BEFORE YOU BEGIN

When should we begin a competition in QEAP?

Ideally, prior to advertising, the EE Rep should begin the process and start a new competition in order to review the designated group profile for the Unit.

I am a new EE Rep for an upcoming search, and I need to begin the Equity Reporting process, how do I get access to the online Queen's Equity Appointments Process (QEAP)?

Contact Meri Diamond at 79576 or diamondm@queensu.ca. Once verified that the EE Rep has taken the necessary Employment Equity training, you will be granted user access to QEAP. Once you have access rights, the application can be found here:

<https://www.queensu.ca/equity/secure/qeap/>

The Administrative Assistant in my department is extremely capable and is very knowledgeable of the appointment process. Is it acceptable for them to complete the Appointments process in QEAP as long as the EE Rep reviews it for accuracy?

Although the EE Rep has the explicit responsibility for the Committee adhering to the rules and expected practices that assure equity and for data collection and reporting, there is an *EE Rep Delegate* user role for the QEAP application. Admin Assistants can only acquire access once they have completed EE Rep equity training. As they will then have access to confidential information from self-identification questionnaires, a confidentiality agreement must be signed. The EE Rep would still be required to access the system in order to review the information.

Can the Chair act as the Employment Equity Representative on the appointment committee, and if not, then who should?

We strongly encourage that the Chair **not** be the EE Rep as the role and function in is different than that of the Chair. Although all committee members should be sympathetic to employment equity principles, it is the responsibility of the EE Rep to ensure a fair and equitable appointment

process. The role of the EE Rep would best be suited by someone in a faculty role and/or someone who is confident with advocating the employment equity principles to the committee and are able to speak with authority on equity related issues without fear of reprisal.

Can a graduate student representative act as the Equity Representative on the personnel committee?

No, Article 24.2.2 states that “while all Appointments Committee and Personnel Committee members shall adhere to the principles of employment equity, one (1) Member (normally with tenure) of each such committee shall be designated as the Equity Representative...”

DESIGNATED GROUP PROFILE

What is a Designated Group Profile?

The Designated Group Profile is populated using employee data that is collected through the Queen’s Human Resources Information System (HRIS) PeopleSoft and the ICOUNT Queen’s Equity Census. The Designated Group Profile outlines a ranking showing which designated groups are under-represented in your unit. In order to determine which designated group is most under-represented in each unit, the percentage in your unit is compared to the Canadian Population. (the benchmark defined in Article 24.3.3). In accordance with Article 24 of the Collective Agreement, this data is relevant to the work of the Appointments Committee.

When should the EE Rep review the Designated Group Profile?

Ideally, prior to advertising. As soon as a department is aware of a search commencing, and once an EE Rep is chosen, the EE Rep should begin a competition in the QEAP App which will generate a designated group profile. The designated group profile can assist when choosing where to place advertisements in order to attract candidates from equity-seeking groups.

Our unit is under-represented in men, why does the Designated Group Profile not reflect this?

Historically, men have not been disadvantaged in the work force and therefore the Employment Equity Act does not designate men to be an under-represented group.

TRAINING

One or more of our Committee members has not attended any employment equity training; can we move forward or convene just to discuss preliminary matters?

Equity Services can verify a competition in the QEAP application without compliance. Persons chosen to serve on Appointments committees may only carry out such functions after successfully completing a training workshop (Article 24.2.1). The training status of committee members are documented in annual reporting to the Joint Committee on the Administration of the Agreement (JCAA). The Appointments Committee should not convene—to discuss administrative or substantive matters—until every member of the Committee has received the required training as per Article 24.2.1 of the Queen's University/QUFA Collective Agreement.

I believe that I have had enough training and I should be exempt from additional equity training.

According to Article 24.2.1 all persons sitting on Appointments and/or RPTC committees require training that has been taken in the previous ten years. If 10 years has elapsed since you last took the training, you are required to take it again. If you believe you should NOT be required to take the training, you can ask for an exemption from the JCAA.

Are students on committees required to have equity training?

Students are not required to have employment equity training (Article 24.2.1), however we welcome students to the training sessions and recommend all members of the committee have employment equity training.

We have an Indigenous participant on an RTP Committee as part of Appendix O, does this participant require equity training?

It is recommended that all members of the committee complete employment equity training prior to sitting on the committee.

Should committee members external to Queen's receive the training?

It is recommended that all members on a staff or faculty hiring committee complete employment equity training prior to sitting on the committee.

I am planning to be on the Renewal, Promotional, Tenure and Continuing (RPTC) committee as well as the Appointments Committee. What workshop do I need to take?

Currently, Equity Services offers one workshop that covers both Appointments and RPTC. You can register for the training here: [A/RTPC Training](#)

I would like to take an EE Rep workshop. What requirements are there?

In order to take the EE Rep workshop, you need to first take the [Appointments /RPTC](#) training.

I am not planning to be the Employment Equity Representative. Do I need to take the EE Rep workshop?

No, you do not. However, we welcome all individuals interested in taking this training to do so.

ADVERTISING

The position being filled was not advertised. How should I complete the Advertising section in the QEAP application?

In exceptional circumstances, the Principal, Dean or Unit Head may decide not to advertise for a particular position. (Article 25.7.1) If this is the situation in your Committee, you must obtain an exemption letter from the Dean. In QEAP, you will need to check the “Advertising Waived” box and download a copy of the exemption letter.

What statements should be included in our Advertisements?

The following equity and accessibility statements **must** be included in **all** advertising:

The University invites applications from all qualified individuals. Queen’s is committed to employment equity and diversity in the workplace and welcomes applications from women, visible minorities, Aboriginal peoples, persons with disabilities, and LGBTQ persons. All candidates are encouraged to apply; however, in accordance with Canadian Immigration requirements, Canadian citizens and Permanent Residents of Canada will be given priority.

To comply with Federal laws, the University is obliged to gather statistical information about how many applicants for each job vacancy are Canadian citizens / permanent residents of Canada. Applicants need not identify their country of origin or citizenship, however, all applications must include one of the following statements: “I am a Canadian citizen / permanent resident of Canada”; OR, “I am not a Canadian citizen / permanent resident of Canada”. Applications that do not include this information will be deemed incomplete.

*Academic professionals at Queen's University are governed by a **collective agreement** between the Queen’s University Faculty Association (QUFA) and the University (“Collective Agreement”), a copy of which is posted at: <http://www.qufa.ca> .*

The University will provide support in its recruitment processes to applicants with disabilities, including accommodation that takes into account an applicant’s accessibility needs. Candidates requiring accommodation during the recruitment process are asked to contact: (your contact)

How do I decide on a recruitment strategy with equity in mind?

Ideally, the Chair of the Appointment Committee and the EE Rep should receive direction from the Department Head in regard to which of the designated groups (refer to the designated group profile in the QEAP) the department should focus its recruitment strategy on. This could be the designated group that is most underrepresented, or a decision could be made to focus efforts on the smallest gap first, for example. There is no right or wrong here, other than having no strategy.

When reporting on additional measures taken to attract members of designated groups, what are some suggestions for completing these fields?

The EE Rep should list any recruitment efforts above the minimal requirements such as; specific job sites, listservs, conferences, word of mouth. The Equity Services website has a list of [recruitment resources](#) for the designated groups. You can also find a list of recruitment sites on the Human Resources website here: [HR recruitment resources](#). The equity statements in a job posting are NOT considered additional measures.

APPLICANT SELF-IDENTIFICATION

Can we ask our candidates about their Canadian citizens or permanent residents status?

Yes, in fact the University is obligated to gather statistical information about how many applicants for each job vacancy are Canadian citizens / permanent residents of Canada and report this to the Federal Government.

Where do the applicants return the Self-Identification Questionnaires?

Applicants respond to an email invitation and use a unique link to complete the survey through the Queen's Equity Appointments Process (QEAP) Application. Once applicants begin completing the self-identification questionnaire their responses will appear in QEAP.

I am the Chair on the committee, not the EE Rep, but I would like to request the number of applicants who have self-identified. Can you provide me with this information?

Yes, but only the number of applicants who self-identified. We cannot provide you with any specific information about an applicant's self-identification information, the EE Rep is the only individual who should have access to this information.

An applicant has not completed a Self-Identification Questionnaire; however, it is apparent from other information obtained that they self-identify in a designated or equity-seeking group. May I indicate that in the QEAP system?

No. Information regarding any applicant's membership in a designated group may only be included if that individual has submitted a Self-Identification Questionnaire and has indicated that they wish to have the information used in the Appointments Process. The EE Rep and the Committee members may not otherwise make any assumptions regarding the applicant unless the applicant has **overtly** indicated their self-identification status in another manner. For

example, in their cover letter or verbally in the interview. It is never appropriate to inquire directly as to an applicant's self-identification status.

In the "Applicant" tab, it says 12 out of 16 applicants returned a self-id, however I can only see 9 responses. How can I acquire the other 3 responses?

Candidates are given various options in the self identification questionnaire. The responses in the Self-ID column are as follows:

W	Applicant self-identified as a women
VM	Applicant self-identified as a racialized/visible minority
AB	Applicant self-identified as Aboriginal/Indigenous
DI	Applicant self-identified as a person with a disability
SO	Applicant self-identified as an LGBTQ+ person
GI	Applicant self-identified as gender other than man or woman
Request for self-id sent	Applicant has not returned their self-id
Results not shared	Applicant has chosen to self-identify for statistics only
Not in a designated group	Applicant has returned self-if and is not in any of the equity-seeking groups

Why are Sexual Orientation and Gender Identify questions asked in the Self-ID?

Although LGBTQ+ persons are not considered a federally designated group under the Federal Contractors Program, Queen's recognizes that LGBTQ+ persons also face discrimination in the workplace. Collecting self-identification data for this equity-seeking group allows the university to better understand its demographic and make concerted efforts towards fostering an inclusive working environment for all staff and faculty.

QUEEN'S EQUITY APPOINTMENTS PROCESS (QEAP)

I have just entered applicants into the QEAP system, how long should I wait before moving on to the shortlisting step?

Once you've added an applicant into the system, the candidate automatically receives an email requesting they complete a self-identification questionnaire. Typically, an applicant submits their questionnaire within 1-2 days of receiving the email. It's best to allow that amount of time for candidates to complete the questionnaire in order for their information to be populated in QEAP.

We have applicants who are not qualified; do we have to add them in the QEAP system?

Yes, you do. Every individual who applies for a position at Queen's is entitled and required to be considered in the applicant pool.

Of all the candidates, the committee would only like to rank one. Do I have to complete shortlist details for the rest of the applicants?

Yes, the QEAP system requires you to provide shortlisting details for all of your applicants. It is extremely important to provide accurate shortlisting details for each and every applicant.

We have over 50 applicants; do we have to complete shortlisting details for all of them?

Yes, you do. The QEAP system is designed to assist with high volume of applicants. It is recommended that once you make all your shortlisting changes for the few candidates who are "invited to interview" and "shortlisted", you utilize the "mass adjust" function for the remaining applicants with a status of pending.

We are ready to appoint a candidate; however, we have not managed our candidates yet. Can I still enter them and complete the process in the QEAP system?

No, you cannot. Each step is in place to ensure equity measures are taken throughout the process, not just at the end. Once an applicant is entered into the system, they are automatically sent a self-identification questionnaire. If applicants are asked to self identify after a selection has been made, this action could potentially become a Human Rights issue.

Our pool isn't diverse enough, what are our options?

You can extend the posting beyond the traditional 2 weeks in hopes of a more diverse applicant pool. To avoid this particular situation, we highly recommend that you take every effort at the beginning of the process to ensure a robust recruitment strategy coupled with a job description that is attractive to members of equity-seeking groups.

Our first rank candidate declined our offer, do we have to begin the process from the start?

No, you can appoint your second ranked candidate. Do not change any of the previous rankings, in the “Appointing” stage, you will provide a brief explanation as to why your first ranked candidate was not appointed.

What is the Employment Equity process for Term Adjuncts?

The process for Term Adjuncts is the same as the faculty appointment process in regards to employment equity and should be reported using the QEAP Application. There are times when posting is exempt for Term Adjuncts (Article 24.10.1.5) and in these cases a [Posting-exempt Term Adjunct form](#) must be submitted rather than reporting through QEAP.

When should we begin the shortlisting process?

Once the committee has reviewed all the applicants, the EE Rep has ensured that any qualified equity-seeking group members have not been overlooked, and the committee has decided on a list of interviewees, the EE Rep can then begin shortlisting all the applicants.

When should we begin ranking the candidates?

After the Appointments Committee has interviewed the short-listed candidates, but before an offer is extended to any candidate, the EE Rep must ensure that Committee discussions have taken equity considerations into account. The shortlisted candidates are then put in rank order of recommendation. Next, the EE Rep records the rank order of the candidates, as determined by the appointment committee

When should the candidate be appointed?

After the previous steps are complete and a decision has been reached, the last step is to appoint the candidate. Once the EE Rep has applied the appointment they are required to enter the appointment details. Once the appointment details are complete, the EE Rep must submit the summary provided in the application to the Dean’s Office.

A woman was appointed in the department. Does this qualify as addressing the department’s goals?

Not necessarily. If women are not under-represented in the department, then it would not qualify as addressing the department’s goals.

STALLED, EXTENDED OR FAILED PROCESSES

After going through the hiring process we have been unable to find a qualified applicant. What are our options?

There are various options for proceeding, all with different ways for reporting in QEAP. The following are some examples:

You decide to extend the search using the same job posting – you should continue using the same QEAP competition, request the expected start date to be revised and add the additional applicants to the existing pool when required.

You decide to revise the job description/posting – you should collapse the competition and start a new competition with a new applicant pool.

You decide not to proceed with the posting at all – you should collapse the competition.

The search for a CRC Chair was unsuccessful, how should I proceed in QEAP?

At the top right, click the “Collapse” button and specify the reason from the drop-down menu.

The QNS candidate was not successful. How should I proceed in QEAP?

At the top right, click the “Collapse” button and specify the reason from the drop-down menu.

Our funding has been withdrawn, how should I proceed?

At the top right, click the “Collapse” button and specify the reason from the drop-down menu.

EQUITY PROCESS – RENEWAL, TENURE, PROMOTION

We have an Indigenous participant on an RTP Committee as part of Appendix O, does this participant require equity training?

It is recommended that all members of the RTP committee complete employment equity training prior to sitting on the committee.

EQUITY RELATED SITUATIONS

The committee would like to take our candidates out for dinner; is it acceptable to do so?

Best practices would suggest that a social event such as a dinner or lunch is too unstructured. This does not allow for the consistency in interaction between the candidate and interview team

that is needed to ensure every candidate has equal opportunity throughout the interview: the discussions differ from dinner to dinner, and if all the interview team members are not present, impressions are filtered through various members. Also, it is unclear what precise information interacting in this type of setting gleans. In fact, information such as family status or age can often creep into such dinner conversations and this of course is information that cannot be used in making hiring decisions. This is why a hospitality committee is a good alternative. Faculty members and graduate students who are not on the interview team can show hospitality and answer questions for the candidate on Queen's, Kingston and the Department without a feedback loop to the committee, thus avoiding problematic scenarios.

We welcome people outside the appointments committee to attend candidate talks and submit written opinions to the committee; can they express an opinion if they have only heard one talk?

Yes, they can, but care should be taken when considering this feedback, and for that matter, any feedback given. It is recommended that to standardize the process a feedback form is created and used to ensure consistency in response and ease of comparison. The appointments committee can certainly consider any and all feedback submitted, but is reminded to consider the candidates holistically (i.e., cover letter, CV, interview, talks, evidence of committed action in regard to equity, diversity, and inclusion, fair assessment of career interruptions and the like.