

Employment Equity in Action

Employment Equity
Action Plan
2019-2020





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Message from the AVP Human Rights, Equity and Inclusion

Effective institutional employment equity strategies rely on the collective efforts of many individuals across departmental and disciplinary lines, but the goal is a common one: the creation of workplaces where the best are recruited and retained and where diverse experiences, talents, and contributions are respected and valued.

In 2018, Queen's continued to make progress toward its employment equity goals with the assistance of many community members – hiring committees, employment equity representatives, hiring managers, department heads, supervisors, senior administrators - who pulled together to make equity a reality.



- Queen's University was selected by Employment and Social Development Canada as a recipient of an Employment Equity Achievement Award in the category of Innovation for the Queen's Equity Appointments Process (QEAP) Application.
- Forty non-academic units took the lead in piloting the QEAP, ensuring that administrative units followed an equity recruitment process similar to that followed for faculty hires. The "administrative QEAP" is now mandatory for all staff hirings.
- Academic unit compliance with the equity recruitment process (detailed in the Queen's-QUFA Collective Agreement) increased by 14% in 2018, bringing overall compliance with the process to 93%.
- Hiring managers and staff employment equity representatives have established a "community of practice" that meets regularly to share feedback, useful practices, and resources.
- Queen's was proud to host the Ontario Universities Employment Equity in Education Network (OUEEEN) conference, bringing together public sector employment equity specialists as well as Labour Program representatives.

Our institutional momentum around employment equity is growing, but there is much still to do to increase representation and create an inclusive and welcoming campus climate. The following plan outlines the university's goals around recruitment, retention, and professional development for the 19/20 academic year. We welcome your suggestions.



Recruitment

The Hiring Process for Faculty and Staff

The employment equity hiring process for faculty, outlined in the Queen's-QUFA Collective Agreement, has been in place for the last twenty years. Every three years the Human Rights and Equity Office communicates compliance with the faculty equity process to the Joint Committee on the Administration of the Agreement (JCAA).

An employment equity hiring process for staff was implemented in January 2019. Throughout 2018-2019, over 400 staff attended employment equity training for staff processes.

In the next year, our focus will be on the following goals:

- a) Continue to support units and departments in implementing an employment equity hiring process;
- b) Monitor compliance with the process, and;
- c) Continuous improvement of the process, based on user feedback.

Activities/Initiatives	Timeline
a) Develop a streamlined employment equity training program. (Staff Hiring Committee, Employment Equity Representative, Recruitment Bootcamp)	January 2020
b) Develop a “frequently asked questions” about employment equity package for Human Resources Advisors.	March 2020
c) Incorporate standard EDI language in job descriptions.	March 2020
d) Conduct an impact evaluation of Equitek.	November 2019

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Retention

The Diversity and Equity Assessment and Planning (DEAP) Tool

The DEAP Tool was implemented in academic units in January 2015. The DEAP Tool for administrative units was developed and then piloted in 2017. Many administrative units engaged with the DEAP Tool in 2018; however, our focus will be to introduce the DEAP Tool to all administrative units in 2019.

Employee Resource Groups (ERG)

The primary purpose of an ERG is to provide groups of employees with a formal structure within the organization to support their unique needs as they relate to specific personally identifying characteristics, including both visible and non-visible identities and characteristics. Our first ERG, *Queen's Women Network*, was founded three years ago. In 2018-2019 we supported the launch of two more ERGs; *Women in Science at Queen's* and a relaunch of the *Queen's University Association for Queer Employees*.

Queen's Exit Surveys and Internal Transfers

All employees departing Queen's University and transferring units at Queen's are asked to complete an Exit Survey, which provides us with valuable feedback concerning the reasons people leave the University as well as the reasons people transfer units. This information helps us identify ways in which the University may be able to make improvements to climate, structures, and policies.

Senior Management Performance Plans

Senior managers are responsible for ensuring that employment equity processes are being followed in their units and that attention is paid to gaps in representation caused by an inability to attract or to retain diversity. Developing means by which senior managers can track retention of the designated groups, as well as appropriate accountability measures for these managers, are an important part of a retention strategy.

Activities/Initiatives	Timeline
a) Introduce the Diversity and Equity Assessment and Planning (DEAP) Tool across all administrative units.	April 2020
b) Formalize a process for the implementation of further Employee Resource Groups and determine a communication plan.	January 2020
c) Review the exit survey process and internal transfer reports and identify areas of concern that need attention.	March 2020
d) Develop a metric/process on performance plans for Senior Managers around attraction and retention of designated groups.	April 2020



Professional Development

“Showing Up for Anti-Racism and Inclusion” Training for Senior Administrators

This workshop was developed for senior administrators as a way to reflect on key human rights, equity and inclusion concepts as well as the importance of these concepts to university administrative functions. In 2018, over 400 senior administrators attended this training.

Team Learning Program

Conceptualized as a blended learning course, the Diversity and Inclusion Team Learning Program is eight months in duration and was piloted by the Office of Advancement in 2017 and the Division of Student Affairs in 2019. The next step is launching the program to the university community.

Diversity to Inclusion (D2I) Certificate Program

The D2I Program has been successfully running since January 2013 and will be evaluated with regard to currency, as well as potential improvements and additions.

From Diversity and Inclusion to Belonging

This staff orientation session was developed in 2017 and delivered in 2018 and 2019 to new staff as a way to demonstrate the university’s commitment to diversity and inclusion and to highlight that belonging to the Queen’s community means creating spaces in which people can be their authentic selves at work. In 2019, our focus will be to launch an online version of this program to deliver to existing staff within grades 2 to 9.

Activities/Initiatives	Timeline
a) Deliver and monitor training to senior administrators' grades 10 and above with the expectation that this training will be offered on a yearly basis to capture new employees.	September 2019
b) Deliver and monitor Diversity and Inclusion Staff Team Learning Program.	September 2019
c) Evaluate current Diversity to Inclusion Certificate Program making any improvements where necessary.	September 2019
d) Develop an online version of 'From Diversity and Inclusion to Belonging' at Queen's program to deliver to existing administrative staff.	January 2020

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