EMPLOYMENT EQUITY REPORT 2024-2025

INTRODUCTION

This report outlines the Employment Equity Plan for Queen's University for 2024–2025. Developed collaboratively by the Faculty and Staff Recruitment, Retention and Support (FSRRS) UCARE Sub-Council, the plan reflects Queen's commitment to Indigenization, Equity, Diversity, Inclusion, Accessibility, and Anti-Racism (I-EDIAA). It also fulfills requirements under the Federal Contractors Program (FCP), which mandates equity in employment practices among federally contracted employers.

As Queen's moves forward in building a more inclusive and equitable institution, **the Employment Equity Plan serves as a key mechanism for enacting meaningful change in our workforce practices.** The 2024-2025 Employment Equity Plan had a 74% goal completion rate across recruitment, retention, and professional development; however, challenges remain. This report details completed actions, ongoing work, and next steps.

LEGAL AND INSTITUTIONAL FRAMEWORK

Queen's University recognizes the urgent and ongoing responsibility to address inequities within institutional structures. As part of this commitment, Queen's has embedded I-EDIAA principles into core operations, aligning with both internal goals and federal obligations. These principles are deeply embedded in the university's strategic direction and institutional values, as outlined in the [Principal's Strategy](#) and [The Queen's University Administration's Declaration of Commitment to address Systemic Racism](#).

Queen's University is obligated to meet the requirements set out under the [Employment Equity Act (1995)](#) and the [Federal Contractors Program (FCP).](#) These regulations mandate the equitable representation of four designated groups: Indigenous peoples, racialized groups, persons with disabilities, and women across all occupational classifications. This representation should reflect their presence in the Canadian workforce or relevant workforce segments. Additionally, Queen's has extended this scope to include 2SLGBTQI+ employees aligning with its broader I-EDIAA commitments.

As a federal contractor, Queen's must implement employment equity practices and demonstrate measurable progress. This includes **collecting workforce data, conducting detailed workforce analyses, setting both short- and long-term equity goals, and showing consistent advancement toward those goals.** To fulfill these obligations, the University has introduced a range of initiatives, policies, and tools that promote inclusive hiring and equitable workplace practices, including the annual **Employment Equity Plan** which guides and documents this ongoing work.

In 2024, Queen's reaffirmed its commitment by undergoing the **Subsequent Compliance Assessment**, successfully meeting FCP compliance requirements though **falling short of the 80% goal attainment threshold, achieving 54% (15 of 28 goals).** These findings have informed the 2025–2026 Employment Equity Plan and highlight the ongoing need for strategic, data-driven action.

WORKFORCE DEMOGRAPHICS

THE I COUNT QUEEN'S EQUITY CENSUS

Equity data collection remains a foundational element of Queen's employment equity strategy. The **I Count Queen's Equity Census** is the university's primary mechanism for gathering self-identification data from employees. Distributed monthly to new hires and accessible to all employees year-round, the census enables the university to compile demographic representation.

In 2024, the ICOUNT Queen's Equity Census was sent to **1384 new employees**. As of February 2025, **Queen's achieved an 87% response rate**, exceeding the FCP's 80% benchmark. This strong participation reflects a growing culture of engagement in the university's equity efforts.

TABLE 1. QUEEN'S UNIVERSITY EMPLOYEES (FEB 2023 -FEB 2024)

Women		Racialized/Visible Minorities		Indigenous Peoples		Persons with Disabilities		2SLGBTQI+	
2023	2024	2023	2024	2023	2024	2023	2024	2023	2024
57.7%	57.0%	16.0%	17.3%	2.2%	2.2%	5.9%	6.4%	6.9%	6.8%

The data underscores areas of progress and those requiring renewed focus. The data indicates a need for increased efforts to promote growth in Indigenous employees at the university. Of course, sustained support for all progress made is vital given the importance of continuing to recruit, retain, and develop talent across NOCs for all groups that are underrepresented in our workforce.

2024-2025 EMPLOYMENT EQUITY PLAN

The 2024–2025 Employment Equity Plan at Queen's University reflects a thoughtful and collaborative effort to build a more equitable and inclusive workforce. The plan is developed annually by the **Faculty and Staff Recruitment, Retention and Support (FSRRS) Sub-Council of UCARE**, in collaboration with members of the Queen's community whose work directly supports the university's employment equity goals.

Each year, a draft of the plan is presented at the **Employment Equity Forum**, where community members are invited to provide input. On May 6, 2024, the HREO reported back to the forum with the results of the FSRRS UCARE Sub-Council's work.

TABLE 2. FSRRS-UCARE SUBCOUNCIL COMPOSITION IN 2024-2025

Name	Title	Department
Nicholas Mosey	Chief of Staff and Special Advisor	Office of the Principal
Kate Bearse	Associate Director	Office of the Principal
Amanda LaRose	HR and Staffing Operations Manager	Office of the Provost
Teri Shearer	Deputy Provost	Office of the Provost
Jill Christie	Executive Director	Office of VPCEI
Lavonne Hood (Chair)	AVP Human Rights, Equity and Inclusion	HREO
Lavie Williams	Director	HREO
Ana Gamboa	Equity Advisor	HREO
Mika Henry	Associate Director	OII
Melissa Morrison	Senior Director	HR
Paul Kerekes	Manager, Talent Acquisition	HR
Awet Weldemichael	Faculty Member	QUFA

The plan emphasizes the interconnectedness of three strategic areas: **recruitment, retention, and professional development.** Together, these pillars form a cycle of change that not only brings equity-deserving individuals into the institution, but also fosters the conditions necessary for their success, belonging, and advancement.

TABLE 2. SUMMARY OF THE 2024-25 EE PLAN

Area	# of Items	Completed	Ongoing*	Completion Rate
Recruitment	6	5	1	83%
Retention	8	8	0	100%
Professional Development	9	4	5	44%
Total	**23**	**17**	**6**	**74%**

* Ongoing items are deferred to the next year plan

RECRUITMENT

In the area of recruitment, Queen's made significant progress in identifying and addressing structural barriers that have historically limited access for underrepresented groups. A new **recruitment tool** now equips hiring committees with tailored advertising strategies, including up-to-date information on where job postings are likely to reach equity-deserving candidates and real-time metrics on applicant engagement. The university also explored the development of an **applicant roster system**, and equity-focused features were added to the Queen's Equity Appointments Process (QEAP), allowing better **tracking of targeted hires**. The goals for this area were :

GOAL # 1:

Conduct a review of advertising sites that are recommended to Hiring Committees in engaging with equity deserving groups.

Complete: As part of the HR Recruitment Strategy Plan, a new tool was developed to provide a variety of advertising options and to provide Return on Investment statistics. This tool centralizes data on what job postings websites are available, monitors the number of applicants received, and ensures that the list of recommended advertising sites remains up to date.

GOAL # 2:

Explore the possibility of an applicant roster system, with special attention given to qualified equity-deserving candidates.

Complete: Human Resources has explored the creation of an applicant roster system aimed at identifying and engaging equity-deserving candidates. One proposed approach involves using CareerQ to group self-identified applicants, enabling targeted communication about job opportunities at Queen's and fostering long-term engagement with the university. Another suggestion involves leveraging QEAP and an opt-in equity-deserving listserv, ensuring transparency in how applicant data is used.

GOAL # 3:

Improve the data collection mechanism for Targeted Hiring Policy

Complete: The Queen's Equity Appointments Process (QEAP) now includes a feature that allows the Employment Equity Representatives to identify targeted hiring during the recruitment process, improving the accuracy and efficiency of data collection.

GOAL # 4:

Prepare the Equity Deserving Group data for the FCP Compliance Assessment.

Complete: The Subsequent Compliance Assessment was finalized on November 7, 2024, and Queen's received the FCP compliance assessment report on December 12, 2024. The university has been found in compliance with the FCP. However, only 15 out of the 28 goals (54%) from the previous assessment were met, falling short of the 80% threshold required to demonstrate reasonable progress. New FCP goals have been established for the next assessment in 2027.

GOAL # 5:

Update the National Occupational Classifications (NOCs), 2021, in PeopleSoft

Ongoing: Updates to the National Occupational Classification (NOC) codes are in progress and are expected to be finalized by Fall 2025.

GOAL # 6:

Explore Indigenous Search firms to assist with recruitment of Indigenous staff and faculty.

Complete: A review of Indigenous search firms identified three potential partners: Pathways Executive Search, Leaders International Executive Search, and Boyden.

RETENTION

Recruitment alone, however, is insufficient. Without effective retention strategies, equity-deserving employees may not remain long enough to thrive or advance. In response, the EE Plan included several new initiatives, such as the creation of an advisory group to guide support for BIPOC faculty, dedicated resources for 2SLGBTQI+ staff and the HR website now includes a centralized hub for wellbeing initiatives under the "Roadmap to Wellbeing". The recruitment goals were :

GOAL #7:

Implement Roadmap to Wellbeing (EWS).

Complete: HR has created a dedicated section on their website for the Roadmap to Wellbeing. As HR continues to collaborate with departments and identify additional wellbeing initiatives, more content will be added to the section.

GOAL #8:

Review retention data in preparation for enhanced retention strategies and supports for equity deserving groups.

Complete: The retention report was completed in February. Key takeaways from the report include the finding that employees who do not self-identify have the highest retention rates, while Indigenous retention continues to decline.

GOAL #9:

Identify specific 2SLGBTQI+ supports and resources for employees.

Complete: The HREO created a comprehensive document listing all available 2SLGBTQI+ resources at Queen's and within the Kingston community. In developing this resource, consultations were held with QUAQE, PAGGAS, and other related groups.

GOAL #10:

Create an advisory group to provide guidance and input on recruitment and retention strategies for BIPOC faculty members.

Complete: The advisory group has been established, with the first meeting taking place on March 4th. Meetings will continue monthly for the next year. Topics for discussion have been selected and assigned to each monthly meeting, and the outcomes will be shared with the FSRRS-UCARE sub-council to implement the recommendations.

GOAL #11:

Develop a communication strategy for promoting the National Center for Faculty Development & Diversity (NCFDD)

Complete: Information about the NCFDD is now available on the Office of the VPCEI's website. The Senior Leadership Team and Deans have been asked to share it within their units. Additionally, the Community Integration Liaison introduced the NCFDD at the New Faculty Orientation in August. HR and the Center for Teaching and Learning continue to actively promote membership.

GOAL #12:

Conduct an environmental scan of Onboarding procedures at other institutions

Complete: The Office of the VPCEI completed a thorough environmental scan of onboarding procedures at several Canadian institutions. Key points from each institution's approach were compiled for review. Additionally, consultations were held with HR to discuss broader onboarding practices.

GOAL #13:

Develop the DEAP Research tool - online version

Complete: The DEAP Research tool has been developed collaboratively by the Office of the VPCEI, the HREO, the VP Research, and the McDonald Institute.

GOAL #14:

Create a resource guide for racialized staff/faculty

Complete: The HREO has developed a draft of the resource guide and is currently evaluating the most suitable platform for hosting it online.

PROFESSIONAL DEVELOPMENT

Queen's has also expanded its professional development offerings, with a strong emphasis on cultural awareness, anti-discrimination training, and leadership accountability. The 2025 Learning Challenge, launched by the HREO, encourages employees to explore self-directed learning experiences that deepen understanding of I-EDIAA principles. In parallel, the university advanced specific knowledge-building initiatives, such as the development of resources on Islamophobia and antisemitism, and new online modules for department heads addressing bias in evaluations.

GOAL #15

Finalize, promote and educate the University community on the Indigenous Cultural Leave Policy.

Ongoing: : Consultations with Indigenous networks are ongoing, and the policy is expected to be finalized and implemented the Fall 2025.

GOAL #16

Amend Transfer and Termination Employee Checklist and revise Manager's Checklist to include Exit Interviews.

Complete: HR has updated both the Transfer and Termination Employee Checklist and the Manager's Checklist. A new section under "Additional Considerations" now encourages employees to complete an exit survey as part of the exit process. This update aims to collect valuable feedback to enhance employee retention and improve organizational practices

GOAL #17

Develop the 2025 Learning Challenge.

Complete: The Learning Challenge 2025 was launched in March by the HREO. It offers a set of virtual, self-directed learning opportunities designed to build foundational understandings of I-EDIAA. The Learning Challenge is intended to deepen knowledge and foster meaningful change through self-directed, reflective, and experiential community-based learning.

GOAL #18

Develop resources on Islamophobia and antisemitism.

Complete: The HREO has successfully developed and made available resources on Islamophobia and antisemitism. These resources are now accessible on the HREO website and aim to provide valuable information, raise awareness, and support efforts to combat discrimination.

GOAL #19

Explore the possibility of expanding the Tuition Assistance Program, including post-graduate certificates.

Complete: HR identified that the primary equity concern related to the program is English language training, which is already covered under the current Tuition Assistance Program.

GOAL #20

Create online modules on Harassment and Discrimination policy and procedure.

Ongoing: New online modules will be developed once the updated policy is approved and implemented. This goal has been deferred to the 2025-2026 Employment Equity Plan.

GOAL #21

Develop and Implement an Indigenous certificate training program for Employees

Ongoing: The development and implementation of the Indigenous Certificate Training Program for employees is currently underway, with completion expected by this summer.

GOAL #22

Develop an online module for Department Heads on bias in evaluations. CA 28.1.1 (c)

Complete: The HREO has drafted content which is currently under review. Once the content is approved, it will become a resource in a micro-module and/or information sheet on our website.

GOAL #23

Review, update and promote the Equity and Diversity Competencies mapping.

Complete: Review has been completed; based on the review HREO met with HR to discuss alignment of the Competency Dictionary to current usage, including the PDP process. Minor updates will be completed on the website in the interim.

CONCLUSION AND FORWARD DIRECTIONS

This past year has seen key accomplishments: the development of more equitable recruitment tools, the implementation of targeted support for racialized and 2SLGBTQI+ employees, and a suite of learning initiatives designed to build equity competencies across the institution.

The university's successful completion of the Federal Contractors Program compliance assessment in December 2024 confirms that it is on the right path; yet, it also revealed the need for greater ambition. With only 54% of previous equity goals achieved, the message is clear: compliance is the floor, not the ceiling.

Data has been central to these efforts, not only in meeting federal obligations, but in guiding the university toward more strategic and responsive decision-making. The high response rate to the I Count Queen's Equity Census reflects the growing trust of employees in this process, and reinforces the importance of keeping equity data accessible, actionable, and transparent.

Looking ahead, the next phase of work must build on these foundations to create an Employment Equity Framework to further accomplice our institutional I-EDIAA goals and FCP obligations. Queen's will need to continue to pursue significant, and meaningful engagement with Indigenous communities, examine retention dynamics with greater nuance, and develop mechanisms to track long-term impact of professional development programs. Above all, equity must remain a shared responsibility embedded in policy, championed by leadership, and sustained through everyday practice.